



**Washington Suburban
Sanitary Commission**

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

Legislative Report

FY 2012

(July 1, 2011 - June 30, 2012)



"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 about 65% of the Commission's wastewater annually.
- More than 5,500 miles of water main lines and nearly 5,400 miles of sewer main lines.

WSSC Facts

- Our state-of-the-art laboratory performs 500,000 tests annually to ensure water safety and quality.
- WSSC had an approved FY 2012 Operating and Capital Budget of \$1.2 billion, and included \$626 million for operation expenses and \$566 million for capital expenditures.
- The approximate cost per million gallons of water produced/delivered is \$2,206.
- The approximate cost per million gallons of wastewater treated is \$2,845.

Source: Washington Suburban Sanitary Commission, 2012



Parkway Wastewater Treatment Plant



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Fiscal Year 2012

July 1, 2011 – June 30, 2012

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

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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 Article, Annotated Code of Maryland, which states the following:

“By September 15th 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



Washington Suburban Sanitary Commission

14501 Sweitzer Lane • Laurel, Maryland 20707-5901

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

GENERAL MANAGER
Jerry N. Johnson

November 14, 2012

Dear Community and Business Partners:

The Legislative Report for Fiscal Year (FY) 2012 highlights the Small, Local and Minority Business Enterprise (SLMBE) Program's accomplishments in promoting inclusion of diverse suppliers in the Washington Suburban Sanitary Commission's (WSSC or Commission) contracting opportunities. At the Commission, we believe that our supplier diversity program should be proactive and provide equal access to contracting opportunities. Our commitment to our SLMBE Program starts at the top of our company, and supplier diversity is embedded in the way we do business. Our Minority Business Enterprise (MBE) Program and our "signature" Small Local Business Enterprise (SLBE) Program enables us to formulate partnerships with minority- and women-owned business enterprises, which brings added value to the communities the Commission serves.

As we continue to address the fiscal challenges that lie ahead, we will move forward resolutely with initiatives to address the business concerns of the SLMBE Office and its participants; the small, minority and women-owned business communities. As an industry leader, a local employer, and a caring member of the community we serve, we have both the opportunity and the obligation to promote diversity on both economic and social platforms.

The Commission realizes the value of having a diverse and inclusive procurement process, which promotes competitive and quality services. In turn, these options help 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 2012 include:

- Receiving state re-authorization of the MBE Program codified in WSSC's Standard Procedure (SP) MBE 11-01;
- Exceeding the MBE contract payment objective of 26% of the total contract payments;
- Achieving \$102.3 million (28%) in MBE contract payments, which is \$35.4 million more than FY 2011 MBE contract payments;
- Achieving \$129 million (18%) in MBE contract awards; and \$23.1 million in payments to SLBE firms.

We appreciate the recognition we have received over the past year for our dedication to the small, local and minority business community. In addition, we appreciate the participation by the business communities in Prince George's and Montgomery counties and the Greater Metropolitan Area in supporting our mission.

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.

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 one of the largest water and wastewater utilities 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 dedicated resources, policies, and procedures. The policies and procedures include, but are not limited to, aspirational expenditure goals and compliance, certification of MBEs and approval of SLBE requirements and extensive community outreach.

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.

WSSC Misión

Nuestra comunidad confía que preveremos agua segura y fiable, el recurso más precioso de la vida, y en que devolveremos el agua limpia para el medio ambiente de una manera económicamente y éticamente responsable.

Small, Local and Minority Business Enterprise (SLMBE) 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 small, local and minority businesses, which add value to the Commission and community we serve.

Misión de la Oficina SLMBE

La Oficina SLMBE, se dedica a crear un entorno de compra integrada y al mismo tiempo crear relaciones sostenibles; ampliar las oportunidades, y cultivar el crecimiento de empresas pequeñas, locales y minoritarias las cuales añaden valor a la Comisión y a la comunidad que servimos.

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 with internal and external stakeholders and institutionalizing best-in-class supplier diversity principles.

The SLMBE Office administers WSSC's MBE Program and its "signature" SLBE Program to mitigate the on-going effect of discrimination in WSSC's market area by implementing our supplier diversity strategy.

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

WSSC Strategic Priorities



Infrastructure:

Plan, renew and sustain our infrastructure to meet customer expectations through innovative, cost-effective technology and world class asset management practices.



Financial Stability:

Practice sound financial stewardship that ensures delivery of the best quality water and wastewater treatment services to our customers at a reasonable cost with affordable rates.



Workforce Management:

Sustain a high-performing workplace that attracts and retains diverse, flexible, and knowledgeable employees focused on service excellence.



Procurement:

Ensure operational efficiency and reliable service to customers and all stakeholders through transparent, equitable, and responsible procurement practices which enhance the community we serve.



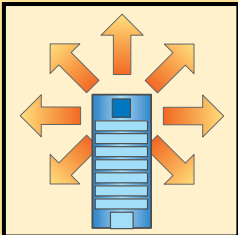
Customer Service:

Ensure customer confidence through the delivery of timely, high quality products and services to internal and external customers.



Security and Safety:

Protect our people, our business, and our community through proactive planning, emergency preparedness and utilization of effective risk management.



Communications and Stakeholder Relationships:

Proactively communicate and maintain strategic partnerships and community relationships with key stakeholders and jurisdictions in support of our mission.



Environmental Stewardship:

Promote safe and responsible stewardship of our water, air, and land using efficient and effective business practices and technology.

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 supplier diversity initiatives to: exceed the FY 2012 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-hosted supplier diversity training programs.

In FY 2012, WSSC had measureable SLMBE performance achievements supporting the Commission's strategic procurement sourcing and supplier diversity goals. The MBE Program was re-authorized by the Maryland General Assembly in April 2012. The new MBE Program is codified in the WSSC Standard Procedure (SP) MBE 11-01, which supports the regulatory reporting requirements.

In FY 2012, the Commission spent \$102.3 million (28%) in total contract payments with MBE firms (Figure 1) as compared to \$66.9 million representing \$35.4 million more than FY 2011 (Figure 2).

Figure 1: FY 2012 MBE Contract Payments

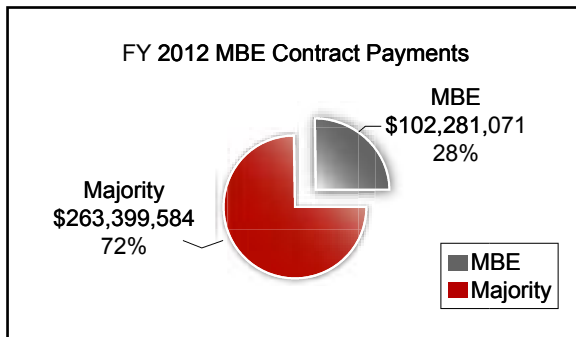
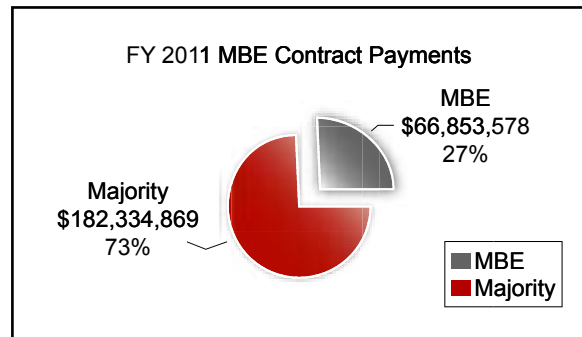


Figure 2: FY 2011 MBE Contract Payments



The majority payment in Figure 1 excludes \$33.5 million in validated subcontract payments and these dollars have been subtracted from the \$296.9 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. All dollars and/or percentages are rounded to the nearest whole dollar and/or percentage.

In FY 2012, the Commission awarded \$129 million (18%) to MBE/WBE firms (Figure 3). WSSC's total contract award dollars of \$703 million increased in comparison to the \$427.5 million total contract award dollars for FY 2011 (Figure 4).

Figure 3: FY 2012 Contract MBE Awards

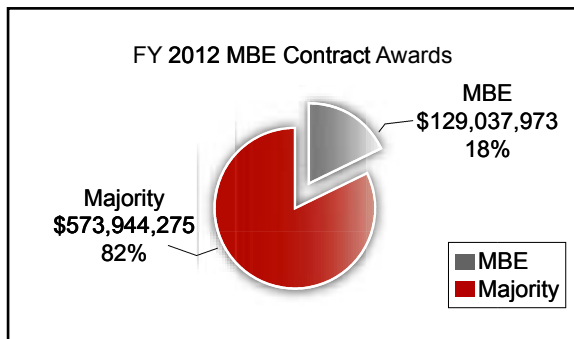
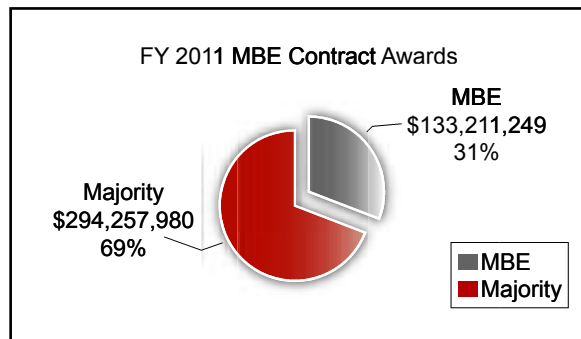


Figure 4: FY 2011 Contract MBE Awards



Spending with SLBE firms significantly increased in FY 2012. The total contract payments made to SLBE firms, inclusive of prime contractors and validated payments to subcontractors, in FY 2012, was \$23.1 million, an increase of \$8.3 million compared to FY 2011 SLBE contract payments at \$14.8 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 with prime contractors for joint venture and teaming opportunities. WSSC received several recognitions for its accomplishments: the Best Leader in Providing Opportunities for Minority Owned Firms, Your Turn to Lead Appreciation, and the Minority Enterprise Advocate (MEA) Distinguished Women Award.

As part of its comprehensive outreach and stakeholder engagement strategy, the SLMBE Office continued to expand its relationship with the business community and professional and trade organizations. Through its special announcements, targeted supplier communications, presence on the WSSC website, program brochures and the annual Legislative Report, the SLMBE Office remained a strategic resource to the supplier community, and a reliable link to similar initiatives throughout Prince George's and Montgomery counties.

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 1,526 new supplier registrations in the Centralized Bidder Registration (CBR) system and approval of 79 new firms into the SLBE Program. The SLMBE Office hosted, co-hosted and/or participated in approximately 50 external events such as tradeshows, business/procurement fairs and networking events and conducted approximately 30 internal outreach events, including supplier diversity training.

WSSC's performance in FY 2012, and our goals for the coming fiscal year, demonstrate the Commission's commitment to and the quality of the SLMBE Program and the community WSSC serves. Our commitment and our performance demonstrates that WSSC is the company where diversity is just the way we do business.

Gary Gumm, WSSC Chief Engineer and Jerry N. Johnson, WSSC GM/CEO at a WSSC worksite.



Internal Efforts of WSSC and the SLMBE Office

The commitment to our SLMBE Program is permeated in the belief of the WSSC Commissioners, General Manager (GM)/CEO and senior management that, *“diversity is just the way we do business.”* The results provide evidence of WSSC's commitment to responsible stewardship over the resources entrusted to the Commission for meeting its mission-related objectives within the community.

The commitment to the SLMBE Program has become rooted in the WSSC business culture, with positive effect resulting in the increasing participation of MBE/WBEs and SLBEs in WSSC contracting opportunities while strengthening the SLMBE Office's mission. Motivated by our achievements in FY 2012, the SLMBE Office strives continuously to integrate new, best and current supplier diversity practices and principles 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 aspirational goal.

The hallmark of the SLMBE Office is the congruence of the 4-Pillars of the SLMBE Program. These 4-Pillars are *Supplier Advocacy, Compliance, Extensive Outreach and Supplier Development.*

Supplier Advocacy

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 WSSC contracting areas.

Compliance

In FY 2012, the SLMBE Office continued to extend its compliance-related efforts by initiating the transition from its current web-based compliance tool to a new enabling technology called PRISM™ Compliance Management, which will build greater transparency among all parties with responsibility to managing, administering or fulfilling the requirements on WSSC-funded contracts. With the change-over in the Fall of 2012, the SLMBE Office will improve efficiencies within its business processes, reporting requirements by vendors, and reduce paperwork volume in support of WSSC's Environmental Stewardship policy.

