



2022-23
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 and Women Business Enterprise (M/WBE) Program annual report for fiscal year 2022–23.

The following report provides an overview of program activities, utilization data for certified minority and women owned businesses, and details the M/WBE program's efforts.

In compliance with city policy and all relevant local, state, and federal regulations, the M/WBE program advocates for and advances equitable access to contracting and procurement opportunities, suggests modifications to regulations and/or processes that prevent M/WBE businesses from participating equally in city contracting and procurement programs, develops initiatives that promote and train M/WBE businesses, and ensures employees are accountable for following the city's procurement requirements.

Some accomplishments throughout this fiscal year include:

- During fiscal year 2022–23, overall spending with M/WBE firms totaled \$17.3 million, an increase of \$1.1 million over the previous fiscal year.
- Implementation of the City's first diversity management system to monitor and track progress on key performance measures and establish solid processes to collect and analyze M/WBE utilization
- More than 300 M/WBE firms attended various web-based workshops and seminars related to meeting the requirements of the M/WBE policy.

I want to express my gratitude to the Mayor, City Council Members, and the city staff for their unwavering support to providing qualified M/WBE enterprises with opportunities and access.

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.
- 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.
- General, professional, and other services

The M/WBE 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 2022-23, 77 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 two Tuesdays before the first Monday of each month.

- Lalique Metz, Vice Chair
- Cassandra W. Brunson
- Ouida Patton
- Money C. Cannon
- Britney J. Lowery
- Eric Hairston
- Odette Yambo Sanchez



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). BIA is also responsible for the City's business development programs.

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



Gwendolyn Teal
Diversity Compliance Specialist



Steven Harrison
Small Business
Development Specialist



Hannah Hernandez
Administrative Assistant

2022-23 M/WBE PROGRAM HIGHLIGHTS

PUBLIC ENGAGEMENT

During the fiscal year 2022-23, the M/WBE Division participated in 31 virtual public outreach events. The M/WBE Division hosted virtual and in-person public outreach events:

IS YOUR GOOD FAITH EFFORT GOOD ENOUGH?

The M/WBE Division organized two workshops for general contractors. 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 12 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). Four virtual events were held. They were promoted in minority-focused media, and on the City's social media accounts. The events drew about 122 participants.



M/WBE INFORMATION SESSIONS

Two virtual seminars were held 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 53 participants.

Minority & Women Business Enterprise Program

Is your professional and general services good faith effort good enough?

VIRTUAL EVENT

A woman with curly hair, wearing a floral patterned shirt, is smiling and holding a white laptop. She is standing in a hallway. The Winston-Salem logo is in the bottom right corner.

VIRTUAL EVENT

Meet the City's Buyers

A woman is sitting at a desk, looking at a laptop. The laptop screen shows a video conference with several participants. There are papers and a pen on the desk.

BIDDING & ESTIMATING 101

This was 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 drew approximately 34 participants.

OVERVIEW OF FORECASTED CITY PROJECTS VIRTUAL OUTREACH EVENT

A free virtual event provided 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 2023. Promoted in minority-focused media, and on the City's social media accounts, this event drew about 50 participants.

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

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. Two sessions were held and drew about 30 participants.

SUCCESSFULLY BONDING YOUR COMPANY

City of Winston-Salem's M/WBE Program Successfully Bonding Your Company was a free in-person information session on how to access bonding to successfully bid on projects. The events drew about 15 participants.

MEET THE CITY'S BUYERS

City of Winston-Salem's M/WBE Program Meet the City's Buyers was a free virtual event to introduce vendors to the purchasing staff. Participants learned about purchasing policies and the process for bids and proposals. The events drew about 19 participants.




