



2020-2021 MINORITY/ WOMEN-OWNED BUSINESS ENTERPRISE PROGRAM ANNUAL REPORT

**OFFICE OF BUSINESS INCLUSION & ADVANCEMENT
CITY OF WINSTON-SALEM**



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City Officials

Mayor & City Council



Jeff MacIntosh
Northwest Ward



Denise D. Adams
*Mayor Pro Tempore
North Ward*



Barbara Hanes Burke
Northeast Ward



Robert C. Clark
West Ward



Allen Joines
Mayor



Annette Scippio
East Ward



Kevin Mundy
Southwest Ward



John C. Larson
South Ward



James Taylor, Jr.
Southeast Ward

LETTER OF TRANSMITTAL

Greetings,

It is my pleasure to present the Minority & Women Business Program Annual Report for Fiscal Year 2020-2021.

For more than 35 years, the city of Winston-Salem's Minority/Women-Owned Business Enterprise Program has been dedicated to ensuring minority and women-owned businesses (M/WBE) have an equal opportunity to participate in all aspects of city contracting and purchasing programs. M/WBE staff is committed to fostering relationships with M/WBE firms, dismantling barriers, supporting the development of M/WBE firms, and hosting educational workshops.

The effects of the COVID-19 pandemic were felt globally. Historically Underutilized Businesses felt disproportionate impacts, including restricted resources, access to capital, and business closures. Over the past year, the city and local agencies have dedicated resources to assist in COVID-19 economic recovery and sustainability.

Some accomplishments throughout this fiscal year include:

- Purchase orders for construction and repairs placed with M/WBE businesses equaled 5.31 percent, surpassing the previous two fiscal years.
- 90 M/WBE vendors joined the city's Vendor listing database electing to receive weekly communications regarding city and local agency business resources for M/WBEs.
- More than 200 M/WBE firms attended various web-based workshops and seminars related to meeting the requirements of the M/WBE policy.

I would like to recognize the Mayor, members of City Council, and city staff, for their dedication and commitment to expanding opportunities and access for qualified M/WBE businesses.

Sincerely,

Jakira Westbrook,
Business Inclusion Manager



PROGRAM OVERVIEW

Since 1983 it has been the policy of the City of Winston-Salem to provide minorities and women equal opportunity to participate in all aspects of city contracting and purchasing programs, including but not limited to, participation in procurement contracts for commodities and services as well as for contracts relating to construction, repair work and/or leasing activities.

It is further the policy of the City of Winston-Salem to prohibit discrimination against any person or business in pursuit of these opportunities on the basis of race, color, sex, religion or national origin and to conduct its contracting and purchasing programs so as to prevent such discrimination.

Through the Minority/Women-owned Business Enterprise Program, the City of Winston-Salem -- in concert with other local, state and federal agencies, and with the assistance of minority groups and agencies -- works to seek and identify qualified minority and women business enterprises and offer them the opportunity to participate as providers of goods and services to the city.

The M/WBE program is administered by the Minority/Women-owned Business Enterprise Division of the Office of Business Inclusion & Advancement.

The division organizes workshops and seminars for minority- and women-owned businesses. In addition, the division works to ensure that minorities and women have the opportunity to do business with the city, including contracts for:

- Commodities
- Construction and repairs
- Leasing and maintenance activities.
- General, professional, and other services
- All purchasing by departments or divisions that is classified as discretionary spending.

The division provides staff support for the M/WBE Advisory Committee in setting and monitoring participation goals for construction projects.

The M/W BE Division also maintains a database of M/WBE vendors as a resource for city departments and divisions and for the general public. The database allows the city to be proactive in soliciting bids from M/WBE businesses for upcoming projects. During 2020-21, 147 M/WBE vendors were added to the database.



M/WBE ADVISORY COMMITTEE

The M/WBE Advisory Committee was established by a resolution adopted by the City Council on Nov. 10, 1987. The committee is responsible for reviewing the city's M/WBE program, for evaluating the good-faith effort of contractors to meet the city's goals for M/WBE participation in city projects, and for making appropriate recommendations to City Council.

The committee's 11 members are appointed by City Council upon the recommendation of the Mayor. Members may serve no more than two consecutive terms. The committee meets once per month.

Kellie Easton, Chairperson
Lalique Metz, Vice Chairperson
Cassandra Brunson
Jordan Gwyn
Cornelius Graves
Ethel Whitt
Steven Hemric
Jonathan Gerstmyer



THE OFFICE OF BUSINESS INCLUSION AND ADVANCEMENT

The Minority/Women-owned Business Enterprise Division is one of two main responsibilities of the Office of Business Inclusion & Advancement. BIA is also responsible for the city's business development.

The Business Development Division monitors and promotes business and economic development opportunities throughout the city utilizing a series of related programs to provide concentrated assistance to targeted areas and groups. The division focuses on enhancing the quality of life by attracting, creating, and retaining jobs; augmenting the tax base; and assisting small and minority-owned businesses.