The SLMBE Program has built in flexibilities that afford waiver request consideration. Several crucial reference materials and tools were developed to facilitate vendor compliance with participation, responsiveness to solicitations, submissions of waiver requests, and general communications between all stakeholders and the SLMBE Office. These reference materials and tools include:

- **The Appendix A**, which is the SLMBE Office's guideline on participation included in all WSSC formal solicitations and provides all requisite Office forms and information, the evaluation tests for determining Commercially-Useful Function, a list of potential subcontracting opportunities, and the Good Faith Efforts Guide;
- **The Good Faith Efforts Guide (GFE)** for all GFE submissions on bid proposals and supplier reporting throughout the life of the Contract, and includes the a newly devised criteria point system used by the Commission to evaluate submittal GFE Guide;
- **The Above/Underground Infrastructure Weighted Average Subcontracting Goal and the Architectural and Engineering Subcontracting Tools**, which enables the SLMBE Office to calculate the overall mandatory subcontracting goal for Construction and A&E contracts, respectively, which provides a guide for determining participation;
- **The Forecasting and Planning Questionnaire**, which affords the contracting areas and individual Contract/Project Managers with a tool to communicate new project requirements, historical information on existing contracts and relevant market sector information based on information from Materials, Account Payable, Purchasing System (MAPS) and the Contract/Project Manager's experience with the project and/or supplier(s);
- **The Forecast Resource Planning Spreadsheet**, which enables the SLMBE Office and members of WSSC's senior management with tracking and prioritizing pipelined contracts with potential participation or incentives;

- **The Commercially-Useful Function (CUF) Questionnaire**, which is a standard set of questions and guidelines, enabling the SLMBE Office to evaluate in a consistent and equitable manner if the role of a firm (i.e., MBE/WBE and/or SLBE) is limited to that of an extra participant in a transaction on WSSC-funded Contracts.

In addition to the new materials and tools developed, throughout FY 2012, the SLMBE Office remained vigilant in executing a full SLMBE compliance strategy, which enhanced, enforced or evolved compliance-related activities. Samplings of these efforts include:

- Processing over 1,000 contract-related SLMBE memorandums identifying opportunities for MBE/WBEs and SLBEs on WSSC-funded contracts.
- Conducting extensive research of the WSSC marketplace to assist in establishing and setting contract-specific goals pursuant to the MBE and SLBE Program Policies.
- Establishing corrective action plans and providing compliance-focused counseling to contractors in support of their performance on WSSC-funded contracts.
- Validating subcontractor utilization plans through the use of compliance reporting tools.
- Implementing proactive compliance measures to mitigate non-compliance and to ensure planned subcontract utilization.
- Working extensively with WSSC contracting areas to determine forecast opportunities for MBE/WBEs and SLBEs.
- Driving compliance-related efforts to assist contractors with identifying qualified subcontractors per participation goals that results in only 26 waiver request submissions.
- Conducting monthly trainings on the current web-based compliance tool for internal and external end-users.
- Responding to numerous compliance-related issues for resolution.
- Serving on WSSC project and contract evaluation committees.

Extensive Outreach

The SLMBE Office's extensive outreach efforts not only promoted WSSC's supplier diversity initiatives, but also served as the catalyst for specifically identifying diverse suppliers for prime and subcontracting opportunities. The SLMBE Office hosted or participated in nearly 80 outreach events ranging from conferences, supplier development trainings to media panels reaching thousands of potential and current suppliers, community partners, and certifying agencies with the message that WSSC is open for business with SLMBEs.

The SLMBE Office’s broad reach included:

- Providing one-on-one direct responses to approximately 119 stakeholders with “walk-in” inquiries seeking information about WSSC’s SLMBE Programs and/or contracting opportunities.
- Consulting with WSSC contracting areas, and preparing and executing contract target outreach events to accompany Pre-Bid Conferences, such as the “IDIQ Vendor Event and Pre-Bid Conference,” and other vendor-outreach events to educate suppliers, and to create networking and supplier development opportunities for SLMBE firms.
- Exhibiting in local and national outreach events such as workshops, conferences, matchmaking events, business fairs and “Vendor Days” hosted by other stakeholders.
- The SLMBE Office maintained a visible presence in local, regional and national media with various print, radio and online advertising. To solidify this presence in the marketplace and among the industry as leaders, the SLMBE Office appeared in the local and regional media to promote the importance of supplier diversity.
- Aggressively executed a communication and engagement strategy to inform the SLMBE community of imminent forecasted contracting opportunities.
- Participating in high-profile events, at which many of them WSSC, the SLMBE Office or members of its staff were recognized. As a source of inspiration, the SLMBE Office appreciated the recognition of its hard work and diligence on behalf of the SLMBE community. Our awards and recognition:

ORGANIZATION	RECOGNITION
Maryland Washington Minority Contractors’ Association	Best Leader in Providing Opportunities to Minority-Owned Firms
Maryland Hispanic Business Conference	Conference Supporter Recognition for contributions to Hispanic business growth
NAACP Montgomery County Maryland	Supporter Recognition
Women Presidents’ Educational Organization (WPEO)	Corporate Recognition for commitment to the success of women’s business
MEA Magazine	MEA Distinguished Women

Supplier Development

In collaboration with WSSC's Acquisition Office and WSSC's contracting areas, the SLMBE Office co-hosted and/or served as presenters at the Supplier Education & Events sessions held at the WSSC headquarters in Laurel, Maryland. Suppliers of all sizes and classifications participated in the various seminars, workshops and informational sessions, including the Acquisition Office's signature event, How To Do Business With WSSC. For many of the participating suppliers, the opportunity to network, receive information on ways to build their business capacity, and learn about WSSC's contracting procedures enhanced their success in doing business with WSSC.

FY 2012 SUPPLIER EDUCATION SESSIONS

- How To Do Business With WSSC**
- Subcontracting: What Every Prime Contractor Needs to Know**
- Tips & Techniques for Responsive Bid Submittals**



Towanda Livingston, Director of WSSC's SLMBE Office, and conference attendees at the Women's Business Consortium's Annual Power Conference.

Communications and Engagement

The SLMBE Office prides itself on developing sustainable relationships, internally, as well as externally. As a part of our continuous improvement process, we have identified and implemented a series of internal initiatives designed to strengthen relationships with the local business community, policy makers and the public. In FY 2012, the SLMBE Office placed emphasis on communications in order to improve compliance, and become an integral part of WSSC's procurement process.

Communications

Quick Response (QR) Code

Throughout this past fiscal year, the SLMBE Office evaluated its marketing strategy. Results of the assessment prompted a more aggressive approach to its marketing efforts, including ways to reach the targeted audience and becoming more accessible. One solution was the development of the new SLMBE Office QR Code. The Code allows users to quickly access and/or transfer information available on the WSSC website. Recognizing the popularity of QR Coding, the SLMBE Office began featuring the Code on all its outreach materials in an effort to connect to all stakeholders in a more timely and efficient manner.



WSSC Website

WSSC continues to maintain up-to-date information about the SLMBE Program on the corporate website at www.wsscwater.com. The SLMBE Program web pages 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. Our website also provides 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 SLMBE Program policies, the WSSC 2010 Disparity Study Final Report, and documents required to apply for SLBE status.

Rapid Response E-Blasts

The SLMBE Office issued rapid response e-blasts to the Commission and SLMBE Office databases to alert vendors of imminent forecasted contract opportunities. This rapid response enabled vendors to initiate their watch and planning for response to WSSC Solicitations. Additionally, the SLMBE Office issued rapid response e-blasts to provide supplemental information about contracting opportunities, supplier events, and critical information to help suppliers navigate the procurement process.

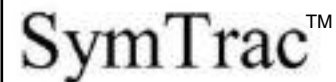
Engagement

Supplier Diversity Trainings for WSSC Contract Managers/Project Managers

WSSC conducted seven trainings titled, “Mutual Respect Equals Success at WSSC” for WSSC employees that manage WSSC-funded Contracts and/or have reason to interface with suppliers/vendors. The training was conducted in response to anecdotal comments made by firms relating their experiences or perceptions about WSSC’s contracting practices, which severely impacts potential MBE/WBE participation. The purpose of the training was to reiterate the importance of supplier diversity at WSSC and employees’ respective responsibility in ensuring accessible and fair contracting practices. *Results:* Approximately 132 WSSC Project Managers, Contract Managers, functional staff and attending management, including the WSSC GM/CEO participated in the training.

WSSC Web-Based Compliance System

WSSC conducted monthly training sessions on the Commission’s current web-based compliance management system (SymTrac™). *Results:* Sixteen sessions were held and over 200 suppliers/vendors and WSSC employees received instructions on how to access and navigate through the system for reporting purposes. The sessions conducted were designed to provide a hands-on experience for both external and internal end-users.



In FY 2012, the SLMBE Office championed integration of the new web-based compliance system called PRISM™ Compliance Management. This system will create an improved quality control process, alleviate dual efforts for

internal users, and most importantly, enhance transparency of SLMBE participation activities.

Appendix A Section – Vendor Trainings

The SLMBE Office works in direct partnership with WSSC’s Acquisition Office to ensure there is a fair and inclusive contract sourcing process. In an effort to create responsible and responsive suppliers/vendors, the SLMBE Office con-

ducted regular workshops educating suppliers and vendors about the new section in WSSC's Solicitations pertaining to the SLMBE participation. *Results:* Ten sessions were conducted and attended by approximately 380 suppliers/vendors whom received information about the intent of the Appendix A section and how to be responsive to the information conveyed as it appears in Solicitations.

Community Partnerships

The SLMBE Office continues to 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 such as: Women Presidents' Educational Organization (WPEO), Prince George's Community College Center for Minority Business Development (CMBD), MD/DC Minority Supplier Development Council (MD/DC MSDC), Governor's Office of Minority Affairs (GOMA) and many more. The SLMBE Office continues 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.

Performance Measures, Data and Graphs – The SLMBE Program Brings Results in Fiscal Year 2012

SUMMARY OF FY 2012 TOTAL CONTRACT PAYMENTS AND AWARDS

Contract Payments

In FY 2012, WSSC's total contract payments including \$33.5 million in validated subcontract payments were \$365.7 million. The majority payments include the same \$33.5 million in validated subcontract payments. These subcontract payment dollars have been subtracted from the \$296.9 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 \$102.3 million or 28% of the Commission's total adjusted contract payments of \$365.7 million*, which exceeded the MBE payment objective of 26% (Figure 5). 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 2012, WSSC's total contract awards were \$703 million. This amount represents contracts awarded in the four WSSC Contracting Areas: Architectural & Engineering, Construction, Goods and Services and Professional Services. Of the total contracts awarded in FY 2012, \$129 million or 18% 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 26 waiver requests in FY 2012. Of the 26 waiver requests, thirteen (13) were approved and thirteen (13) were denied. Of the thirteen (13) approved waivers, ten (10) 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. All dollars and/or percentages are rounded to the nearest whole dollar and/or percentage.

Figure 5: Summary of Total Contract Payments

Contracting Areas	Goal	MBE**	MBE%	MBE	WBE	Majority	Sub Payments
A & E	24%	\$ 16,305,429	36%	\$ 14,760,137	\$ 1,545,292	\$ 40,362,134	(\$ 10,727,823)
Construction	20%	\$ 15,159,280	10%	\$ 13,132,000	\$ 2,027,280	\$144,182,014	(\$ 4,763,723)
Goods and Services	28%	\$ 64,994,811	46%	\$ 38,110,311	\$ 26,884,500	\$ 91,002,221	(\$ 15,284,975)
Professional Services	20%	\$ 5,821,551	24%	\$ 3,977,441	\$ 1,844,110	\$ 21,325,586	(\$ 2,695,841)
TOTALS	26%†	\$102,281,071	28%	\$ 69,979,889	\$ 32,301,182	\$296,871,955	(\$ 33,472,371)
*Majority – Sub Payments + MBE + WBE = Total Adjusted Contract Payments.....							(\$365,680,655)

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

WSSC workers at the Parkway Wastewater Treatment Plant.



The following pages depict the breakdown of contract payments and awards for FY 2012. 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 2012.