Winston-Salem

Minority and Women
Business Enterprise

**Successfully
Bonding
Your
Company**

IN PERSON EVENT



2022-23 M/WBE PERFORMANCE MEASURES

FISCAL YEAR 2022-23 M/WBE SPENDING SUMMARY

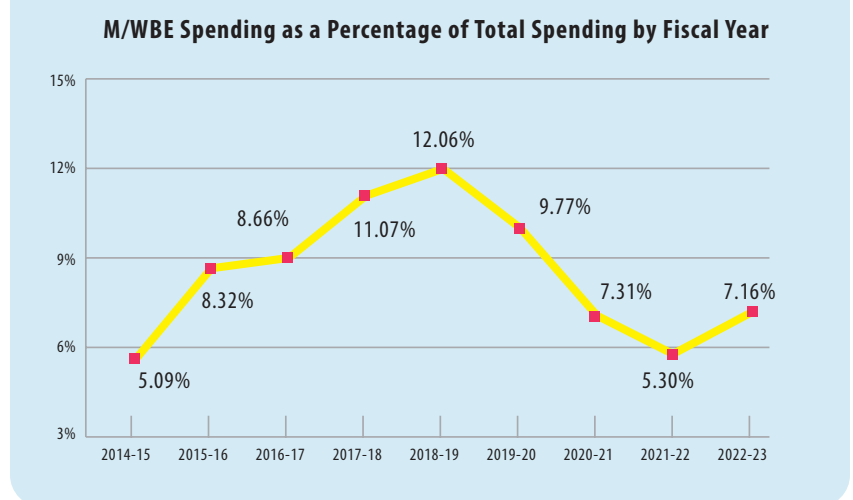
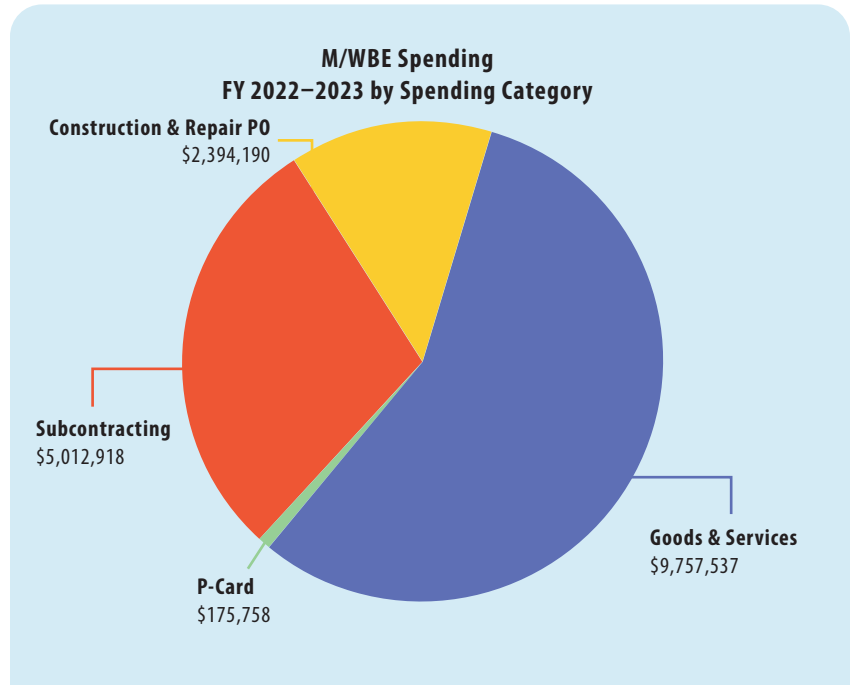
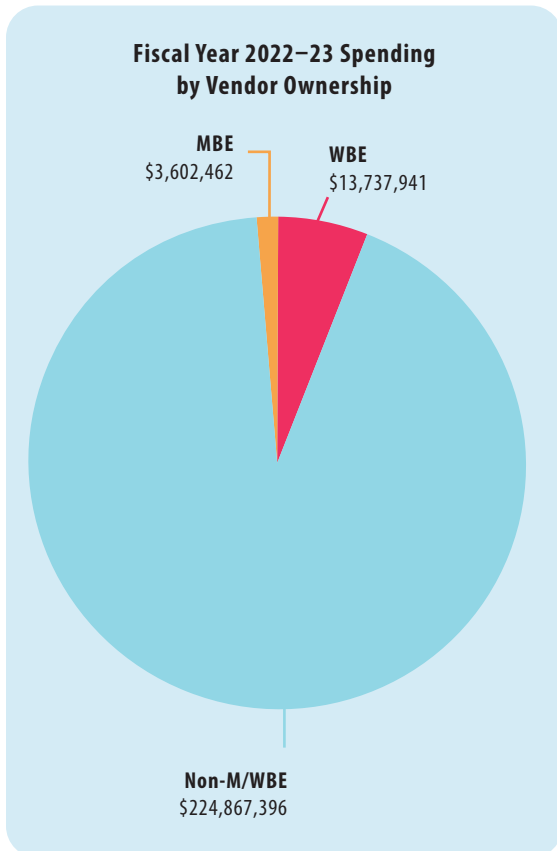
The City of Winston Salem regularly tracks M/WBE spending in four categories: Construction & Repair; Subcontracting Activity; Procurement Card Spending; and Goods and Services.