Ken Millett
Director



Jakira Westbrook
Business Inclusion Manager



Zachary Taylor
Diversity Compliance Specialist



Steven Harrison
Small Business
Development Specialist



Hannah Hernandez
Administrative Assistant

2020-21 M/WBE PROGRAM HIGHLIGHTS

PUBLIC ENGAGEMENT

During the fiscal year 2020-21, the M/WBE Division organized or participated in nine virtual public outreach events:

IS YOUR GOOD FAITH EFFORT GOOD ENOUGH?

The M/WBE Division organized two workshops for general contractors on September 23, 2020, and May 27, 2021. They discussed the standards for judging M/WBE subcontracting efforts and explained changes in policies and procedures to help put contractors in the best position to win contracts and to gain M/WBE participation. About 30 attended.

HUB CERTIFICATION DAY.

HUB Certification Day is an annual event that provides free hands-on assistance with completing state certification as a Historically Underutilized Business (HUB). Two virtual events were held during the fiscal year on August 26, 2020 and March 24, 2021. Promoted in minority-focused media, and on the City's social media accounts. The events drew about 80 participants. Those who attended the event stated that they "enjoyed the virtual experience".

M/WBE INFORMATION SESSIONS.

Two virtual seminars were held on August 5, 2020, and November 12, 2020, to help businesses understand the city's M/WBE program that promotes the participation of minority and women-owned businesses in city contracts. Topics included M/WBE policies, details about forms and useful information about the M/WBE participation process, using the city's vendor listing and the state's Historically Underutilized Businesses listing, and how minority and women-owned businesses can get on the listings. The two events drew 77 participants.



Is your good faith effort good enough?

- Free web-based workshop to discuss standards for judging M/WBE participation efforts
- Attendees will receive certification good for two years
- For general contractors and others who bid on formal city construction and repair projects.

Wed., September 23, 2020 at 10 a.m.

Register using the Eventbrite link at [CityofWS.org/MWBE](https://www.eventbrite.com/e/cityofws-mwbe) by Tue., Sept. 22, 2020.



HUB Certification Day 2021



M/WBE Virtual Information Session

Join the City of Winston-Salem's Office of Business Inclusion & Advancement Minority and Women Business Enterprise (M/WBE) Program for a free virtual information session.

Wednesday, Aug. 5 at 10 a.m.

Register using the Eventbrite link at [CityofWS.org/MWBE](https://www.eventbrite.com/e/cityofws-mwbe) by Tuesday, Aug. 4, 2020.

For questions, contact Jakira Westbrook at 336-734-1238 or jakirab@cityofws.org.



BIDDING & ESTIMATING 101.

Bidding & Estimating 101, a seminar designed for M/WBE contractors, consultants, professional and general service providers and other minority- or women-owned businesses. Topics included responding to solicitations, preparing and submitting bids, insurance requirements, M/WBE policies, best practices and more. The event was held on February 18, 2021, and drew approximately 40 participants.

OVERVIEW OF FORECASTED CITY PROJECTS VIRTUAL OUTREACH EVENT.

This was a free virtual event to provide potential prime contractors and M/WBE subcontractors with an overview of forecasted city projects. Representatives from city departments provided information about forecasted city capital/bond projects through 2021. Promoted in minority-focused media, and on the city's social media accounts. The event drew about 40 participants.

CITY OF WINSTON-SALEM M/WBE INFORMATION SESSION: RFP/RFQ M/WBE COMPLIANCE.

This was a free virtual event to provide potential prime consultants information regarding forms and useful information about the M/WBE participation process, using the city's vendor listing and the state's Historically Underutilized Businesses listing, and how minority and women-owned businesses can get on the City of Winston-Salem vendor listing.

Estimating and Bidding 101

A Free Virtual Seminar for M/WBE Contractors, Consultants, Professional and General Service providers.

Thursday, Feb. 18
6 - 7:30 p.m.

Winston-Salem

BUILDING RELATIONSHIPS
OVERVIEW OF FORECASTED CITY PROJECTS

The City of Winston-Salem Office of Business Inclusion and Advancement Minority and Women Business Enterprise (M/WBE) Program will be hosting a free virtual event to provide potential prime contractors and M/WBE subcontractors with an overview of forecasted city projects.

Representatives from City departments will provide information about forecasted city capital/bond projects through 2021.

BUILDING RELATIONSHIPS: OVERVIEW OF FORECASTED CITY PROJECTS

Thursday, February 25
from 6-8 p.m. via Zoom
RSVP BY FEB. 24

Do business with M/WBE in Winston-Salem!

Join the City of Winston-Salem's Office of Business Inclusion & Advancement Minority and Women Business Enterprise (M/WBE) Program for a free virtual information session on Thursday, June 17 at 1 p.m.

Topics will include: professional, general, and other services process overview, bidding opportunities, M/WBE policies, utilizing the city's vendor listing and HUB certification

Please RSVP by Wednesday, June 16. Attendees will be sent access information to the email address used during registration. For questions, please contact Jakira Westbrook at jakira@cityofws.org or 336-734-1238.