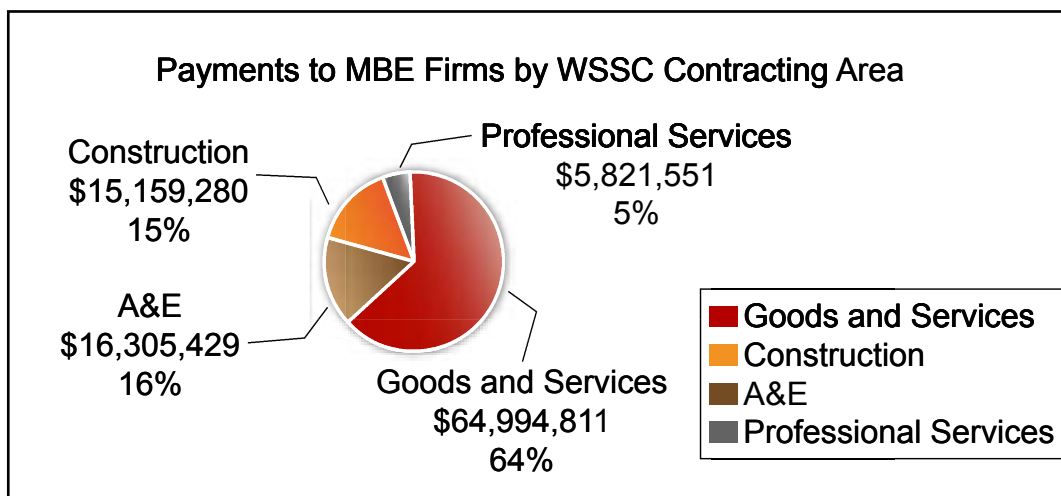
Note: Majority - Sub Payments + MBE + WBE = Total Adjusted Contract Payments. MBE and WBE award dollars include Prime and Subcontract award dollars. Majority award dollars are adjusted to exclude amount proffered to subcontractors. All dollars and/or percentages are rounded to the nearest whole dollar and/or percentage.

Summary of FY 2012 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 measures 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 6 represents the breakdown of the total \$102.3 million dollars paid to MBE firms in the WSSC contracting areas for FY 2012.

Figure 6: MBE Total Contract Payments by WSSC Contracting Area



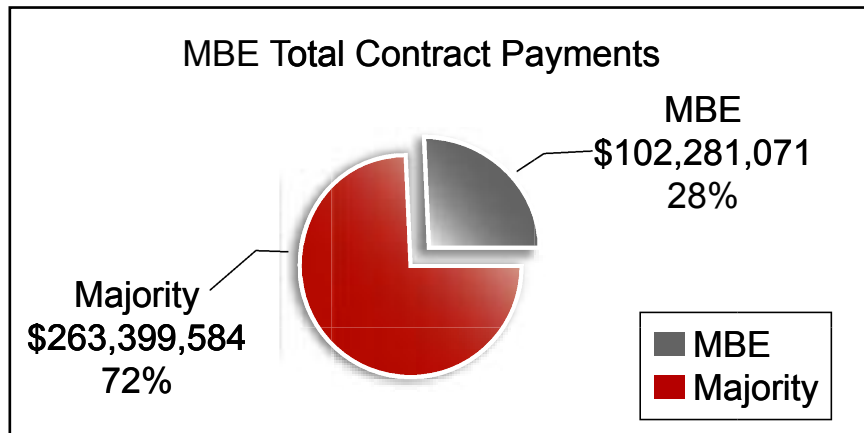
Strategic Partners

To WSSC, a Strategic Partner is one who knows, understands and shows their support of our core strategies; can live up to our core values...is agile; innovative; can grow with us...has positioned themselves to bring us value by anticipating our needs and is able deliver cost effective solutions with our customers in mind.

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. All dollars and/or percentages are rounded to the nearest whole dollar and/or percentage.

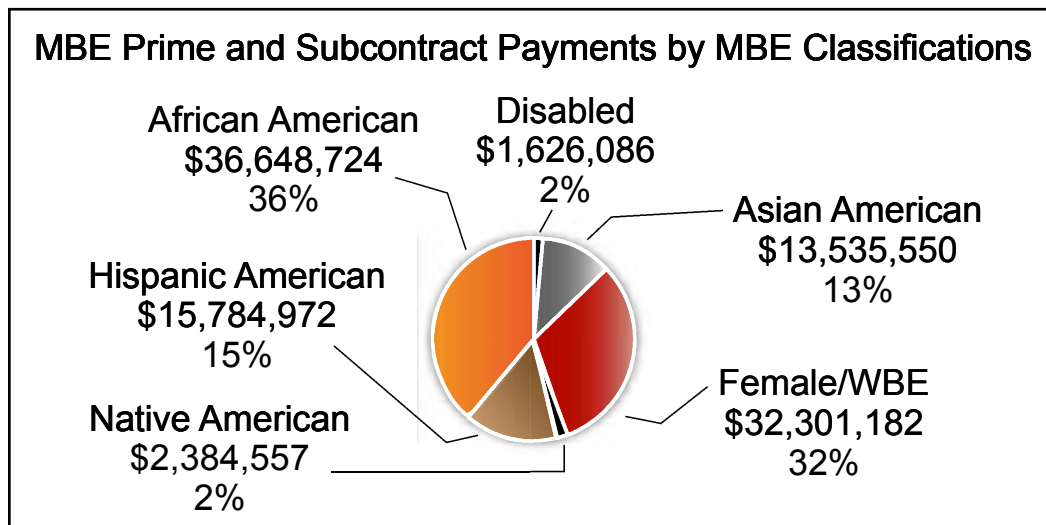
In FY 2012, of the total contract payments remitted, the majority payments minus validated subcontract dollars of \$33.5 million totaled \$263.4 million compared to MBE payments of \$102.3 (28%) million, inclusive of payments to WBEs. (Figure 7).

Figure 7: MBE Total Contract Payments



Of the \$365.7 million in total contract payments in FY 2012, MBE firms received \$102.3 million as shown in Figure 8 (by MBE classification).

Figure 8: 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. All dollars and/or percentages are rounded to the nearest whole dollar and/or percentage.

For the purpose of this FY 2012 Legislative Report, WSSC reports total contract payments based on its service areas of Prince George's and Montgomery counties, the Baltimore and Washington SMSAs respectively, other surrounding communities/counties in Maryland and out of state. As shown in Figure 9, a total of \$169 million of WSSC's total contract payments were remitted to businesses domiciled or maintained a significant presence in Maryland, including Prince George's and Montgomery counties.

Figure 9: Total Contract Payments by Location

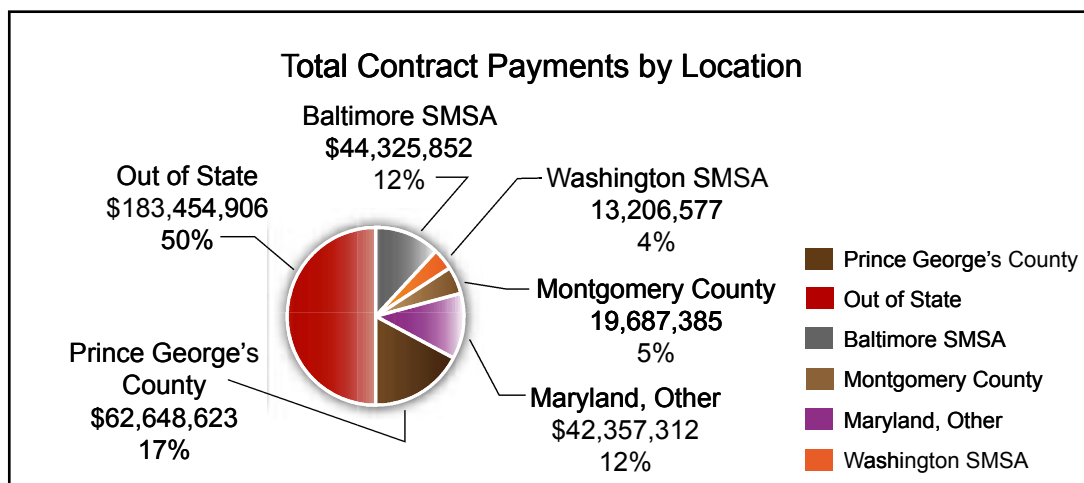
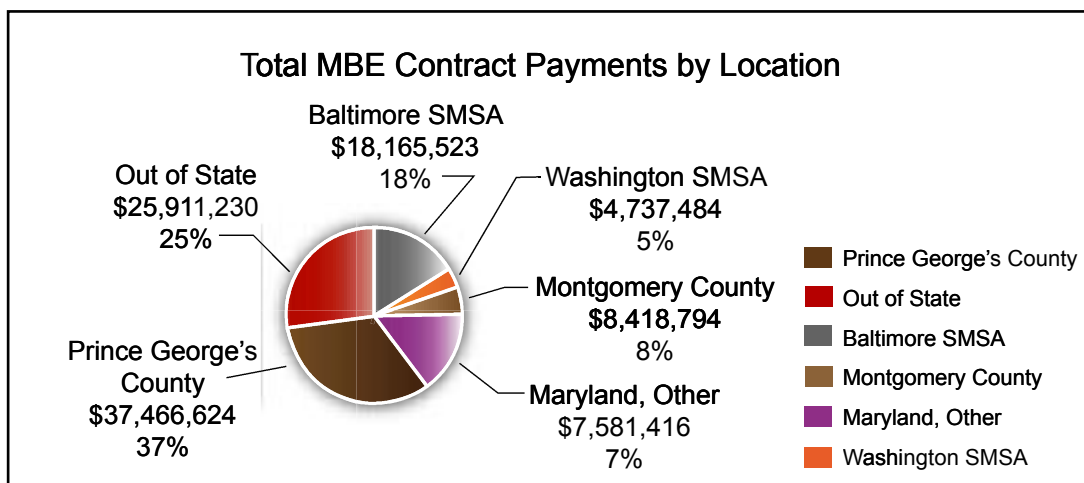


Figure 10 illustrates a total of \$71.6 million of WSSC's total MBE contract payments were remitted to businesses domiciled or maintained a significant presence in Maryland, including Prince George's and Montgomery counties.

Figure 10: Total MBE Contract Payments by Location



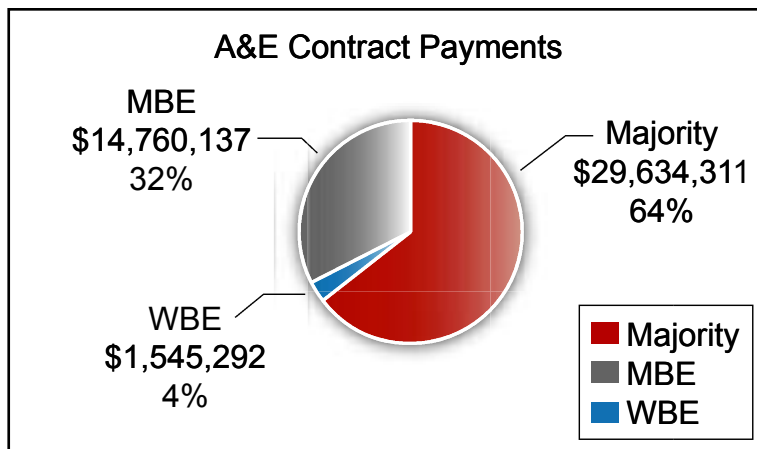
Note: Majority - Sub Payments + MBE + WBE = Total Adjusted Contract Payments. MBE and WBE award dollars include Prime and Subcontract award dollars. Majority award dollars are adjusted to exclude amount proffered to subcontractors. All dollars and/or percentages are rounded to the nearest whole dollar and/or percentage.

Summary of FY 2012 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.

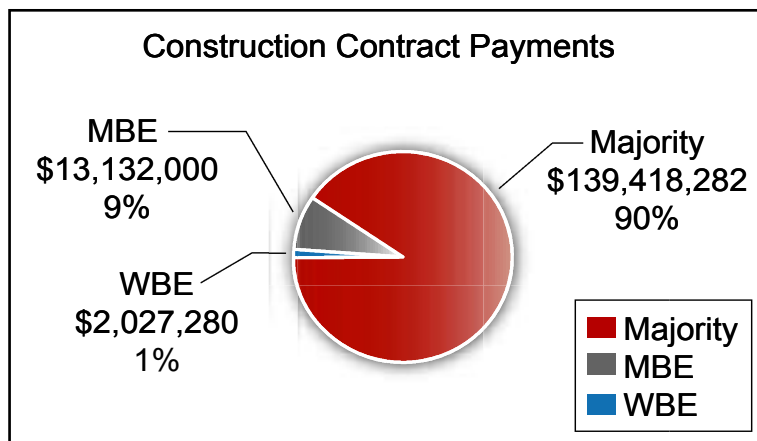
A&E contract payments totaled \$45.9 million. Of the total A&E contract payments, MBE firms received \$14.7 million (32%) and women-owned firms received \$1.5 million (4%) (Figure 11).