During fiscal year 2022-23, overall spending with M/WBE firms totaled \$17.3 million, an increase of \$1.1 million over the previous fiscal year. Of this amount, \$3.6 million was spent with minority-owned businesses and \$13.7 million was spent with women-owned businesses.

As a percentage of overall spending, M/WBE participation in fiscal 2022-23 equaled 7.16 percent of all City spending, an increase of 1.86 percentage points over the previous fiscal year.

M/WBE Spending Breakout by Fiscal Year

Fiscal Year	Total Spending	MBE	MBE %	WBE	WBE %	Total M/WBE	M/WBE %
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%
2021-22	\$305,543,766	\$5,899,289	1.93%	\$10,286,561	3.37%	\$16,185,850	5.30%
2022-23	\$242,207,800	\$3,602,462	1.49%	\$13,737,941	5.67%	\$17,340,403	7.16%



FISCAL YEAR 2022-23 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.

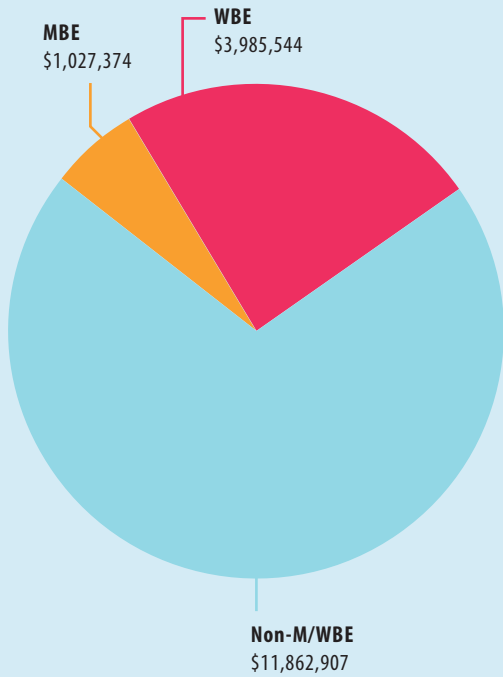
During fiscal year 2022-23, all City subcontracting activity totaled \$16.8 million. Subcontracting with M/WBE firms totaled \$5 million, an increase of \$1.3 million over the previous fiscal year. Of this amount, \$1.02 million was spent with minority-owned businesses and \$3.98 million was spent with women-owned businesses.

Subcontracting activity with M/WBE businesses in fiscal 2022-23 equaled 29.70 percent of all City subcontracting, which was an increase of 15.39 percentage points from the previous fiscal year.

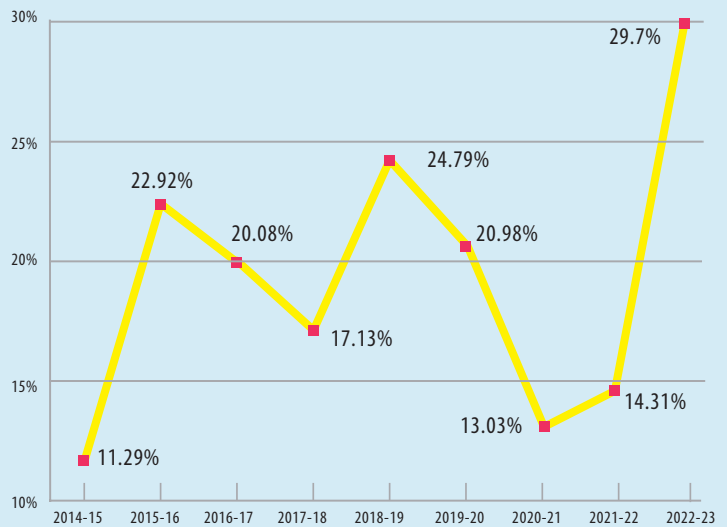
M/WBE Subcontracting Activity by Fiscal Year

Fiscal Year	Total Spending	MBE	MBE %	WBE	WBE %	Total M/WBE	M/WBE %
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	42,187,419	\$3,515,209	8.33%	\$1,981,396	4.70%	\$5,496,715	13.03%
2021-22	25,499,602	\$1,799,772	7.06%	\$1,850,085	7.26%	\$3,649,857	14.31%
2022-23	16,875,825	\$1,027,374	6.09%	\$3,985,544	23.62%	\$5,012,918	29.70%