2020-21 M/WBE PERFORMANCE MEASURES

FISCAL YEAR 2020-21 M/WBE SPENDING SUMMARY

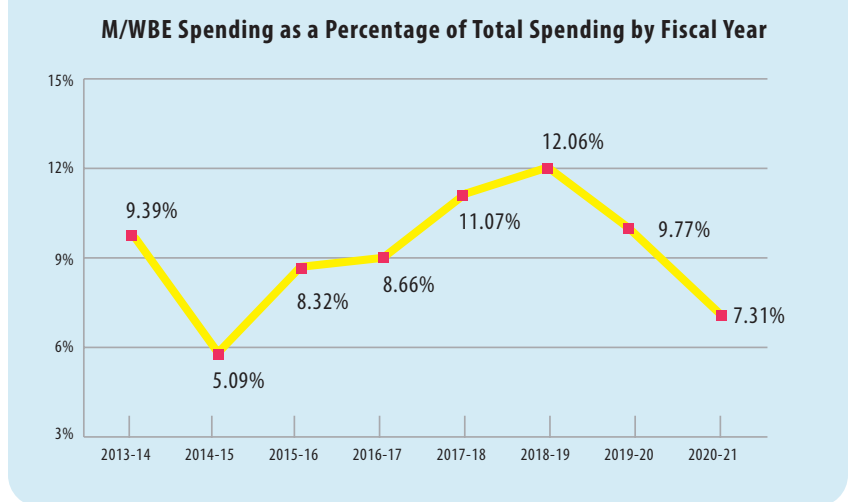
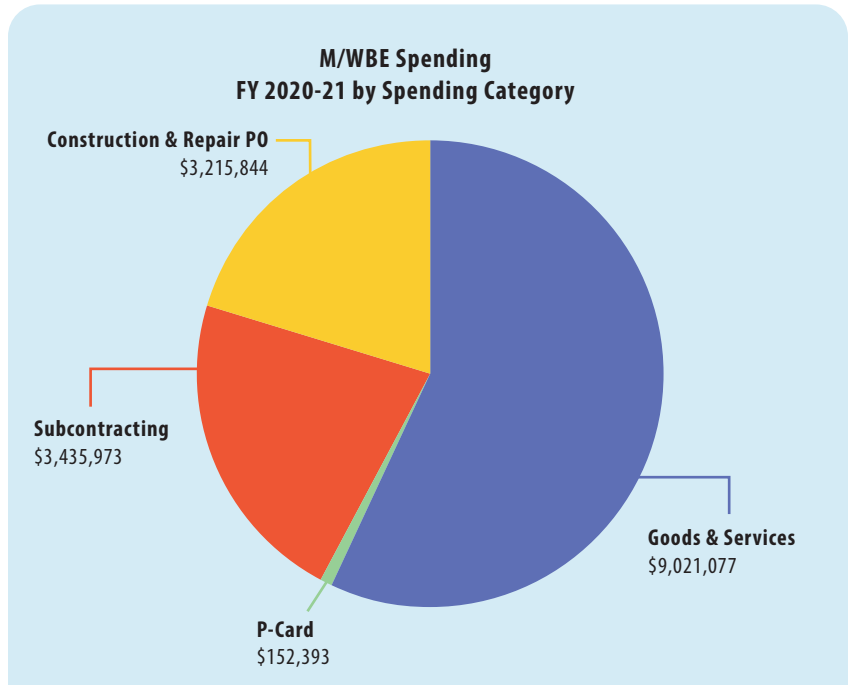
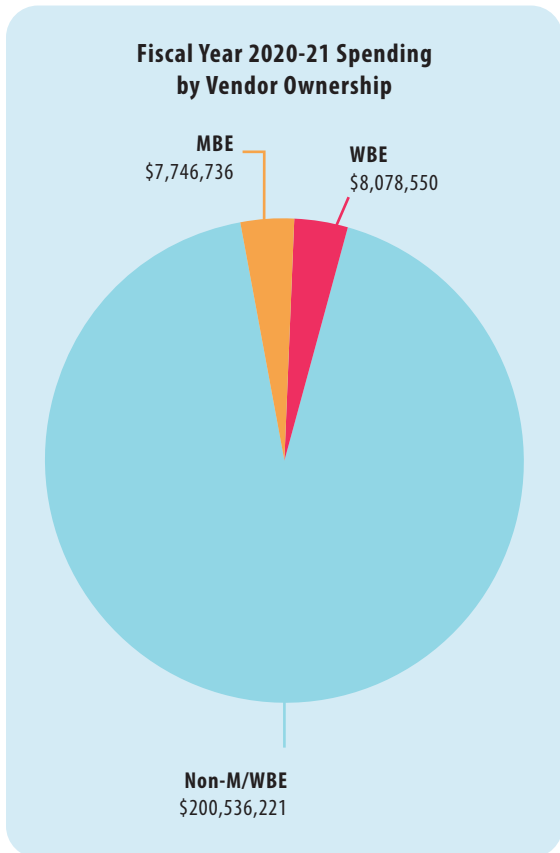
The City of Winston Salem regularly tracks M/WBE spending in four categories: Construction & Repair; Subcontracting Activity; Procurement Card Spending; and Goods and Services.

During fiscal year 2020-21, overall spending with M/WBE firms totaled \$15.8 million, a decrease of \$2.8 million over the previous fiscal year. Of this amount, \$7.8 million was spent with minority-owned businesses and \$8 million was spent with women-owned businesses.

As a percentage of overall spending, M/WBE participation in fiscal 2020-21 equaled 7.31 percent of all city spending, this is down 2.46 percent in the previous fiscal year.