Figure 11: Architectural and Engineering (A&E) Contract Payments



Construction contract payments totaled \$155 million. Of the total contract payments, MBE firms received \$13.1 million (9%) and women-owned firms received \$2 million (1%) (Figure 12).

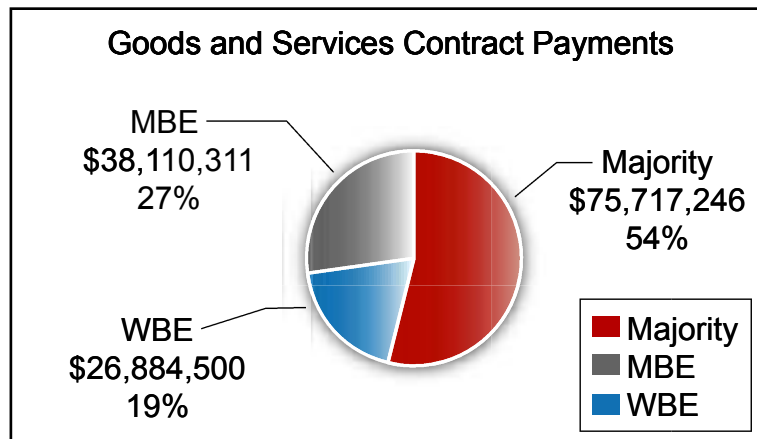
Figure 12: Construction Contract Payments



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. All dollars and/or percentages are rounded to the nearest whole dollar and/or percentage.

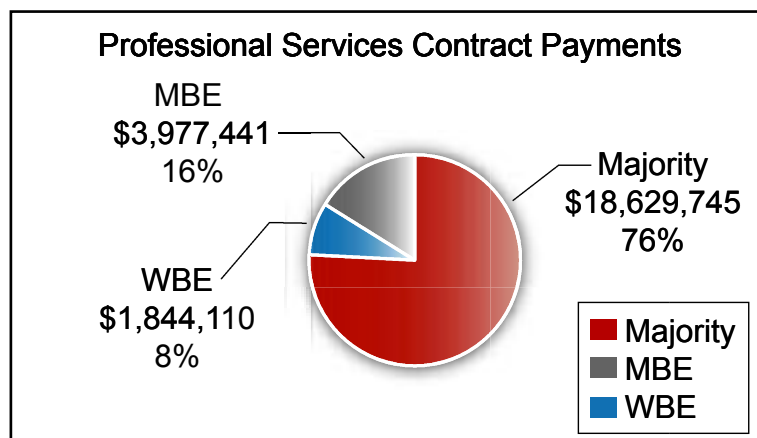
Goods and Services contract payments totaled \$140.7 million. Of the total contract payments, MBE firms received \$38.1 million (27%) and women-owned firms received \$26.8 million (19%) (Figure 13).

Figure 13: Goods and Services Contract Payments



Professional Services contract payments totaled \$24.4 million. Of the total contract payments, MBE firms received \$3.9 million (16%) and women-owned firms received \$1.8 million (8%) (Figure 14).

Figure 14: 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. All dollars and/or percentages are rounded to the nearest whole dollar and/or percentage.

Summary of FY 2012 Contract Awards to MBE Firms (MBE Primes and Subcontractors)

In FY 2012, of the contracts awarded, \$119.4 million was awarded to MBE firms and \$9.6 million was awarded to WBEs firms for total MBE/WBE contract awards of \$129 million (Figure 15).

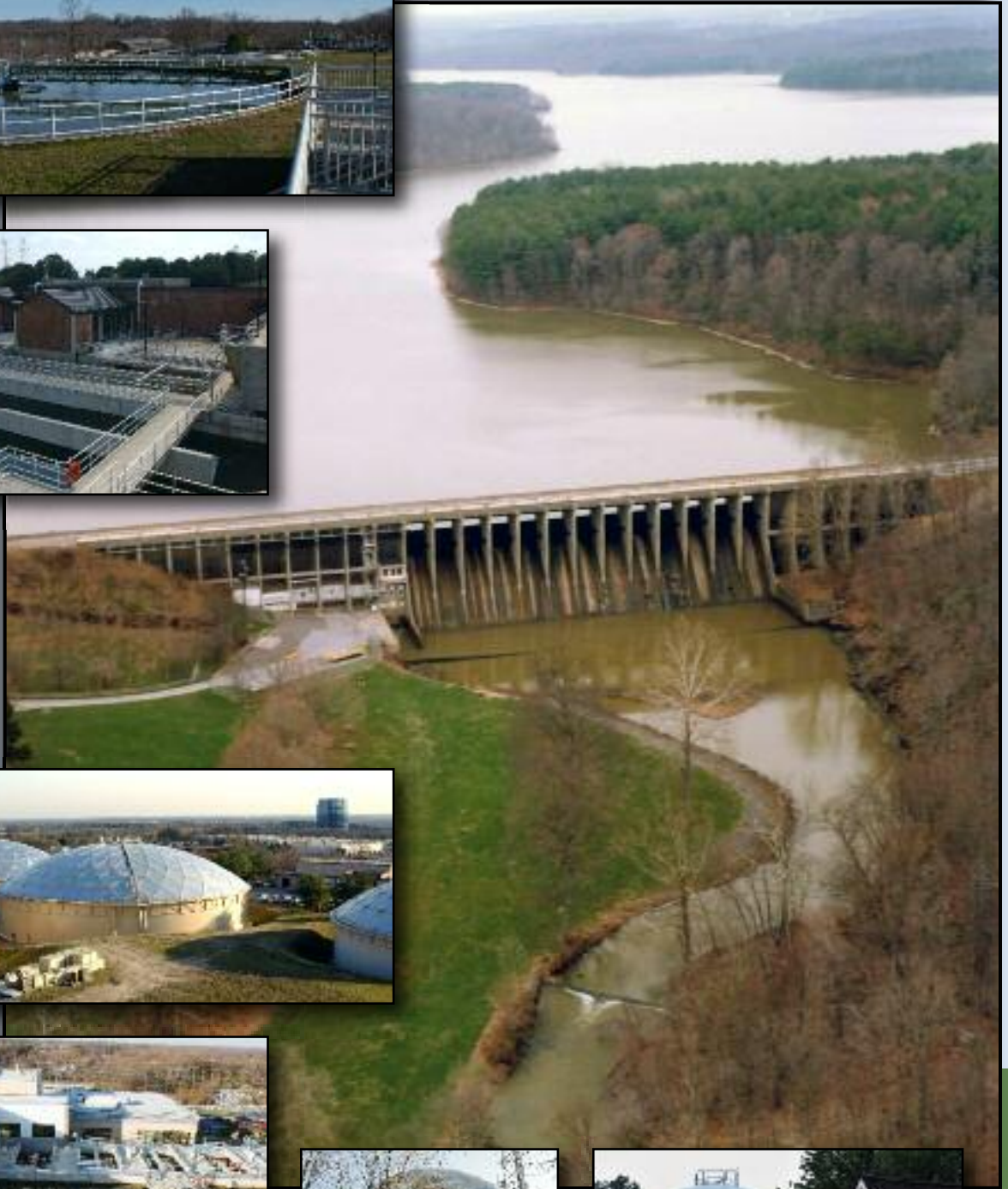
Figure 15: Summary of Total MBE/WBE Contract Awards

Contracting Areas	M/WBE%	MBE	WBE	Majority	Totals
A & E	27%	\$ 20,132,360	\$ 375,000	\$ 55,778,890	\$ 76,286,250
Construction	10%	\$ 49,143,993	—	\$431,591,296	\$480,735,289
Goods and Services	42%	\$ 46,283,853	\$ 9,261,820	\$ 77,970,183	\$133,515,856
Professional Services	31%	\$ 3,840,947	—	\$ 8,603,907	\$ 12,444,853
TOTALS	18%	\$119,401,153	\$ 9,636,820	\$573,944,275	\$702,982,248

Of the \$129 million in total contract awards, \$72.1 million (56%) was awarded to prime MBE/WBE firms and \$56.9 million (44%) was proffered to MBE/WBE subcontractors (Figure 16).

Figure 16: Contract Awards to MBE Primes and Subcontractors

Contracting Areas	Sub% of M/WBE	Sub M/WBE Awards	Prime M/WBE Awards	Total M/WBE Awards
A & E	72%	\$ 14,712,340	\$ 5,795,020	\$ 20,507,360
Construction	62%	\$ 30,591,941	\$ 18,552,053	\$ 49,143,993
Goods and Services	18%	\$ 9,791,813	\$ 45,753,860	\$ 55,545,673
Professional Services	48%	\$ 1,840,916	\$ 2,000,031	\$ 3,840,974
TOTALS	44%	\$ 56,937,009	\$ 72,100,964	\$129,037,973

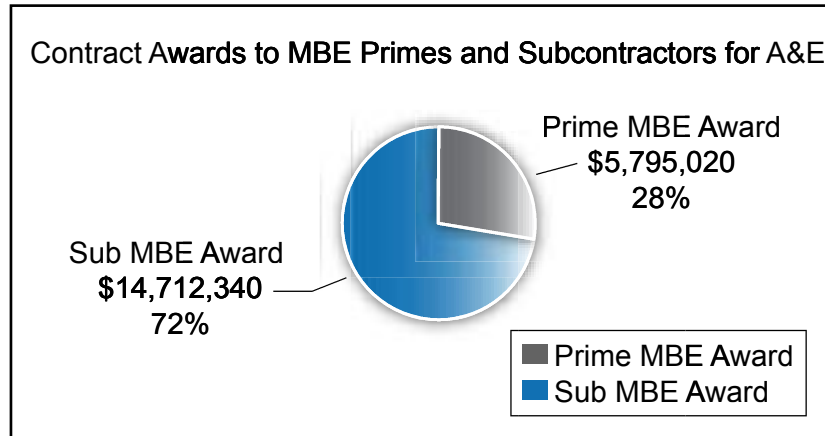


Shown: Various WSSC water and waste-water treatment facilities, water tanks and Brighton Dam.

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

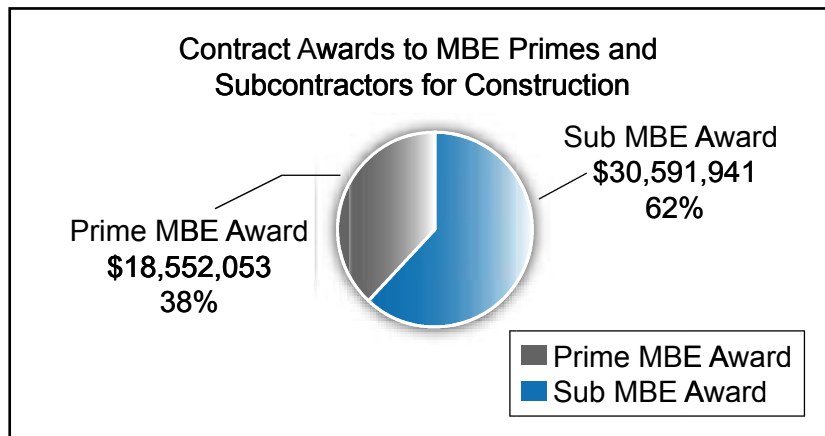
In FY 2012, the contract awards to A&E MBE firms totaled \$20.5 million. Of the total MBE-awarded contracts, \$5.8 million (28%) was awarded to prime MBE A&E firms and \$14.7 million (72%) was proffered to MBE A&E subcontractors (Figure 17).

Figure 17: Contract Awards to MBE Primes and Subcontractors for A&E



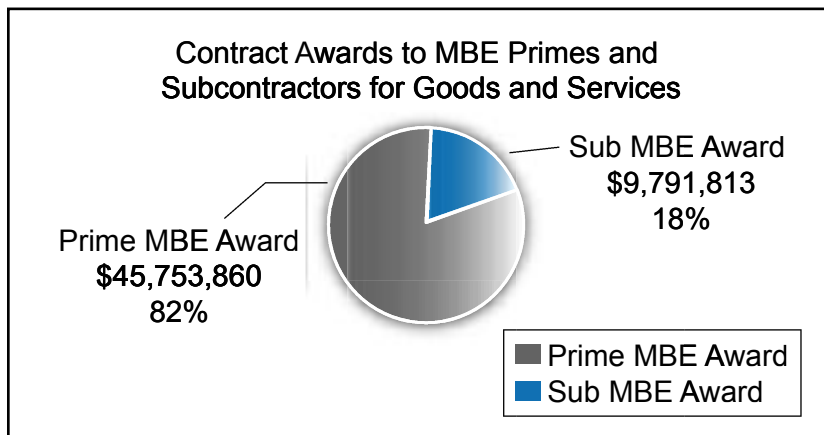
In FY 2012, the contract awards to Construction MBE firms totaled \$49.1 million. Of the total MBE-awarded contracts, \$18.6 million (38%) was awarded to prime MBE Construction firms and \$30.6 million (62%) was proffered to MBE Construction subcontractors (Figure 18).