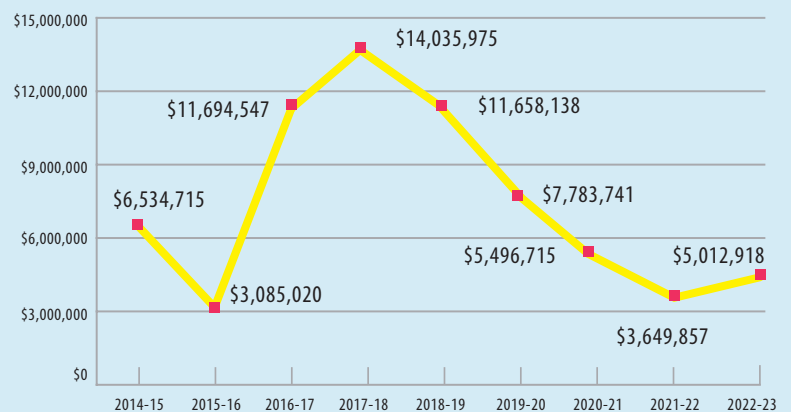
M/WBE Subcontracting Activity by Vendor Ownership



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



M/WBE Subcontracting Activity by Fiscal Year



FISCAL YEAR 2022-23 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.

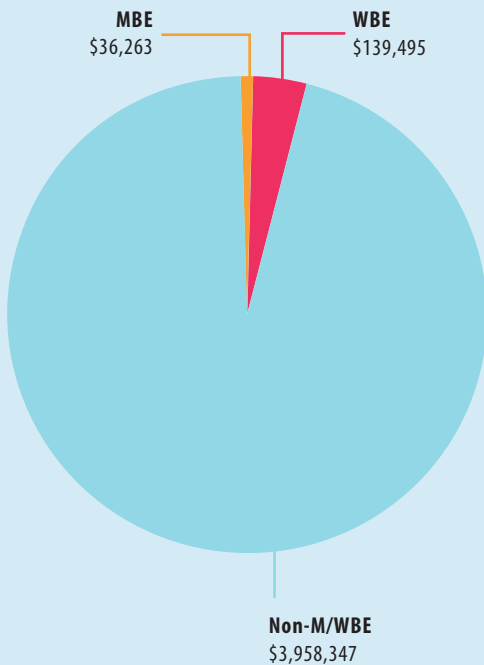
During fiscal year 2022-23, all City procurement card activity totaled \$4.1 million. Procurement card spending with M/WBE firms totaled \$175,758, a decrease of \$139.86 from the previous fiscal year. Of this amount, \$36,263 was spent with minority-owned businesses and \$139,495 was spent with women-owned businesses.

Procurement card spending with M/WBE businesses in fiscal 2022-23 equaled 4.25 percent of all City procurement card spending. This is down by 0.53 percentage points from the previous fiscal year.

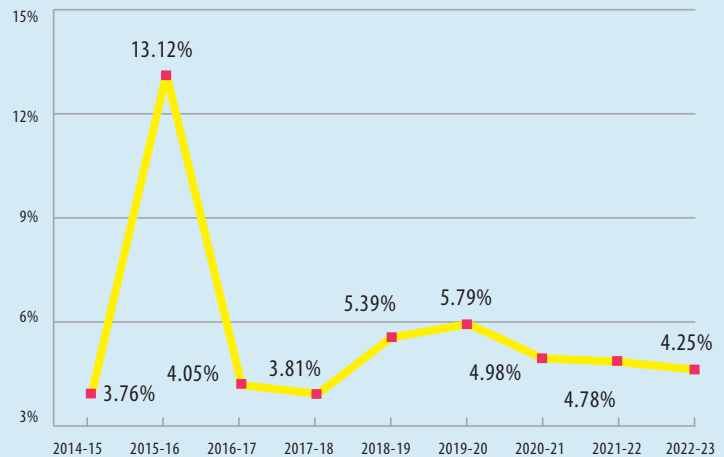
M/WBE Procurement Card Spending by Fiscal Year

Fiscal Year	Total Spending	MBE	MBE %	WBE	WBE %	Total M/WBE	M/WBE %
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%
2021-22	\$3,678,340	\$41,400	1.13%	\$134,498	3.66%	\$175,898	4.78%
2022-23	\$4,134,105	\$36,263	0.88%	\$139,495	3.37%	\$175,758	4.25%