M/WBE Spending Breakout by Fiscal Year

Fiscal Year	Total Spending	MBE	MBE %	WBE	WBE %	Total M/WBE	M/WBE %
2013-14	\$92,188,630	\$2,345,105	2.54%	\$6,308,244	6.84%	\$8,653,349	9.39%
2014-15	\$262,920,520	\$6,975,918	2.65%	\$6,415,905	2.44%	\$13,391,823	5.09%
2015-16	\$215,368,683	\$6,326,736	2.94%	\$11,586,962	5.38%	\$17,913,698	8.32%
2016-17	\$236,333,685	\$7,896,624	3.34%	\$12,566,756	5.32%	\$20,463,380	8.66%
2017-18	\$235,780,627	\$12,932,990	5.49%	\$13,161,950	5.58%	\$26,094,940	11.07%
2018-19	\$193,162,591	\$11,308,348	5.85%	\$11,988,398	6.21%	\$23,296,746	12.06%
2019-20	\$190,600,252	\$7,971,075	4.18%	\$10,662,857	5.59%	\$18,633,932	9.77%
2020-21	\$216,361,507	\$7,746,736	3.58%	\$8,078,550	3.73%	\$15,825,287	7.31%



FISCAL YEAR 2020-21 SUBCONTRACTING ACTIVITY

Subcontracting activity accounts for all formal-range construction projects that were closed out during the fiscal year and reported to the N.C. Historically Underutilized Businesses Office.

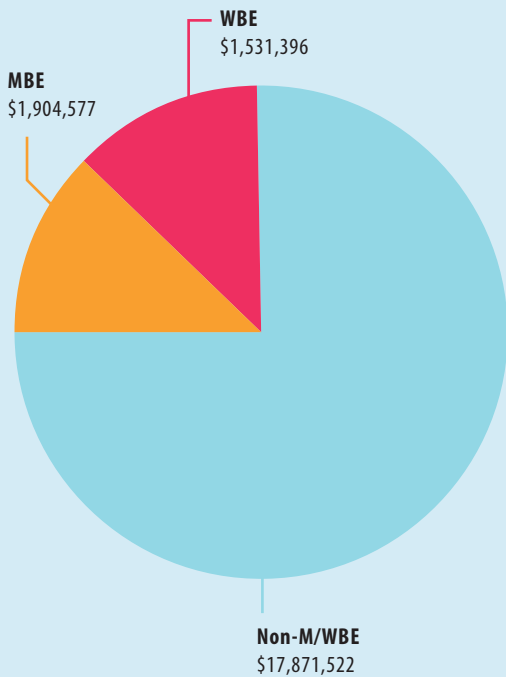
During fiscal year 2020-21, all city subcontracting activity totaled \$21 million. Subcontracting with M/WBE firms totaled \$3.4 million, a decrease of \$4.3 million over the previous fiscal year. Of this amount, \$1.9 million was spent with minority-owned businesses and \$1.5 million was spent with women-owned businesses.

Subcontracting activity with M/WBE businesses in fiscal 2020-21 equaled 16.13 percent of all city subcontracting. This was down by 4.85 percent from the previous fiscal year.

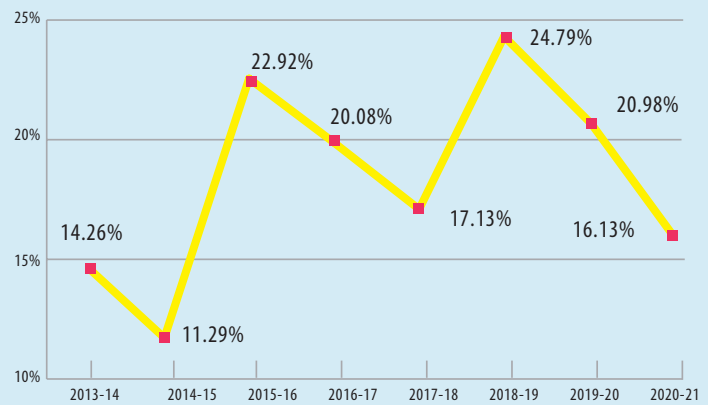
M/WBE Subcontracting Activity by Fiscal Year

Fiscal Year	Total Spending	MBE	MBE %	WBE	WBE %	Total M/WBE	M/WBE %
2013-14	5,366,383	\$454,426	8.47%	\$310,955	5.79%	\$765,381	14.26%
2014-15	57,871,137	\$3,255,122	5.62%	\$3,279,593	5.67%	\$6,534,715	11.29%
2015-16	13,459,687	\$1,135,709	8.44%	\$1,949,311	14.48%	\$3,085,020	22.92%
2016-17	58,250,075	\$4,647,258	7.98%	\$7,047,289	12.10%	\$11,694,547	20.08%
2017-18	81,941,243	\$6,679,559	8.15%	\$7,356,416	8.98%	\$14,035,975	17.13%
2018-19	47,027,236	\$5,773,266	12.27%	\$5,884,872	12.52%	\$11,658,138	24.79%
2019-20	37,109,344	\$3,223,389	8.69%	\$4,560,352	12.29%	\$7,783,741	20.98%
2020-21	21,307,495	\$1,904,577	8.94%	\$1,531,396	7.19%	\$3,435,973	16.13%