Figure 18: Contract Awards to MBE Primes and Subcontractors for Construction



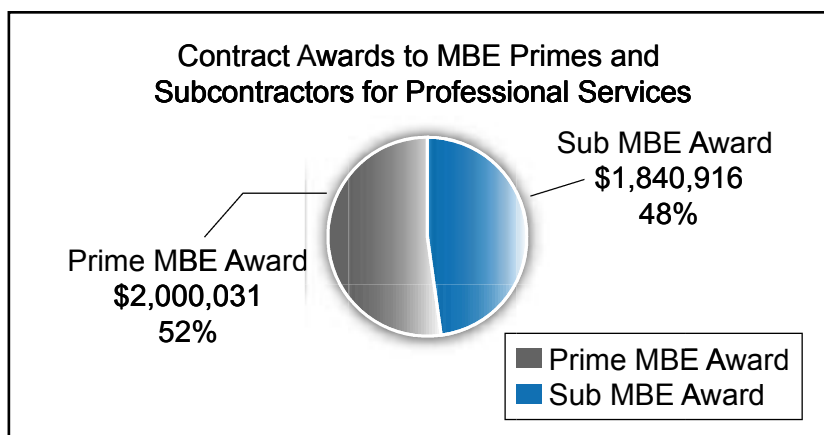
In FY 2012, the contract awards to Goods and Services MBE firms totaled \$55.5 million. Of the total MBE-awarded contracts, \$45.8 million (82%) was awarded to prime MBE Goods and Services firms and \$9.8 million (18%) were proffered to MBE Goods and Services subcontractors (Figure 19).

Figure 19: Contract Awards to MBE Primes and Subcontractors for Goods and Services



In FY 2012, the contract awards to Professional Services MBE firms totaled \$3.8 million. Of the total MBE-awarded contracts, \$2 million (52%) was awarded to prime MBE Professional Services firms and \$1.8 million (48%) was proffered to MBE Professional Services subcontractors (Figure 20).

Figure 20: Contract Awards to MBE Primes and Subcontractors for Professional Services



FY 2012 Total Number of Contracts Awarded by Business Types

In FY 2012, WSSC awarded 1090 contracts. Of the total, 33% was awarded to MBE firms, inclusive of WBEs and 14% was awarded to SLBE firms. Compared to FY 2011 (1335), there was a decrease of 245 in total contract awards (Figure 21).

Figure 21: Total Number of Contracts Awarded by Business Types

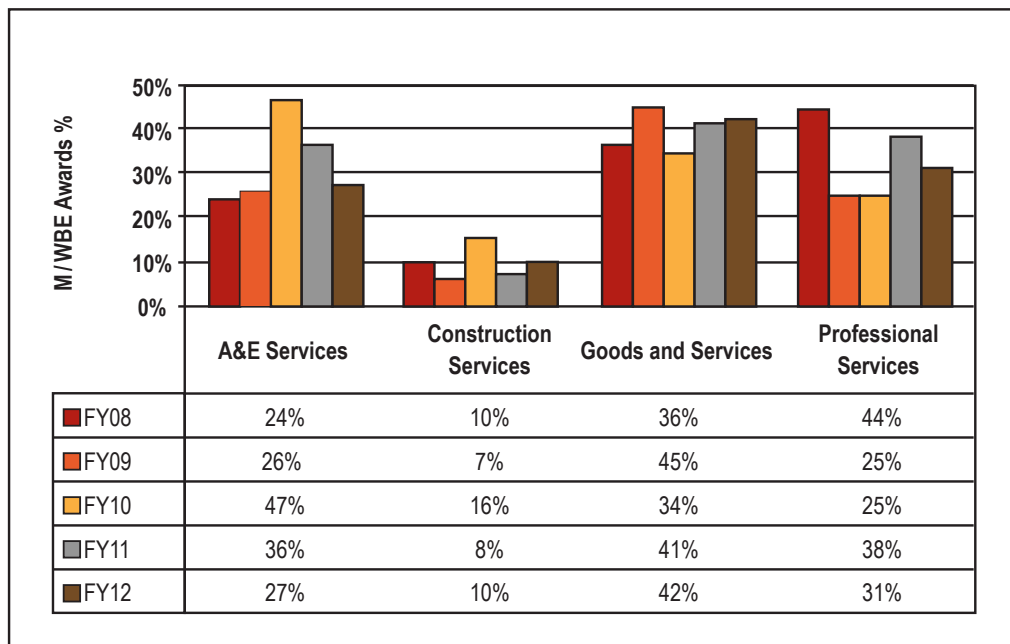
Business Types	Numbers	% of Awards
MBE	361	33%
SLBE (Only)	155	14%
Majority	574	53%
Total Awards	1090	100%

The five fiscal year trending data depicts that on average, WSSC awards 25.8% of its total contracts to MBE firms. In FY 2012, WSSC awarded 18% of its contracts to MBE firms (Figure 22).

Figure 22: Trending Report by Fiscal Year for M/WBE Awards

Fiscal Year	M/WBE%	M/WBE Awards	Majority Awards	Total Awards
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
2012	18%	\$129,037,973	\$573,944,275	\$702,982,248

Figure 23: Trending Report of M/WBE Awards by Fiscal Year and WSSC Contracting Areas



In 2001 WSSC established its signature program, the SLBE Program to provide a race- and gender-neutral tool for the Commission 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 2012, WSSC’s payments to SLBE firms (primes and validated payments to subcontractors) totaled \$23.1 million representing an \$8.3 million increase over FY 2011 payments of \$14.8 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, internal review of WSSC contracting opportunities to include SLBEs and extensive compliance efforts (Figure 24).

Figure 24: Payments to SLBE Firms by WSSC Contracting Areas

WSSC Contracting Areas	Totals
A & E	\$ 444,156
Construction	\$ 22,115,796
Goods and Services	\$ 540,213
Professional Services	\$ 18,100
TOTAL	\$ 23,118,265

Payments to SLBE firms in Montgomery County were \$8.5 million and payments to SLBE firms in Prince George’s County were \$9.4 million. Non-local firms 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 25).

Figure 25: Payments to SLBE Firms by Location/County

Location/County	Totals
Montgomery County	\$ 8,477,774
Prince George’s County	\$ 9,434,612
Maryland Other	\$ 3,568,250
Non-Local	\$ 1,637,629
TOTAL	\$ 23,118,265

In FY 2012, the SLMBE Office began reporting the total dollars of contract awards to SLBE firms. The total contracts awarded to SLBE firms were \$68.5 million with the majority of awards in the WSSC contracting area of Construction (Figure 26).

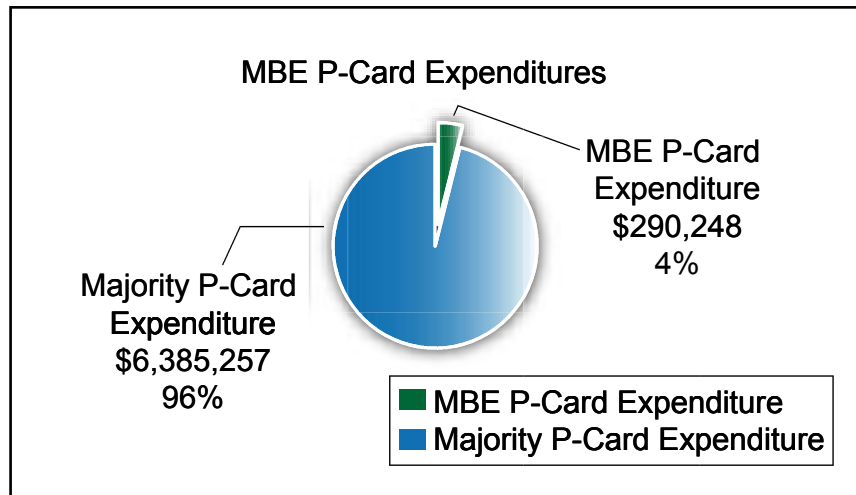
Figure 26: Awards to SLBE Firms by Contracting Areas

Contracting Areas	Totals
A&E	—
Construction	\$ 68,280,050
Goods and Services	\$ 264,847
Professional Services	—
TOTAL	\$ 68,544,897

Procurement Cards (P-Card) are utilized for informal expenditures of less than \$5,000. P-Card expenditures are not tracked formally for regulatory reporting purposes in WSSC’s SLMBE payment data, however WSSC works to ensure that our supplier diversity efforts carried over to our credit card expenditures. The data provided is aggregated from monthly reports provided by WSSC’s P-Card financial partner.

In FY 2012, total P-Card purchases were \$6.7 million of which WSSC’s MBE P-Card expenditures were \$290,248 (4%) and the Majority P-Card expenditures were \$6.4 million (Figure 27).

Figure 27: MBE P-Card Expenditures in FY 2012





WSSC's 2012 Women Business Owners Expo (4th Annual) hosted by the SLMBE Office, WSSC Headquarters, Laurel, Maryland.

FY 2012 Outreach Efforts/Awards & Recognitions

Freddie Mac 2nd Annual Diversity Showcase and Networking Event

On July 15, 2011, the SLMBE Office attended the 2nd Annual Diversity Showcase and Networking Event at the Freddie Mac Headquarters in McLean, Virginia.

Baltimore Office of Minority and Women-Owned Business Development's 5th Annual Women's Business Forum

On July 25, 2011, the SLMBE Office attended the 5th Annual Women's Business Forum, hosted by the Mayor's Office of Minority and Women-Owned Business Development, which was held at the Baltimore Convention Center. Participants had the opportunity to network with businesswomen from the City of Baltimore and surrounding communities. Representatives from various city agencies and partner organizations, as well as the Mayor of Baltimore were in attendance to meet with firms interested in doing business with the City of Baltimore.



Women business owners at the 5th Annual Women's Business Forum.

Woman-Owned Business Enterprises of Maryland Meeting

On July 28, 2011, the SLMBE Office attended the National Association of Women Business Owners (NAWBO) meeting, hosted by the Maryland Washington Minority Contractor's Association (MWMCA), in Baltimore, Maryland. The meeting informed participants about the 2011 changes to the Maryland Department of Transportation's (MDOT) Minority Business Enterprise Program and the impact on certified women-owned businesses in Maryland.

Prince George's County Minority Business Development Division "Understanding the Federal Government Procurement Process"

On August 17, 2011, the SLMBE Office attended a seminar hosted by the Prince George's County Minority Business Development Division (PGMBDD). The event was held at the Surrattsville High School Library located in Clinton, Maryland. The seminar focused on understanding the federal government's procurement process, how to be a successful bidder, how to do research on government contracts and how to contact federal government procurement professionals.

2011 Annual MACo Summer Conference: “New Energy, New Outcomes”



Kimberly Knox, WSSC Community Outreach Manager with an expo participant at the 2011 Annual Maryland Association of Counties Summer Conference.

On August 17–20, 2011, members of the SLMBE Office participated in the Summer Conference for MACo. The Conference provided educational sessions, meetings among professional groups, vendor exchanges and informal events for county officials, sponsors, and exhibitors. There were over 500 vendors that registered for this event. The trade show event allowed prospective vendors and attendees an opportunity to meet with federal, State, and local representatives to find out about contracting opportunities, and also for private companies to showcase their products and services.

T. Howard Duckett Dam Outreach Event and Pre-Bid Conference

On August 23, 2011, the SLMBE Office, in partnership with WSSC’s Project Delivery Group, hosted an outreach event in conjunction with the Pre-Bid Conference and site visit for the T. Howard Duckett Dam Rehabilitation Project (Solicitation No. BD4144A05). Approximately 35 vendors attended. The outreach event provided attendees with information on the project, including a review of the scope of work and construction requirements, and the new policies related to the SLMBE Program. The Project Delivery Group, the SLMBE Office and the Acquisition Office were in attendance to conduct presentations and to answer questions about the Solicitation process.