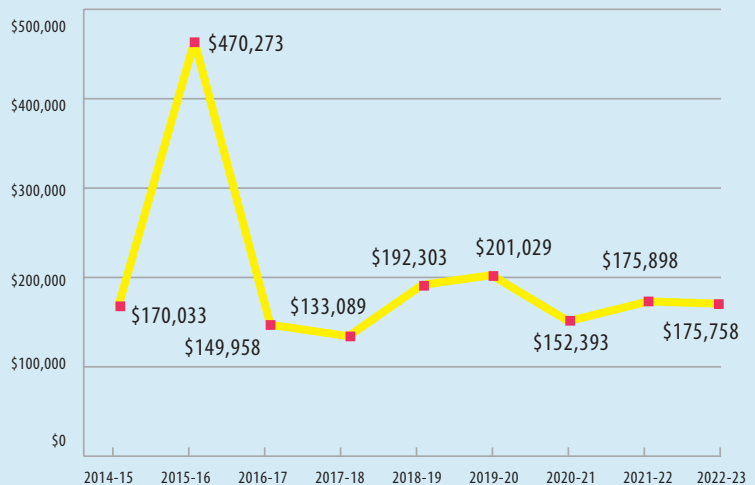
FY 2022-23 Procurement Card Spending by Vendor Ownership



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 2022-23 CONSTRUCTION & REPAIR PURCHASE ORDERS

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

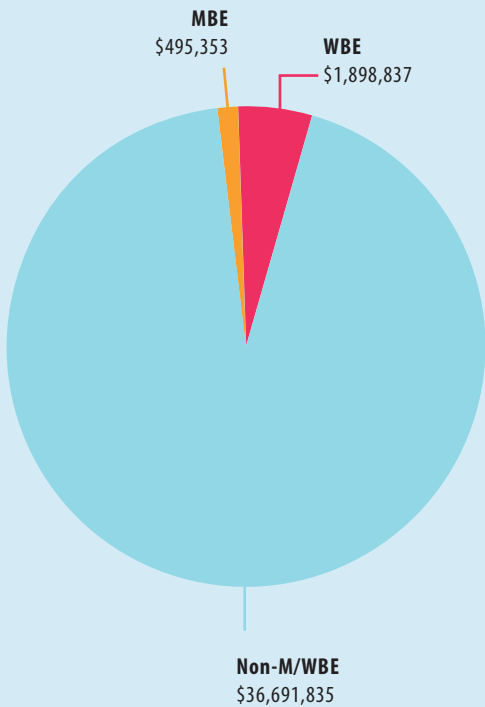
During fiscal year 2022-23, all City construction and repair purchase orders totaled \$39 million. Construction and repair purchase orders with M/WBE firms totaled \$2.39 million, an increase of \$590,000 over the previous fiscal year. Of this amount, \$495,353 was spent with minority-owned businesses and \$1.89 million was spent with women-owned businesses.

Purchase orders for construction and repairs placed with M/WBE businesses in fiscal 2022-23 equaled 6.13 percent of all city construction and repair purchase orders, which was an increase of 4.94 percent from the previous fiscal year.

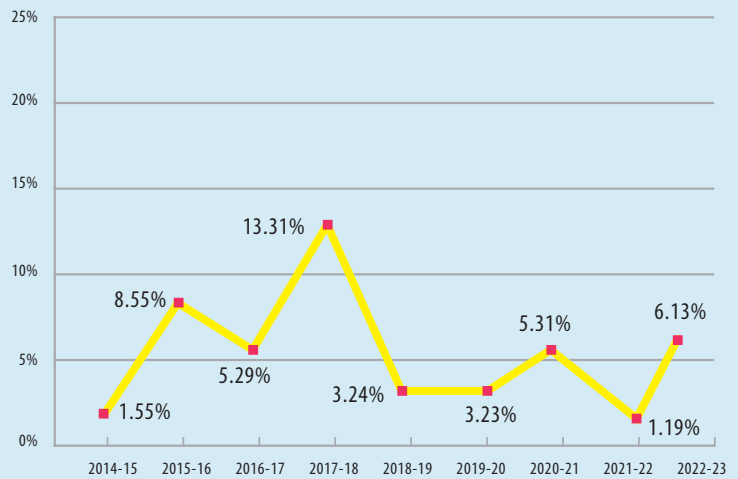
M/WBE Construction & Repair Purchase Orders by Fiscal Year