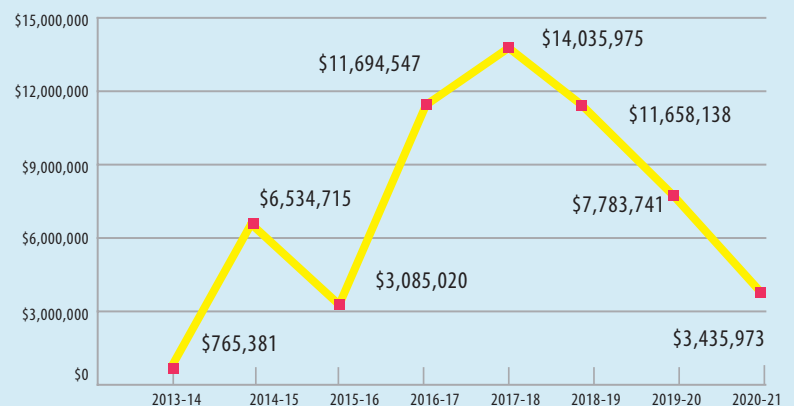
M/WBE Subcontracting Activity by Vendor Ownership



M/WBE Subcontracting Activity as Percentage of Total Subcontracting Activity by Fiscal Year



M/WBE Subcontracting Activity by Fiscal Year



FISCAL YEAR 2020-21 PROCUREMENT CARD ACTIVITY

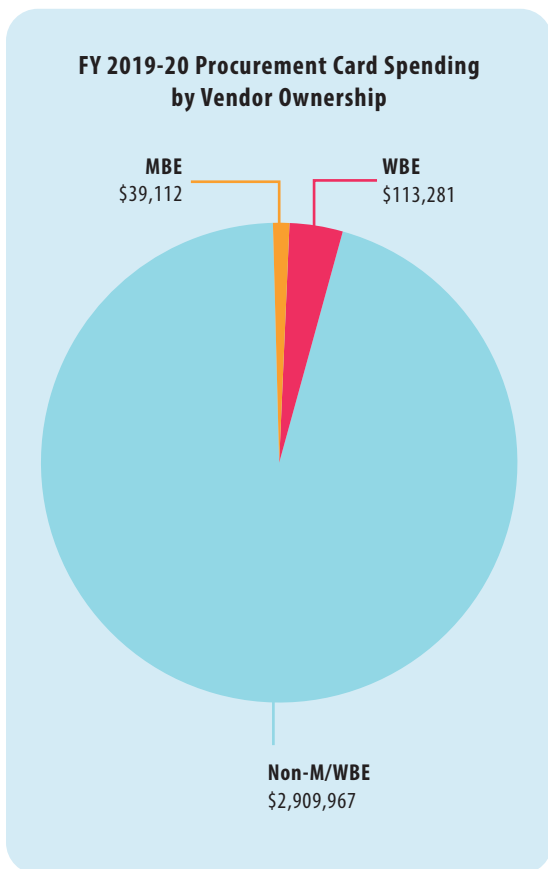
Procurement card activity includes all purchases made by departments of \$5,000 or less and which do not go through the formal or informal bidding process.

During fiscal year 2020-21, all city procurement card activity totaled \$3.0 million. Procurement card spending with M/WBE firms totaled \$152,393, a decrease of \$48,636 from the previous fiscal year. Of this amount, \$39,112 was spent with minority-owned businesses and \$113,281 was spent with women-owned businesses.

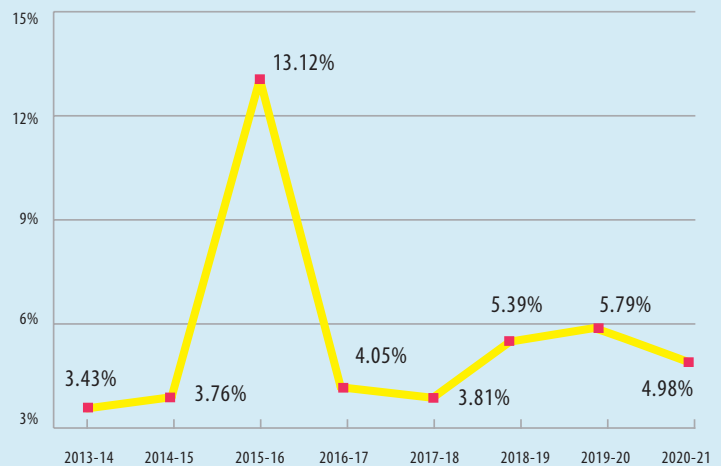
Procurement card spending with M/WBE businesses in fiscal 2020-21 equaled 4.98 percent of all city procurement card spending. This is down by 0.81 percent from the previous fiscal year

