



Small Business
Enterprise Program

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PORT OF LONG BEACH

**SMALL BUSINESS ENTERPRISES (SBE)/
VERY SMALL BUSINESS ENTERPRISES (VSBE)
PROGRAM**

FISCAL YEAR 2016 ANNUAL REPORT

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Port of Long Beach
SBE/VSBE Program
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 VERY SMALL BUSINESS ENTERPRISES (VSBE) PROGRAM
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PORT OF LONG BEACH SMALL BUSINESS ENTERPRISES (SBE)/ VERY SMALL BUSINESS ENTERPRISES (VSBE) PROGRAM FISCAL YEAR 2016 ANNUAL REPORT

1. **BACKGROUND, APPLICABILITY & ANNUAL GOALS**

In October 2004, the Board of Harbor Commissioners (Board) approved an ordinance to adopt a Small Business Enterprises (SBE)/Very Small Business Enterprises (VSBE) Program.

The SBE Program is applicable to eligible Port construction, consulting, and procurement contracts executed by the Port's six bureaus. 1) Engineering Services, 2) Planning & Environmental Affairs, 3) Commercial Operations 4) Finance & Administration, 5) Communications and 6) Human Resources & Team Development.

The primary goal of the Program is to promote the participation of SBEs and VSBEs on Port construction contracts, professional services contracts, and purchases. The Board approves annual Port-wide SBE/VSBE participation goals recommended by Port staff. Port staff sets contract-specific SBE/VSBE participation goals on applicable construction and professional services contracts, and division-wide SBE/VSBE participation goals on purchases.

FY 2016 marks the twelfth successful year of the Program's operation. For FY 2016, the Board continued a combined 27% SBE/VSBE department-wide participation goal .

2. **PROGRAM ELEMENTS & APPROACH**

Define SBE/VSBE Eligibility: For SBE eligibility, the Port utilizes the federal U.S. Small Business Administration (SBA) size standards. The Port bases VSBE eligibility on an expanded version of the State of California's microbusiness definition which applies to SBEs whose three year average gross revenues are \$3.5 million or less, or a manufacturer with 25 or fewer employees. The Port has extended VSBE eligibility to include all SBEs certified under an SBA size standard that uses the "number of employees" as the qualifying standard like the manufacturing codes do. If an SBE is certified under both sets of standards, it has to meet the requirements for both standards to receive the VSBE designation.

State Reciprocity MOU: The Port also recognizes the SBE certifications issued by the State of California Department of General Services (DGS).

Vendor Registration/Certification/E-Procurement System: The Port utilizes *PB System*, an online vendor database, SBE certification system, SBE/VSBE search tool, and electronic procurement/ bid matching system. PB System is owned and operated by the small business firm, Planet Bids, Inc. It is used by over 100 public agencies in California including the City of Long Beach and nationwide in 11 states.

Attend Diversity-Based Outreach Events: Port staff participates in 15-20 external outreach events each fiscal year, including contractor expos, vendor fairs, and other industry-targeted events. Participation in these events enables staff to familiarize all businesses with "How to Do Business" with the Port, of which the SBE/VSBE Program is one component.

Market the Program: Port staff engages in various marketing efforts to promote the SBE/VSBE Program and educate the community. This includes maintaining an SBE website, collaborating with the Communications Division, and creating/distributing marketing materials for general and targeted outreach initiatives.

Host Contractor/Consultant Training Forums: Port staff conducts training forums for large and small businesses interested in providing products and/or services to the Port.

Unbundle Large Contracts: To the extent practicable, Port staff disassembles larger construction projects into contract packages of \$15 million or less, to create opportunities for small businesses to bid as prime contractors.

Set Contract-Specific SBE/VSBE Goals: Port staff sets contract-specific SBE/VSBE goals based on the identification of work elements that can be feasibly performed by certified small businesses.

Encourage Utilization of the Good Faith Effort (GFE) Process to Meet SBE/VSBE Goals for Construction Bids: The Port's GFE criteria were designed to help bidders successfully conduct SBE/VSBE outreach and meet contract-specific SBE/VSBE goals. Bidders that do not meet the SBE/VSBE goals are required to submit a GFE, and pass a GFE evaluation, as a condition of bid responsiveness.

Incorporate SBE/VSBE Commitment into the Selection Criteria: For professional services solicitations, the level of SBE/VSBE Commitment will be verified by Port staff and factored into the scoring criteria used during the evaluations of the proposals.

Set Division-Wide and/or Bureau-Wide SBE/VSBE Goals: For contracts that do not lend themselves to contract-specific SBE/VSBE goals, Port staff sets division-wide goals that are consistent with the Board adopted goal for a given fiscal year.

Discuss Program Requirements with Bidders and Proposers: SBE/VSBE Program elements and documentation submittal requirements are included in bid specifications, Requests for Proposals (RFPs), and Requests for Statements of Qualifications (RSOQs). SBE Program staff attends pre-bid and pre-proposal meetings, and thoroughly discusses Program requirements with potential bidders and proposers.