Fiscal Year	Total Spending	MBE	MBE %	WBE	WBE %	Total M/WBE	M/WBE %
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%
2021-22	\$151,991,731	\$1,131,753	0.74%	\$671,870	0.44%	\$1,803,623	1.19%
2022-23	\$39,086,025	\$495,353	1.27%	1,898,837	4.86%	\$2,394,190	6.13%

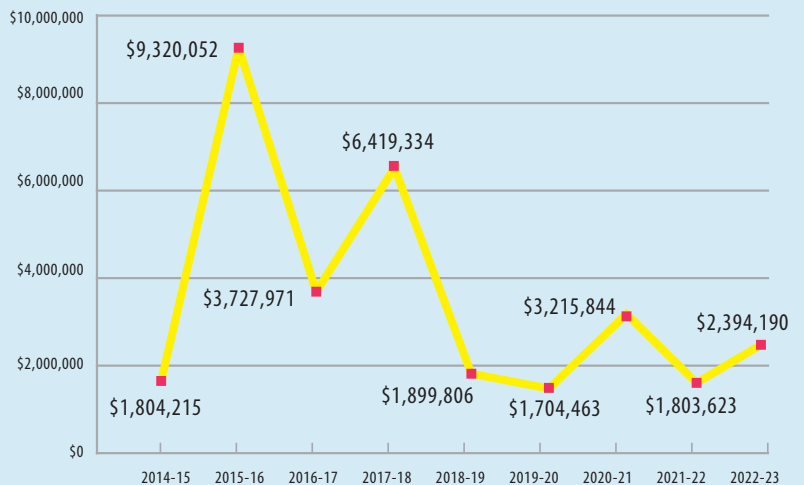
FY 2022-23 Construction & Repair Purchase Orders by Vendor Ownership



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 2022-23 GOODS & SERVICES PURCHASE ORDERS

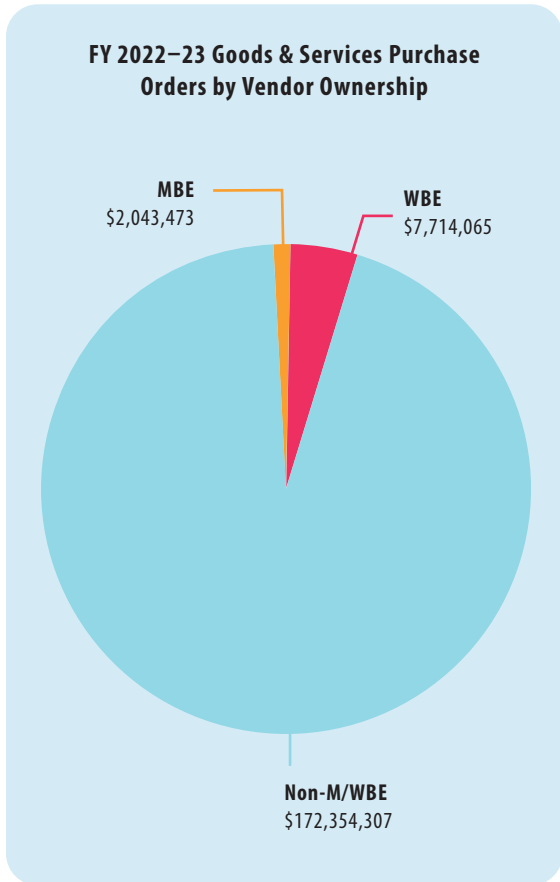
Purchase orders for goods and services include all City spending during the fiscal year for such items as bulk supplies and consulting services that exceed \$5,000 in value.

During fiscal year 2022-23, all City purchase orders for goods and services totaled \$182.1 million. Purchase orders for goods and services placed with M/WBE firms totaled \$9.7 million, a decrease of \$798,000 from the previous fiscal year. Of this amount, \$2 million was spent with minority-owned businesses and \$7.7 million was spent with women-owned businesses.