WSSC “Green Expo” Procurement Fair Hosted by the Acquisition Office

On August 24, 2011, WSSC’s Acquisition Office presented its inaugural “Green Expo” event at the WSSC headquarters in Laurel, Maryland. The SLMBE Office participated as an exhibitor. The theme for the event was “Becoming an Environmentally Responsible Consumer Starts with Education.” The Expo created awareness and education for our employees and the vendors about the benefits of purchasing and using green products. There were over 35 exhibitors who participated and met with internal stakeholders about their products and services.

10th Annual Maryland Hispanic Business Conference

On September 6, 2011, the SLMBE Office participated in the 10th Annual Maryland Hispanic Business Conference. The event was held at the North Bethesda Marriott Hotel & Conference Center in Bethesda, Maryland. The Conference included sessions on how to create opportunities for participants from all industries. Congressman Chris Van Hollen (D, MD-8) addressed the audience and encouraged the attendees to participate in the variety of workshops, training and business sessions, exploring how to promote business relationships.

Women's Power Conference

On September 7, 2011, the SLMBE Office participated in the Women Business Consortium, which was comprised of groups of women from the Women in Business Education Foundation, Inc./Women in Business Conference; Women Business Owners of Montgomery County, Maryland; Women Business Owners of Prince George's County, Maryland; and Women Presidents' Educational Organization, DC which hosted the Women's Power Conference. The SLMBE Office participated as an exhibitor and panelist at the Conference. The event consisted of over 38 breakout sessions on topics such as: Teaming with Big Business; Personal Growth for Business Growth; Technology and Marketing; and Business Development and Contracting.

The 2011 Stimulus Contract and Procurement Opportunities Fair

On September 13, 2011, the SLMBE Office participated in the 2011 Stimulus Contract and Procurement Opportunities Fair. The annual event was sponsored by Delegate Aisha N. Braveboy, Delegate Michael L. Vaughn, Chairwoman, Prince George's County Council, Ingrid Turner and the Office of the County Executive Rushern Baker. The event was held at the Prince George's Sports and Learning Center in, Landover, Maryland. The annual event informs local businesses on methods to do business with local government agencies and utility companies. WSSC's General Manager and CEO, Jerry N. Johnson provided Keynote remarks at the event. Presenters and exhibitors included, WSSC, MDOT, PEPCO, NASA, WMATA, HUD and MNPPC.

Prince George's County Government's Economic Development Incentive (EDI) Fund

On September 19, 2011, the SLMBE Office attended the Prince George's County EDI Fund Business Forum. The event was hosted by Prince George's County Minority Business Development Division in Upper Marlboro, Maryland. County Executive Rushern L. Baker proposed a one-time investment of \$50 million be set aside as a multi-year commitment for the EDI Fund in an effort to expand the County's commercial tax-base, create additional jobs, and increase the County's income tax-base. The EDI Fund is intended to help support and grow small businesses in Prince George's County, provide jobs for residents and pay for valuable services such as education and public safety.

WSSC "How to Do Business with WSSC" Hosted by the Acquisition Office

On September 29, 2011, the SLMBE Office participated in the Acquisition Office's workshop "How to Do Business with WSSC," at WSSC Headquarters in Laurel, Maryland. The Acquisition Director and members of WSSC's leadership presented an overview of their respective offices, while staff members exhibited and answered vendors' questions about contracting opportunities.



Gary Gumm, WSSC Chief Engineer, at the How To Do Business event hosted by the Acquisition Office.

Minority Business Enterprise (MBE) University Conference

On October 3, 2011, WSSC's GM/CEO, Jerry N. Johnson was among area dignitaries to launch the MBE University Conference located in Greenbelt, which included networking, speeches and a ribbon-cutting ceremony. Other featured guests included Lt. Governor Anthony G. Brown and Prince George's County Executive Rushern L. Baker. The annual event was sponsored by the Governor's Office of Minority Affairs. The SLMBE Office Director and staff networked, consulted and exhibited at the event's trade show.

Mid-Atlantic Hispanic Chamber of Commerce 2nd Annual Greater Washington Procurement Conference

On October 7, 2011, the SLMBE Office exhibited at the 2nd Annual Greater Washington Procurement Conference Trade Show and participated in networking activities. The annual event was sponsored by the Mid-Atlantic Hispanic Chamber of Commerce located in Washington, DC. The Conference drew nearly 100 vendors from the local region, Pennsylvania and Delaware.

Maryland Washington Minority Contractors' Association (MWMCA) Minority Business Expo and Roundtable Symposium

On October 14, 2011, the SLMBE Office Director moderated and participated in MWMCA's Minority Business Expo held in Baltimore, Maryland. The event drew nearly 500 attendees. The SLMBE Office Director headed an energy and utility panel, which briefed vendors and other guests on strategies to secure business in the targeted arena.

Women Presidents' Educational Organization (WPEO) — DC Matchmaking Event

On October 19, 2011, the SLMBE Office Director was a featured participant at the sold-out WPEO-DC Prime Supplier Relationships and Second Tier Opportunities Program, held in Washington, DC. The Program featured roundtable discussions that enabled capacity-building and strategic introductions for women-owned businesses.

Prince George's County Schools Regional Construction Roundtable

On October 21, 2011, the SLMBE Office Director and staff participated in activities targeting construction-focused vendors at the annual Regional Construction Roundtable held in Laurel, Maryland. The SLMBE Office Director participated as a panelist, discussing contracting barriers. The SLMBE Office supported the Director at the event, which was attended by about 300 vendors.

Baltimore-Washington Corridor (BWCC) Chamber's Annual Government Procurement Fair

On October 26, 2011, the SLMBE Office presented and exhibited at the BWCC Chamber's Annual Government Fair held in Greenbelt, Maryland. The Acquisition Office partnered with the SLMBE Office on the delivery of consultations with attending vendors. Teaming strategies and cyber opportunities were among the subjects addressed at the event."

Alliance Baltimore 2011 — Small Business Procurement Fair

On November 2, 2011, the SLMBE Office exhibited at the 2011 Small Business Procurement Fair and Trade Show and participated in matchmaking activities. The event was sponsored by Alliance Baltimore and was held in Baltimore, Maryland. The Conference drew nearly 200 vendors from the greater Washington Metropolitan region.

International Sourcing and Risk Management Seminar

On November 4, 2011, the SLMBE Office attended a seminar in Towson, Maryland on “International Sourcing: Best Country Sourcing, International Sourcing Best Practices and Organizational Strategies.” The seminar was presented by the Global Sourcing Management Group at Stanley Black & Decker. The “Risk Management” portion of the seminar was presented by a risk management professional from the Shock Trauma Center and Department of Psychiatry at the University of Maryland Medical System.

Montgomery County Department of General Services

On November 8, 2011, the SLMBE Office attended the Montgomery County Local Small Business (LSB) Green Event and Green Vendors Reverse Trade Show held in Rockville, Maryland. LSB green vendors showcased their green products/services to a host of government agencies, procurement and small business representatives.

Baltimore County Public Schools (BCPS) — Meet the Primes

On November 9, 2011, the SLMBE Office exhibited in the trade show table and participated in matchmaking activities at the BCPS Meet the Primes event held in Timonium, Maryland and sponsored by the BCPS Office of Purchasing. The event attracted nearly 300 attendees.

WPEO-DC Annual Access Reception

On November 15, 2011, the SLMBE Office staff attended the WPEO-DC Annual Access Reception networking event, targeting minority- and women-owned businesses held in McLean, Virginia at the Capital One corporate headquarters. The event attracted nearly 300 attendees.

MD/DC Minority Supplier Development Council (MD/DC MSDC) Minority Veteran Business Showcase & Luncheon

On November 15, 2011, the SLMBE Office provided remarks at the MD/DC MSDC Minority Veteran Business Showcase and Luncheon event featuring a reverse trade show targeting military veterans. The event provided assistance on how to secure contracts and jobs in private industry and the public sector, building capacity and a networking opportunity.

U.S. Department of Transportation (DOT)/Office of Small, Disadvantaged Business Utilization

On November 17, 2011, the SLMBE Office staffed a trade show table at the DOT/Office of Small, Disadvantaged Business Utilization annual federal outreach event, targeting small businesses and individuals.

MD/DC MSDC Supplier Outreach Event

On November 29, 2011, the SLMBE Office staff attended the event hosted by Johnson Controls at the Montgomery County Executive Building in Rockville, Maryland. Johnson, a WSSC prime contractor, hosted the event to network with MBE firms for teaming and/or subcontracting opportunities. Nearly 40 vendors attended the event.

Greater Washington Hispanic Chamber of Commerce (GWHCC) 3rd Annual Embassy Celebration Dinner

On November 29, 2011, the SLMBE Office staff attended the GWHCC 3rd Annual Embassy Celebration Dinner, targeting strategic Latino business partners held in Washington DC. Local politicians, including members of the DC Council were in attendance.

BWCC

On November 30, 2011, the SLMBE Office attended the BWCC event titled, Fueling Your Finances for Contracts. Small, local banks and alternative finance agents provided detailed strategies to nearly 60 small business entrepreneurs.

Women Business Owners (WBO) 25th Anniversary Gala and Grant Awards

On December 2, 2011, the SLMBE Office attended the Women Business Owners of Prince George's County's 25th Anniversary Gala and Grant Awards. The Prince George's County WBO celebrated its 25th year of educating, supporting, and empowering women business owners located in or serving Prince George's County, Maryland. The WBO recognized several grant recipients and business owners who have made a difference in the local community.

The New Majority Summit and Workshops

On December 5, 2011, the SLMBE Office was invited to participate with a group of "Thought Leaders" in a conversation to examine the social, political and economic implications of the New Majority for all Americans. The leaders discussed the following issues: empowering today's minorities for tomorrow; encouraging entrepreneurship for future generations; creating new models to ensure economic success of traditionally labeled disadvantaged businesses; and leveraging America's melting pot culture as a competitive advantage of the U.S. in the 21st Century and beyond. The Summit drew approximately 75 attendees and was held in College Park, Maryland.

MD/DC MSDC Capital Council — Utility Summit "Embracing Diversity"

On December 7, 2011, the SLMBE Office attended and participated in the MD/DC MSDC Capital Council — Utility Summit "Embracing Diversity." The SLMBE Office, along with area utility companies, networked with certified-MBEs to discuss their product and service offerings. The event was hosted by the Capital Council's MBE Input Committee and attracted over 50 businesses and area utilities to network, provide contract forecast and insight on how to do business with their agencies. The SLMBE Office participated in the match-making sessions.

United Negro College Fund (UNCF) Special Programs Corporation Networking Reception

On December 8, 2011, the SLMBE Office attended the United Negro College Fund (UNCF) Special Programs Corporation Networking Reception. The annual networking reception was held in Washington, DC. The reception gathered institutions, private industry and small businesses together for high-level networking. The event also focused on assisting young entrepreneurs by connecting them to potential business mentors and information on how to start a business.

MD/DC MSDC Capital Council Annual Board Meeting

On December 9, 2011, the SLMBE Office attended the MD/DC MSDC's Capital Council Annual Board Meeting, which was held in Annapolis, Maryland to learn about the organization's strategic plans and accomplishments on behalf of MBEs.

11th Annual Minority Legislative Breakfast-Montgomery County

On December 12, 2011, the SLMBE Office along with several members from the Commission attended the 11th Annual Montgomery County Minority Legislative Breakfast. The Breakfast was hosted in collaboration with the African American Chamber of Commerce; Asian American Political Alliance; Hispanic Chamber of Commerce of Montgomery County; National Association for the Advancement of Colored People; and Asian American Education Association. The hosting Chambers recognized WSSC's commitment to providing contracting opportunities to minority- and women-owned businesses in the Program at the event.

WSSC Pre-Bid Conference for Inspection Services Contract

On December 12, 2011, the SLMBE Office in collaboration with WSSC's Systems Inspection Group presented a Pre-Bid Conference for Solicitation No. IC2011A11. The Systems Inspection Group provided an overview of the project and the SLMBE Office provided an overview of the Appendix A and Good Faith Efforts required for potential bidders/offers.

WOL 1450 AM News Talk Radio Show — *The Thornton Business Hour*

On December 13, 2011, the SLMBE Office Director was the featured guest on *The Thornton Business Hour* radio broadcast on WOL 1450 AM. The SLMBE Office Director shared strategies on successful avenues towards contracting opportunities with WSSC. She also discussed business forecasting and industry trends targeting small and minority entrepreneurs and the future of the WSSC's MBE Program.