M/WBE Procurement Card Spending by Fiscal Year

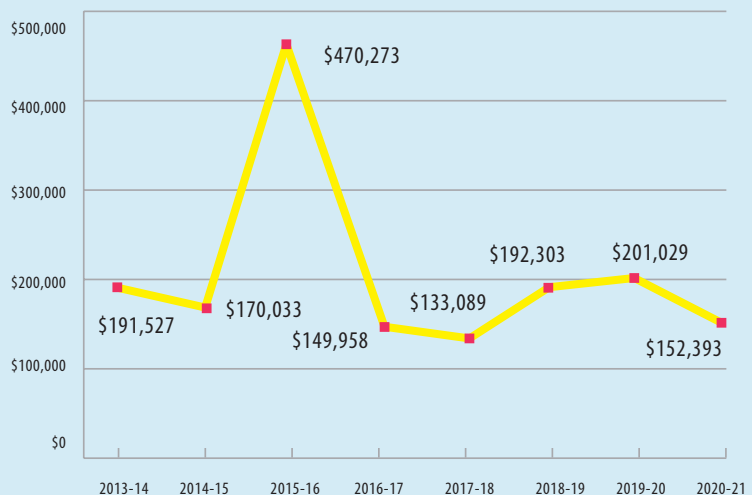
Fiscal Year	Total Spending	MBE	MBE %	WBE	WBE %	Total M/WBE	M/WBE %
2013-14	\$5,581,099	\$86,251	1.55%	\$105,276	1.89%	\$191,527	3.43%
2014-15	\$4,522,880	\$51,833	1.15%	\$118,200	2.61%	\$170,033	3.76%
2015-16	\$3,585,339	\$56,941	1.59%	\$413,332	11.53%	\$470,273	13.12%
2016-17	\$3,701,125	\$46,744	1.26%	\$103,214	2.79%	\$149,958	4.05%
2017-18	\$3,493,234	\$46,613	1.33%	\$86,476	2.48%	\$133,089	3.81%
2018-19	\$3,570,401	\$65,437	1.83%	\$126,866	3.56%	\$192,303	5.39%
2019-20	\$3,472,806	\$63,127	1.82%	\$137,902	3.97%	\$201,029	5.79%
2020-21	\$3,062,360	\$39,112	1.28%	\$113,281	3.70%	\$152,393	4.98%



M/WBE Procurement Card Spending as a Percentage of Total Procurement Card Spending by Fiscal Year



M/WBE Procurement Card Spending by Fiscal Year



FISCAL YEAR 2020-21 CONSTRUCTION & REPAIR PURCHASE ORDERS

Construction and repair purchase orders include all active city spending during the fiscal year on formal and informal projects.

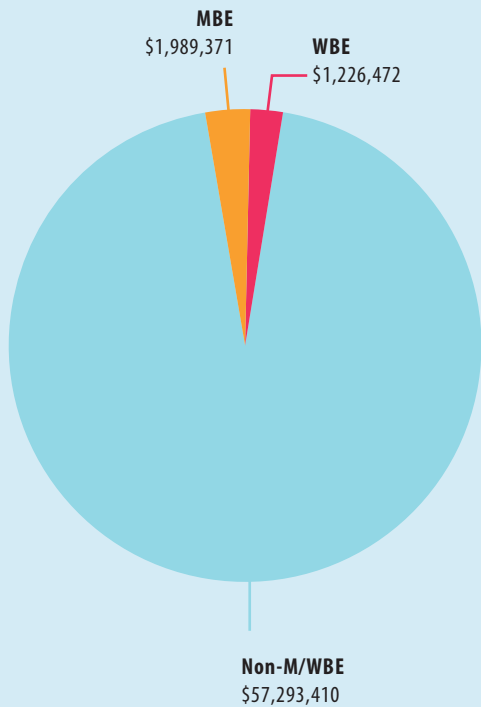
During fiscal year 2020-21, all city construction and repair purchase orders totaled \$60.5 million. Construction and repair purchase orders with M/WBE firms totaled \$3.2 million, an increase of \$1.5 million over the previous fiscal year. Of this amount, \$1.98 million was spent with minority-owned businesses and \$1.22 million was spent with women-owned businesses.

Purchase orders for construction and repairs placed with M/WBE businesses in fiscal 2020-21 equaled 5.31 percent of all city construction and repair purchase orders, an increase of 2.08 percent from the previous fiscal year.

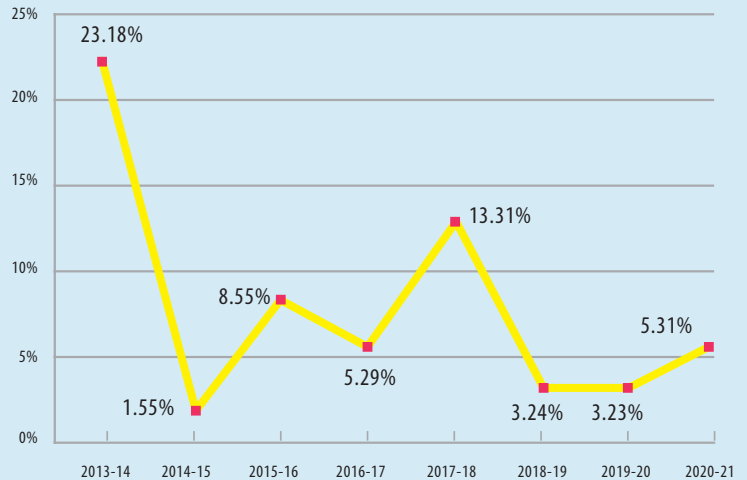
M/WBE Construction & Repair Purchase Orders by Fiscal Year