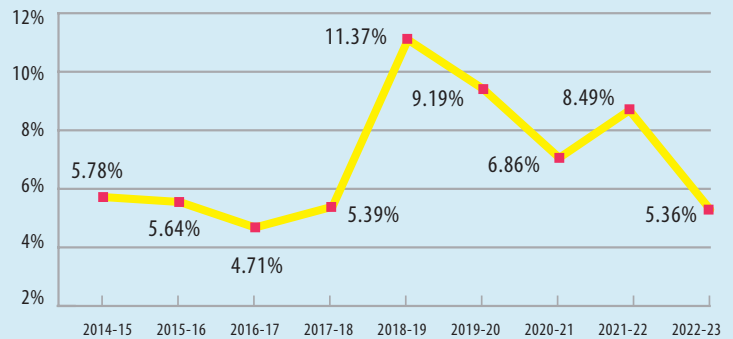
Purchase orders for goods and services placed with M/WBE businesses in fiscal 2022-23 equaled 5.36 percent of all City procurement card spending, which was a decrease of 3.1 percentage points from the previous fiscal year.

M/WBE Goods & Services Purchase Orders by Fiscal Year

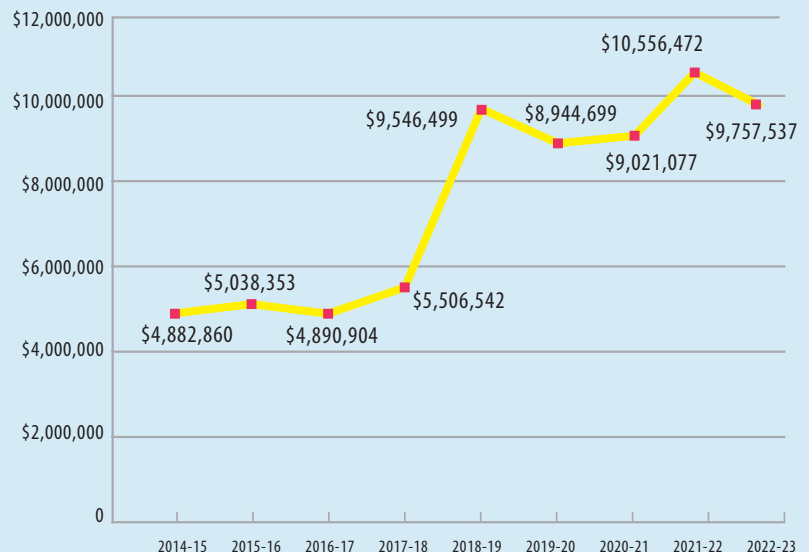
Fiscal Year	Total Spending	MBE	MBE %	WBE	WBE %	Total M/WBE	M/WBE %
2014-15	\$84,458,365	\$2,370,085	2.81%	\$2,512,775	2.98%	\$4,882,860	5.78%
2015-16	\$89,360,802	\$1,089,179	1.22%	\$3,949,174	4.42%	\$5,038,353	5.64%
2016-17	\$103,896,785	\$1,448,526	1.39%	\$3,442,378	3.31%	\$4,890,904	4.71%
2017-18	\$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%
2021-22	\$124,374,093	\$2,926,364	2.35%	\$7,630,107	6.13%	\$10,556,472	8.49%
2022-23	\$182,111,844	\$2,043,473	1.12%	\$7,714,065	4.24%	\$9,757,537	5.36%



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 2022-23 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 2022-23, the M/WBE division provided technical assistance to 343 M/WBE vendors.

FISCAL YEAR 2022-23 SITE VISITS

The Office of Business Inclusion & Advancement M/WBE 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 2022-23, the office conducted a total of 17 site visits.

FISCAL YEAR 2022-23 NEW M/WBE VENDORS ON CITY DATABASE

The Office of Business Inclusion & Advancement M/WBE 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 2022-23, 77 M/WBE vendors were added to the database.

M/WBE Construction Site Visits FY 2022-23	
Quarter	Visits
1st Quarter	3
2nd Quarter	4
3rd Quarter	3
4th Quarter	7
Total	17

NEW M/WBE VENDORS IN CITY DATABASE FY 2022-23	
Month	Number
July	3
August	7
September	5
October	4
November	7
December	6
January	10
February	11
March	7
April	8
May	7
June	2
Total	77

M/WBE Firms Assisted				
Month	FY 19-20	FY 20-21	FY 21-22	FY 22-23
July	10	16	46	26
August	12	17	11	16
September	10	12	14	18
October	16	12	12	17
November	7	15	16	26
December	17	10	19	21
January	26	16	22	25
February	53	22	17	23
March	23	17	11	48
April	17	15	15	41
May	13	13	29	44
June	15	15	32	38
Total	219	180	244	343