WSSC Pre-Bid Conference for Federal Lobbyist Contract

On December 14, 2011, the SLMBE Office and the Acquisition Office hosted the Pre-Bid Conference for the Federal Lobbyist Contract. This outreach event was held to educate potential vendors about the Federal Lobbyist Contract. The Intergovernmental Relations Office (IRO) provided a brief overview of the contract deliverables and requirements. The SLMBE Office provided an overview of the Appendix A SLMBE subcontracting participation requirements.

WSSC “Taste Off” Event for the Customer Care Team (CCT)

On December 19, 2011, the SLMBE Office arranged for certified-SLMBE caterers to present a tasting of their food samples to the CCT for potential catering opportunities at the Commission.

Understanding Appendix A and Good Faith Efforts Training (External)

On December 28, 2011, the SLMBE Office launched its monthly training series on the Appendix A section in WSSC Solicitations and the new Good Faith Efforts Guide to vendors. The Appendix A section is the notification that describes the contract-specific MBE/SLBE and/or SLMBE contract goals or requirements, price preference, evaluation point preference (or applicable SLMBE inclusive statement) based on the eligible project and/or contract opportunities.

WSSC Informational Webinar for the Indefinite Delivery Indefinite Quantity (IDIQ) Contracts for Trenchless Sewer Rehabilitation Projects

On January 12 and 18, 2012, WSSC’s Systems Infrastructure Group in collaboration with Greeley and Hanson, and WSSC’s Acquisition and SLMBE Offices presented webinars on the IDIQ Contracts for Trenchless Rehabilitation of Sewer Mains. The webinars were designed to attract more qualified prime contractors and subcontractors to compete on the remaining IDIQ contracts.

First Inaugural Maryland Minority- and Women-Owned Business Legislation Conference

On January 19, 2012, the SLMBE Office and IRO attended the First Inaugural Maryland Minority and Women-Owned Business Legislation Conference,

hosted by Delegate Barbara Robinson in Annapolis, Maryland. The Conference consisted of a roundtable discussion about economic development projects and initiatives for Maryland; measures to assist minority businesses on how to become prime contractors; developing and implementing means of diversifying the use of Maryland MBE/WBE opportunities beyond the area of construction; granting waivers for MBE/WBE requirements and measures for ensuring that all projects meet the required MBE/WBE goals and techniques for improving the State’s procurement process.



Participants at the WSSC’s 2012 Women Business Owners Expo (4th Annual) hosted by the SLMBE Office, WSSC headquarters, Laurel, Maryland.

Associated Builders and Contractors (ABC) Networking Event

On February 1, 2012, the SLMBE Office attended a networking social hosted by the Metro Washington Chapter of ABC in Silver Spring, Maryland. The ABC is the largest commercial construction association in the greater Washington Metropolitan area.

WSSC IDIQ Consent Decree Pre-Bid and Workshop

On February 9, 2012, the SLMBE Office coordinated the IDIQ Consent Decree Pre-Bid and Workshop which was held in Laurel, Maryland. The Pre-Bid and Workshop consisted of prime matchmaking roundtables; an informational workshop conducted by WSSC's Infrastructure Systems Group, SLMBE Office and the Acquisition Office; and a networking session for a record attendance of 178 participants. Remarks were provided by WSSC's Chief Engineer and the SLMBE Director. This targeted outreach event was followed by a pre-bid meeting for the IDIQ Contract. Participants attending traveled from Texas, Michigan, Pennsylvania, New Jersey, Indiana, Baltimore and the greater Washington Metropolitan area.

GWHCC 2012 Business Expo

On March 16, 2012, the SLMBE Office exhibited at the 2012 GWHCC Business Expo which was held in Washington, DC. The SLMBE Office was one of the 100 local government organizations and companies that exhibited for this event. This event brought together business leaders, elected officials, and decision makers from companies, corporations, prime contractors, embassies, plus federal and local government agencies.

Women Business Enterprise National Council (WBENC) Summit and Salute

On March 21-22, 2012, the SLMBE Office attended the WBENC Summit and Salute which was held in Baltimore, Maryland. The Summit & Salute brought together America's leading corporations, government agencies, women business owners and strategic partner organizations. The 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 included information on business forecasts, market trends, best practices, and provided networking environments conducive to business. The Salute also honored WBENC's award-winning WBE firms for their achievements and leadership and paid tribute to America's Top Corporations for Women Business Enterprises.

WSSC 2012 Women Business Owners (WBO) Expo (4th Annual)

On March 30, 2012, the SLMBE Office hosted the 2012 Women Business Owners Expo (4th Annual) at the WSSC headquarters located in Laurel, Maryland. The theme for this year's WBO Expo was "Network It! Education, Empowerment & Excellence." The event was held during Women's History Month and was attended by 250 WBEs. Ana Recio Harvey, Assistant Administrator for the Office of Women's Business Ownership at the U.S. Small Business Administration (SBA), served as the keynote speaker. Pat Thornton, host of *The Thornton Business Hour* on WOL 1450 AM radio served as Emcee and moderator for the panel discussion, "Roads Leading to Success." The panelists included Cynthia Crockett, Tracey L. Pinson and Ghia Ridley Pearson. Workshops were hosted by Bank of America, PNC Bank, WPEO, MD/DC MSDC, NuDawn Marketing Group and Trice Edney Communications. All attendees had the chance to speak with representatives from WSSC, GOMA, MDOT and other exhibitors.

Women Business Owners (WBO) of Montgomery County Breakfast

On April 4, 2012, the SLMBE Office attended the WBO of Montgomery County Breakfast. WBO provides support and networking for women that operate their own businesses, giving them the tools to help manage and grow their businesses.

11th Annual City of Baltimore Procurement and Outreach Fair

On April 5, 2012, the SLMBE Office attended the 11th Annual City of Baltimore Procurement and Outreach Fair hosted by the Mayor's Office of Minority and Women-Owned Business Development. The Mayor's Office is charged with being an advocate for minority- and women-owned companies that want to do business with the City of Baltimore. Their mission is to improve the success rate of minority- and women-owned companies seeking to do business with the city of Baltimore by expanding contracting opportunities and procurement dollars spent with minority- and women-owned companies.

WOL 1450 AM News Talk Radio Show — *The Thornton Business Hour*

On April 11, 2012, the SLMBE Office Director participated in a follow-up appearance on the broadcast program to provide strategies on successful avenues for seeking contracting opportunities with WSSC. Also discussed were business forecasting and industry trends targeting small and minority entrepreneurs, and how the new WSSC MBE Program benefits the business communities in Prince George's and Montgomery counties.

Institute for Supply Management-Maryland (ISM-MD) Monthly General Membership Meeting

On April 18, 2012, several of the SLMBE Office staff attended the monthly ISM-MD General Membership Meeting. The topic was "Discovering Your Creative Genius." The meeting was held in Hanover, Maryland.

22nd Annual Office of Small and Disadvantaged Business Utilization (OSDBU) Procurement Conference

On April 19, 2012, the SLMBE Office exhibited at the 22nd Annual OSDBU Procurement Conference held in Washington, DC. The SLMBE Office participated in a full-day of exhibiting and matchmaking. The national conference helps cultivate business partnerships between the federal government, prime contractors and small, minority- and veteran-owned firms.



Participants at the WSSC's 2012 Women Business Owners Expo (4th Annual) hosted by the SLMBE Office, WSSC Headquarters, Laurel, Maryland.

Women Business Owners of Montgomery County: Networking Lunch

On April 19, 2012, the SLMBE Office attended the WBO of Montgomery County's Networking Lunch. The mission of the Networking Lunch is to help women connect business talents to opportunities such as teaming, subcontracting or expanding their service offerings.

Adding Value to the Procurement Process-National Institute of Governmental Purchasing (NIGP) Training

On April 24, 2012, the SLMBE Office attended the "Adding Value to the Procurement Process Seminar." The seminar was presented by the National Institute of Governmental Purchasing with focused training on ways to add value to the procurement process by illustrating how purchasing associates can enhance both the process and relations with customers and suppliers.

Radio One's Minority Business Exchange

On April 25, 2012, the SLMBE Office exhibited and the SLMBE Director participated on a panel discussion with experts that assisted business owners on "How to Secure a Government Contract." The event was held at the Reginald F. Lewis Museum, located in Baltimore, Maryland. The highlights included, speed networking, elevator pitches and special remarks by Special Secretary Zenita Hurley, Governor's Office of Minority Affairs and Raymond Skinner, Maryland Secretary of Housing and Community Development.

Center for Minority Business Development (CMBD) 2012 MBE Procurement and Business Development Conference

On April 26, 2012, the SLMBE Office participated in the Center for Minority CMBD 2012 Procurement and Business Development Conference. The Conference was held in Upper Marlboro, Maryland. This one-day conference provided each attendee with an opportunity to collaborate with decision-makers, learn about upcoming procurement opportunities and to network with like-businesses. The day began with two roundtable discussions, the MBE Procurement Roundtable and the MBE Business Development Roundtable. Remarks were given by Maryland's Lt. Governor Anthony G. Brown, County Executive Rushern L. Baker, and President of Prince George's Community College, Dr. Charlene Dukes. The conference concluded with a roundtable discussion that focused on lessons learned and a road map for success.

Montgomery County Chamber of Commerce 2012 Federal Procurement Conference

On May 3, 2012, the SLMBE Office attended the Federal Procurement Conference held at the University of Maryland (Shady Grove) in Rockville, Maryland entitled "Opportunities in Maryland." The SLMBE Office Director participated on a panel discussion for businesses interested in learning about local government contracting opportunities.

5th Annual Top 100 MBE Awards

On May 4, 2012, the SLMBE Office attended the 5th Annual Top 100 MBE Awards held each year at the University of Maryland at University Center in Adelphi, Maryland created to recognize those enterprising women and minority entrepreneurs that fuel this nation's economy through their innovation, sacrifices, and dedication.



The SLMBE Office team at the MWMCA's Annual Spring Breakfast/Business Showcase Expo. Towanda Livingston (center), recipient of the "Best Leaders in Providing Minority Firms Opportunities" award.

WSSC “How To Do Business with WSSC” Hosted by the Acquisition Office

On May 4, 2012, the SLMBE Office participated in the Acquisition Office’s monthly series entitled “How To Do Business with WSSC” which educates and informs businesses on the contracting processes of the Commission. The Commission’s senior leaders also provided an overview of contracting opportunities in their respective areas.

National Association for the Advancement of Colored People (NAACP) 2012 Freedom Fund Dinner

On May 6, 2012, members from the SLMBE Office and WSSC Commissioners attended the NAACP 2012 Freedom Fund Dinner. The event was held in Bethesda, Maryland.

Institute for Supply Management (ISM) 97th Annual International Supply Management Conference and Education Exhibit

On May 6–9, 2012, the SLMBE Office attended the Institute for Supply Management’s 97th Annual International Supply Management Conference and Education Exhibit held in Baltimore, Maryland. ISM is the largest supply management association in the world. ISM exists to educate, develop and advance the purchasing and supply management profession.

MWMCA 9th Annual Spring Breakfast/Business Showcase Expo

On May 11, 2012, the SLMBE Office attended and exhibited at MWMCA’s 9th Annual Spring Breakfast/Business Showcase Expo. The event was held in Baltimore, Maryland. The SLMBE Office Director was the recipient of the “Best Leader in Providing Minority Firms Opportunities” Award. Also in attendance was Lt. Governor Anthony G. Brown, Prince George’s County Executive Baker and famed boxer and author, “Sugar” Ray Leonard, Chairman of Landmatters, LLC.



Jerry N. Johnson, WSSC’s GM/CEO, Towanda Livingston, WSSC’s Director of the Small, Local and Minority Business Enterprise Office, and “Sugar” Ray Leonard, Chairman of Landmatters, LLC.

Project Information Workshop for the Power Purchase Agreement (PPA) Solar Photovoltaic System for the Seneca and Western Branch Wastewater Treatment Plants

On May 15, 2012, the SLMBE Office, along with the Acquisition and Production Offices hosted the Project Information Workshop for the PPA Solar Photovoltaic System for the Seneca and Western Branch Wastewater Treatment Plants. This outreach event and pre-proposal conference was conducted to educate interested vendors about the upcoming PPA Project. An overview of the project was provided by the Production Team, and the Acquisition Office provided an overview of the contract's requirements and answered questions about its provisions; the SLMBE Office presented an overview of the SLMBE Office. A matchmaking session was conducted after the presentations, which was followed by a site visit. Approximately 70 vendors were in attendance.