Fiscal Year	Total Spending	MBE	MBE %	WBE	WBE %	Total M/WBE	M/WBE %
2013-14	\$22,979,007	\$1,156,153	5.03%	\$4,169,771	18.15%	\$5,325,924	23.18%
2014-15	\$116,068,138	\$1,298,878	1.12%	\$505,337	0.44%	\$1,804,215	1.55%
2015-16	\$108,962,855	\$4,044,907	3.71%	\$5,275,145	4.84%	\$9,320,052	8.55%
2016-17	\$70,485,700	\$1,754,096	2.49%	\$1,973,875	2.80%	\$3,727,971	5.29%
2017-18	\$48,236,766	\$764,087	1.58%	\$5,655,247	11.72%	\$6,419,334	13.31%
2018-19	\$58,576,843	\$279,895	.47%	\$1,619,911	2.77%	\$1,899,806	3.24%
2019-20	\$52,712,020	\$886,148	1.68%	\$818,316	1.55%	\$1,704,463	3.23%
2020-21	\$60,509,254	\$1,989,371	3.28%	\$1,226,472	2.03%	\$3,215,844	5.31%

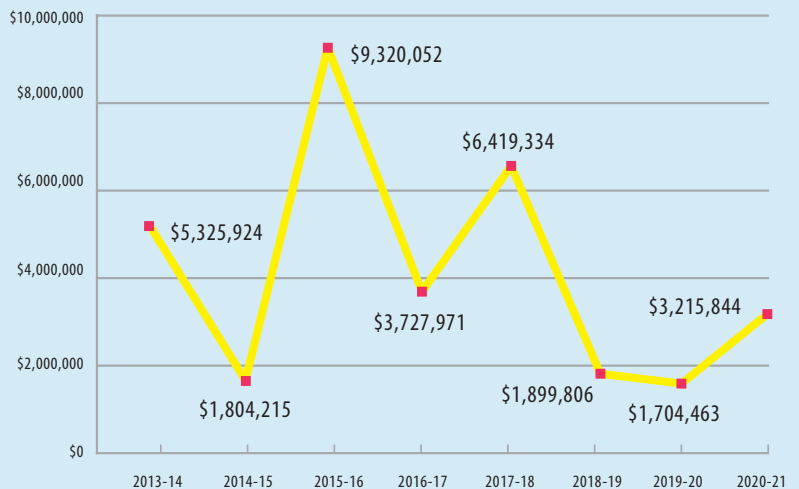
FY 2018-19 Construction & Repair Purchase Orders by Vendor Ownership



M/WBE Construction & Repair Purchase Orders as a Percentage of Total Construction & Repair Purchase Orders by Fiscal Year



M/WBE Construction & Repair Purchase Orders by Fiscal Year



FISCAL YEAR 2020-21 GOODS & SERVICES PURCHASE ORDERS

Purchase orders for goods and services include all city spending during the fiscal year for such items as bulk supplies and consulting services that exceed \$5,000 in value.

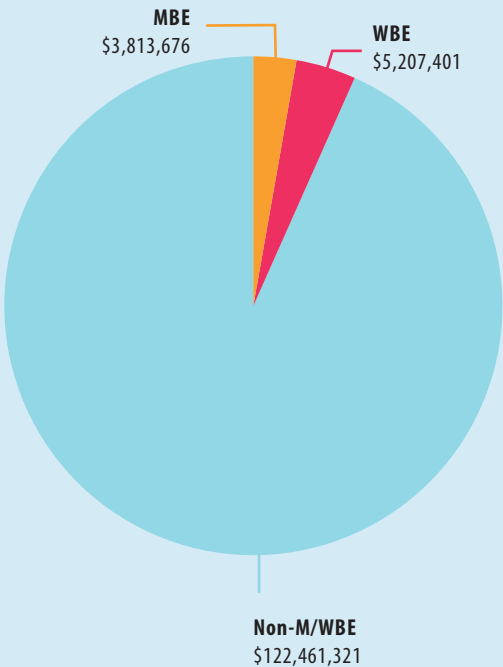
During fiscal year 2020-21, all city purchase orders for goods and services totaled \$131 million. Purchase orders for goods and services placed with M/WBE firms totaled \$9.0 million, an increase of \$76,378 over the previous fiscal year. Of this amount, \$3.8 million was spent with minority-owned businesses and \$5.2 million was spent with women-owned businesses.

Purchase orders for goods and services placed with M/WBE businesses in fiscal 2020-21 equaled 6.86 percent of all city procurement card spending. This was down 2.33 percent from the previous fiscal year.

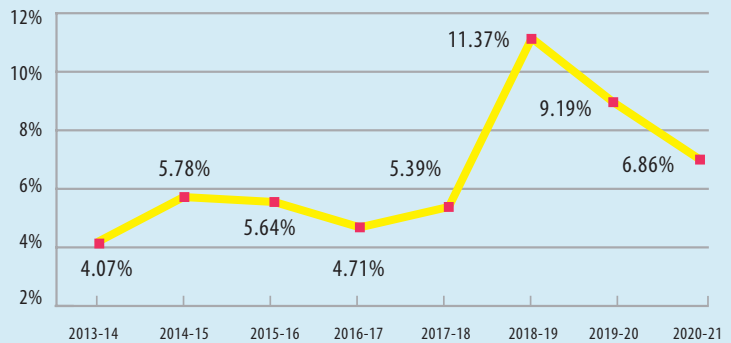
M/WBE Goods & Services Purchase Orders by Fiscal Year

Fiscal Year	Total Spending	MBE	MBE %	WBE	WBE %	Total M/WBE	M/WBE %
2013-14	\$58,262,141	\$648,275	1.11%	\$1,722,242	2.96%	\$2,370,517	4.07%
2014-15	\$84,458,365	\$2,370,085	2.81%	\$2,512,775	2.98%	\$4,882,860	5.78%
2015-16	\$89,360,802	\$1,089,179	1.22%	\$3,949,174	4.42%	\$5,038,353	5.64%
2016-17	\$103,896,785	\$1,448,526	1.39%	\$3,442,378	3.31%	\$4,890,904	4.71%
2017-18	\$102,109,384	\$5,442,731	5.33%	\$63,811	0.06%	\$5,506,542	5.39%
2018-19	\$83,988,110	\$5,189,750	6.18%	\$4,356,749	5.19%	\$9,546,499	11.37%
2019-20	\$97,306,083	\$3,798,412	3.9%	\$5,146,287	5.29%	\$8,944,699	9.19%
2020-21	\$131,482,398	\$3,813,676	2.9%	\$5,207,401	3.96%	\$9,021,077	6.86%

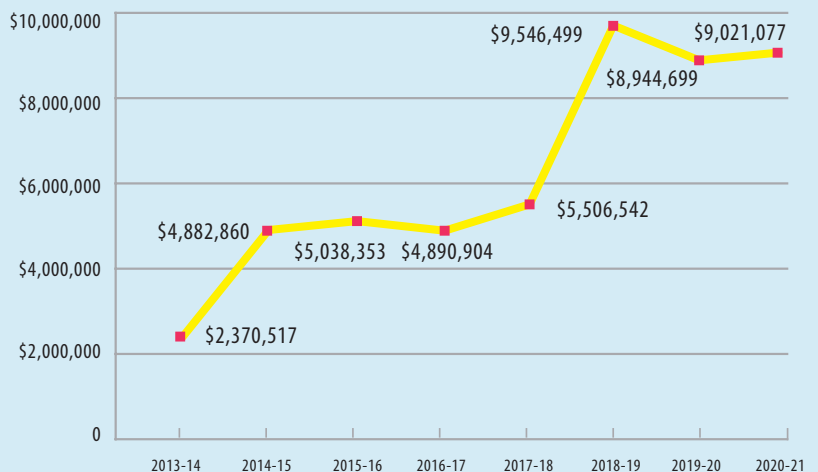
FY 2020-21 Goods & Services Purchase Orders by Vendor Ownership



M/WBE Goods & Services Purchase Orders as a Percentage of Total Goods & Services Purchase Orders by Fiscal Year



M/WBE Goods & Services Purchase Orders by Fiscal Year



FISCAL YEAR 2020-21 SITE VISITS

The Office of Business Inclusion & Advancement M/W BE Division conducts periodic work-site inspections to ensure that general contractors are fulfilling their stated M/WBE participation targets. Site visits are conducted for all formal range contracts, both with the city and with the City/County Utility Commission.

During fiscal year 2020-21, the office conducting a total of 15 site visits.

FISCAL YEAR 2020-21 NEW M/WBE VENDORS IN CITY DATABASE

The Office of Business Inclusion & Advancement M/W BE Division maintains a database of M/WBE vendors as a resource for city departments and divisions and for the public. The database allows the city to be proactive in soliciting bids from M/WBE businesses for upcoming projects.

During fiscal year 2020-21, 90 M/WBE vendors were added to the database.

FISCAL YEAR 2020-21 M/WBE FIRMS ASSISTED

The Office of Business Inclusion & Advancement M/WBE Division works to build close relationships with local minority and women-owned businesses by providing technical assistance related to the State of NC Historically Underutilized Business (HUB) certification, conflict resolution support, bidding assistance, vendor listing assistance, and small business development referrals.

During fiscal year 2020-21, the M/WBE division provided technical assistance to 180 M/WBE vendors.

M/WBE Construction Site Visits FY 2020-21	
Quarter	Visits
1st Quarter	7
2nd Quarter	4
3rd Quarter	2
4th Quarter	2
Total	15

NEW M/WBE VENDORS IN CITY DATABASE FY 2020-21	
Month	Number
July	4
August	7
September	3
October	4
November	1
December	22
January	3
February	11
March	11
April	9
May	11
June	4
Total	90

M/WBE Firms Assisted				
Month	FY 17-18	FY 18-19	FY 19-20	FY 20-21
July	9	9	10	16
August	12	17	12	17
September	7	14	10	12
October	8	15	16	12
November	9	11	7	15
December	7	10	17	10
January	6	23	26	16
February	14	27	53	22
March	6	25	23	17
April	2	6	17	15
May	8	15	13	13
June	12	16	15	15
Total	100	188	219	180