WBO of Prince George's County Seventh Annual — "It's All About Me! Women's Business and Wellness Conference"

On May 15, 2012, the SLMBE Office attended and exhibited at the Seventh Annual Business and Wellness Conference held in Adelphi, Maryland. The event was dedicated to women business owners and provided workshops and keynote speakers, as well as exhibitors. Some of the workshop topics included: Doing Business with the State of Maryland, A Woman's World: Our Health, Our Concerns and Financial Literacy for Women. County Executive Rushern L. Baker provided remarks.

Institute of Supply Management (ISM-MD) General Membership Meeting

On May 16, 2012, several members of the SLMBE Office attended the monthly Institute of Supply Management (ISM-MD) General Membership meeting held in Hanover, Maryland. The purpose of the meeting was to elect and install new officers for the Maryland Chapter and to layout the new policies and procedures for conducting business for ISM members. The organization will focus more on educating and certifying its members.

Prime Supplier Workshop, 2nd Tier Opportunities

On May 18, 2012, the SLMBE Office attended and participated in the WPEO-DC workshop for primes and sponsors to discuss their businesses and the services offered with each other and upcoming contracting opportunities. WBE's introduced themselves and practiced their elevator pitches using four methods outlined for them.



Crystal Knight-Lee, WSSC'S Acting Director of the Strategic Systems Management Office.

Maryland Asian American Business Conference

On May 22, 2012, the SLMBE Office attended and exhibited at the 2012 Maryland Asian American Business Conference held at the University of Maryland (Shady Grove). The Conference provided seminars on state, federal and non-profit business resources as well as a trade show to help promote Asian American businesses. Congressman John Sarbanes was one of the featured guest speakers.

Radio One's Minority Business Exchange

On May 30, 2012, the SLMBE Office participated in and exhibited at Radio One's Minority Business Exchange event featuring a follow-up discussion on monthly government contracting at the Reginald F. Lewis Museum in Baltimore, Maryland. The event is designed to provide a forum for minority businesses to introduce themselves and to market their businesses to prospective private and public entities, and featured a panel discussion with experts in business and contracting to help assist the businesses on how to do business with their respective organizations.

GWHCC's 36th Annual Gala

On June 1, 2012, the SLMBE Office attended the GWHCC's 36th Annual Gala. The Gala serves as an opportunity for the GWHCC to highlight the importance and the influence of the Hispanic business community in the greater Washington Metropolitan area, and to celebrate the organization's accomplishments with its members, sponsors, partner organizations, corporations, and the community at-large. Founder and Chair Emeritus Jose Antonio Font welcomed and greeted the attendees.

Prince George's Chamber of Commerce Excellence in Business Awards Gala

On June 1, 2012, the SLMBE Office attend the Prince George's County Chamber of Commerce's "Excellence in Business" Award Gala, County Executive Rushern L. Baker attended this event, celebrating the success and achievements of Prince George's County businesses, legislators and individuals that support community economic development.

CelebrAsian 2012 Business Opportunity Conference

On June 6, 2012, the SLMBE Office attended the U.S. Pan Asian American Chamber of Commerce's (USPAACC) Annual CelebrAsian 2012 Business Opportunity Conference held in Bethesda, Maryland. CelebrAsian is the oldest and largest Pan Asian American Business Opportunity Conference in the U.S. The three-day Conference spotlights the achievements of Asian Americans and honors high school students from around the nation with educational scholarships.

MBE University Conference

On June 5, 2012, the SLMBE Office attended the MBE University Conference held at Howard Community College. The event was sponsored by Governor's Office of Minority Affairs. The event included networking and workshops. Featured guests included Lt. Governor Anthony G. Brown and Howard County Executive Ken Ullman. The SLMBE Office Director and staff networked, consulted and exhibited at the event trade show.



Jerry N. Johnson, WSSC's GM/CEO at an outreach event.

Center for Minority Business Development (CMBD) Luncheon

On June 8, 2012, the SLMBE Office attended the Prince George's County CMBD's appreciation luncheon and roundtable discussion regarding the results of their first business conference. The luncheon acknowledged the planning committee contributors and sponsors and provided an opportunity to discuss lessons learned from the event and new ideas for next year's event.

ISM-MD Strategic Planning Meeting

On June 20, 2012, the SLMBE Office Director attended the monthly ISM-MD Strategic Planning Meeting in Hanover, Maryland. It is the primary mission of ISM-Maryland to educate, develop, and advance the purchasing and supply management profession and its value to the business community.

Women Business Owners of Montgomery County Networking Lunch

On June 21, 2012, the SLMBE Office attended the WBO Networking Lunch held in Gaithersburg, MD. WBO partnered with Commercial Real Estate Women's (CREW) to provide an outstanding arena to network with like-minded women.

Girl Scouts of America 5th Annual "Your Turn to Lead" Conference

On June 23, 2012, the SLMBE Office Director attended the Girl Scouts of America's 5th Annual Your Turn to Lead Conference which was held on the campus of Howard University. The Conference served as a tool to teach young girls how to overcome life's obstacles and achieve goals. The SLMBE Office hosted a workshop titled, "Empowerment through Entrepreneurship."

Radio One's Minority Business Exchange

On June 27, 2012, the SLMBE Office participated in and exhibited at Radio One's Minority Business Exchange. The theme for the event was "Becoming Mogul Minded" with Dr. Robert L. Wallace as the guest speaker.

MD/DC MSDC 30th Annual Business Procurement Conference and Tradeshow

On June 27–28, 2012, the SLMBE Office and other WSSC representatives participated and exhibited at the MD/DC MSDC 30th Annual Business and Procurement Fair. The event was held in Washington, DC and was attended by over 300 persons. The SLMBE Office participated in a panel discussion, "The Importance of Supplier Diversity Today and Tomorrow," and attended several workshops and the match-making event.



The Path Forward:

A message from the Director, Small, Local and Minority Business Enterprise Office

The *path forward* for the SLMBE Office means maintaining a line of sight between the Commission and our customers' priorities and what can be realized through the SLMBE Program.

WSSC is one of the region's economic drivers; and the SLMBE Program is one of the cornerstones of the Commission's commitment to our corporate social responsibilities. WSSC's **Customers** receive clean, reliable and safe water; **Environmental** conditions are sustained and protected for today's and future generations to come; and fair and equitable **Economic** policies and practices and financial stewardship creates opportunities for SLMBEs to compete for and win contract awards. This line of sight came into even greater focus when the new Minority Business Enterprise (MBE) Program became effective on May 1, 2011. And, as a subsequent enhancement to complement the MBE Program, the SLMBE Office's "signature program," the Small Local Business Enterprise (SLBE) Program, became effective on August 26, 2011.

Since the inception of the new SLMBE Programs we have continued to make concerted efforts to re-engineer and/or improve the playing field for all suppliers to compete for *and win* WSSC-funded contracts. These efforts include highly integrated new technology, the development of new business processes to streamline and improve SLMBE response time to stakeholders' needs, and the first ever comprehensive assessment of the SLMBE Office workforce required to ensure the success of WSSC's SLMBE Program. As we prepare for and look further down the path. These efforts will serve to support and help guide us toward continual achievements.

Our achievements mark continued progress and serve to challenge and inspire the Commission and the SLMBE Office to do even better in reaching minority- and women-owned businesses, as well as small local businesses.

In FY 2012, we hit a stride with our new programs and the quest to further foster an inclusive contracting culture throughout the Commission's operating and support areas. The results of our efforts under the one-year old SLMBE Program are demonstrated by the 28 percent (\$102.3 million) in MBE payments. Similarly, during FY 2012, a record \$23.1 million was paid to SLBE firms through the our signature SLBE Program. This figure exceeds FY 2011 performance by over \$8 million payments to SLBE firms!

In FY 2012, we also participated in and/or hosted approximately 80 local and regional outreach events to build awareness, transparency and inclusion in our contracting efforts. Promoting interest in WSSC by MBEs and SLBEs at these events, the Commission not only increased payments to MBE and SLBE firms, but also increased the number of firms that self-registered in our online Centralized Bidder Registration (CBR) system by 1,526. WSSC increased enrollment of 79 new or re-approved SLBEs in our signature SLBE program. All of this credence and belief in our slogan, “*diversity...just the way we do business!*”

It is all worth repeating in this way: WSSC’s commitment to supplier diversity encompasses every area of the utility’s operations and support units. It is our belief that by using best practices and industry standards as a guide for its SLMBE Program, the Commission achieved significant results reflected in lower costs for ratepayers while supporting economic development in Prince George’s and Montgomery counties and throughout our marketplace.

WSSC’s achievements shared in the FY 2012 Legislative Report serve as evidence of our open invitation to come grow with us. Our SLMBE Program will continue to share the opportunities, focus on the business capacity-building workshops and trainings, and create and support important linkages to critical resources.

Thanks to all of our partners and stakeholders who are a part of the supplier diversity movement and who continue to support the Commission’s efforts.



Towanda R. Livingston, *Director*
SLMBE Office



Washington Suburban Sanitary Commission

14501 Sweitzer Lane • Laurel, Maryland 20707-5901

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

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 also 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, General Manager/CEO and SLMBE Director

BOARD OF COMMISSIONERS



Christopher Lawson
Chair



Gene W. Counihan
Vice-Chair



Melanie Hartwig-Davis



Antonio L. Jones



Adrienne A. Mandel



Dr. Roscoe M. Moore, Jr.

GENERAL MANAGER/CEO

Jerry N. Johnson
General Manager/CEO



DIRECTOR, SLMBE OFFICE



Towanda R. Livingston
Director, SLMBE Office

SLMBE Office Organizational Chart



TOWANDA R. LIVINGSTON
DIRECTOR

SLMBE Director:

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

BEVERLY PERRY

ADMINISTRATIVE ASSISTANT III



Administrative Assistant III:

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

THOMAS "MIKE" TURNER

PROGRAM UNIT COORDINATOR



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.

NIK'KIA CARVER

OUTREACH COORDINATOR



Outreach Coordinator:

Responsible for planning and managing targeted outreach efforts and managing community-partner relationships.

DALILA DIAZ-VILLALTA

BUSINESS ASSOCIATE



Business Associate:

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

TRACEY EDWARDS

PROGRAM SPECIALIST



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.

VINCENT HILL

COMPLIANCE SPECIALIST



Compliance Specialist:

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

LACRESHIA WOOD

FIELD COMPLIANCE SPECIALIST



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.

A

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

Appendix A – Section in WSSC Solicitations describing the SLMBE participation requirements, potential subcontracting opportunities, Good Faith Efforts evaluation, test standards determining Commercially-Useful Function and applicable SLMBE Program forms.

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 Architecture & 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.

Contractor – Means any person having a contract with WSSC.

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

Construction – Means the process of building, altering, repairing, improving, or demolishing any public facility, including any public structure, public building, pipelines, plants, infrastructure, or other public improvements of any kind to real property. It does not include the routine operation, routine repair, or routine maintenance of any existing public facility, including structures, buildings, plants, pipelines, infrastructure, or real property. 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 contractors 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 record.

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 – Goods means all supplies, equipment, materials, and all tangible personal property, excluding real property.

Graduation – An MBE or SLBE firm permanently graduates from the WSSC SLMBE Program when it meets the criteria for graduation as stated in SP MBE 11-01 (Effective May 1, 2011) and SP SLBE 12-01 (Effective August 26, 2011), respectively.

M

MBE Percentage – The calculation of the MBE percentage 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 percent (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:

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

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

Minority Business Enterprise (MBE) – MBE shall have the meaning set forth in WSSC Standard Procedures MBE 11-01 (approved March 16, 2011) and SLBE 12-01 (approved June 20, 2011) and any successor Standard Procedures thereto.

P

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

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 – Prime contractors award 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

Services – Services mean the furnishing of labor, time, or effort not involving the delivery of a tangible material product other than reports which are merely incidental to the required performance. This term excludes employment agreements and collective bargaining agreements, but includes without limitation consulting, personal, professional, technical, and advisory services.

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 twenty-five percent (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 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) – Means 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.

Strategic Partners – To WSSC, a Strategic Partner is one who knows, understands and shows their support of our core strategies; can live up to our core values...is agile; innovative; can grow with us...has positioned themselves to bring us value by anticipating our needs and is able deliver cost effective solutions with our customers in mind.

Subcontractor – Any firm 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 WSSC.

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.

Environmental Stewardship

Please do not photocopy the FY 2012 Legislative Report. Encourage others to view the FY 2012 Legislative Report at www.wsscwater.com.

In FY 2012, the SLMBE Office continues to support WSSC's efforts to reduce its carbon footprint by publishing the FY 2012 Legislative Report through the WSSC website and by electronic transmission.

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