Verify SBE/VSBE Status: Port staff reviews all small businesses listed on SBE/VSBE Commitment Plans and verifies SBE/VSBE status as part of the bid evaluation process.

Monitor Compliance with SBE/VSBE Utilization: Port staff reviews all SBE/VSBE Monthly Utilization Reports (MUR) submitted by prime contractors/consultants. If a prime is not utilizing SBEs/VSBEs as committed, staff takes measures to encourage the prime to come into compliance.

Monitor SBE/VSBE Substitutions: Port staff tracks SBE/VSBE substitutions on construction and professional services contracts. To the extent possible, staff ensures that if a prime requests substitution of an SBE/VSBE, the prime will replace that firm with another SBE/VSBE.

Track Change Orders and Contract Amendments: Port staff tracks change orders and contract amendments on construction and professional services contracts. Staff works with contract managers to assign an SBE/VSBE goal to contract changes that involve a change in the contract dollar value and/or a change in, or addition to, the scope of work.

Track/Report SBE/VSBE Utilization: Port staff tracks and reports small business participation statistics for Program analysis and future annual goal recommendations. Staff also completes a Contract Compliance Close-Out Report for completed contracts, listing the final SBE/VSBE goal attainment (dollars and percentages).

3. ADMINISTRATION, BUDGET & STAFFING

The SBE/VSBE Program resides in the Finance Division under the supervision of the SBE Program Administrator. It has a personnel budget of two Full-Time Equivalent (FTE) Port staff, including the SBE Administrator and one full-time SBE Program Analyst. The Administrator manages the Program and supervises the Analyst.

4. FISCAL YEAR 2016 UTILIZATION and ACCOMPLISHMENTS

The majority of Port-issued contracts overlap and/or span multiple fiscal years. The total amount paid to primes and SBEs/VSBEs, as delineated in this Annual Report, includes payments made in previous fiscal years as well as FY 2016 on all open contracts and only FY 2016 for one-time purchases subject to the SBE/VSBE Program.

In the two years since the Board increased the department-wide participation goal from 25% to 27%, the impact to an increase in actual SBE/VSBE utilization has been limited by the reduction in the awarding of contracts in the Engineering Bureau subject to the new standard..

4.1 SBE/VSBE Utilization: Department-Wide

Department-wide cumulative expenditures for SBE applicable procurements were slightly more than \$653 million in FY 2016, a decrease of nearly \$277 million (30%) from the prior year. The total amount of reported payments to SBEs/VSBEs saw a decrease from \$219 million in FY 2015 to \$158 million in FY2016, a decrease of \$61 million (28%). The Department-wide actual combined SBE/VSBE utilization was 24.2%, a slight increase over FY 2015's 23.5%, with over 10% being paid to VSBEs.

Since the Program's inception in FY 2005, SBEs/VSBEs have received nearly \$472 million in payments from the nearly \$1.6 billion (29%) the Port has spent on purchases eligible for SBE/VSBE participation.

The table below summarizes the FY 2016 achievements by bureau and cumulatively for the entire department:

Bureau	Total Amount of Contracts/Purchases Applicable to the Program	Payments Made to SBEs/VSBEs	Combined SBE/VSBE Utilization %
Engineering	\$622,810,909	\$144,467,290	23.2%
Planning & Environmental Affairs	\$17,699,310	\$9,310,432	52.6%
Finance & Administration	\$5,351,484	\$1,852,587	34.6%
Commercial Operations	\$5,394,905	\$2,057,347	38.1%
Communications	\$1,708,777	\$660,649	38.7%
HR & Team Development	\$355,609	\$63,404	17.8%
DEPT-WIDE TOTAL	\$653,320,994	\$158,411,709	24.2%

The following sub-sections summarize the contracting activity by individual bureau and its respective divisions including, tables illustrating the FY 2016 SBE/VSBE utilization statistics.

4.2 SBE/VSBE Utilization: Engineering Bureau

All Construction Contracts with Activity in FY 2016

Twenty-four (24) Engineering Bureau construction contracts applicable to the SBE/VSBE Program had activity (payments made to prime contractors) in FY 2016. The prime contractor on 7 (29%) of the 24 construction contracts is/was an SBE or VSBE. The total SBE/VSBE utilization was 21.0%, as detailed in the table below:

ENGINEERING BUREAU CONSTRUCTION CONTRACTS WITH ACTIVITY IN FY 2016					
Bureau	Total Payments to Primes	Total Payments to SBEs and VSBEs	% of Total Payments to SBEs	% of Total Payments to VSBEs	% of Total Payments to SBEs and VSBEs
Engineering	\$351,766,055	\$74,035,487	13.3%	7.7%	21.0%

Construction Contracts that were Completed in FY 2016

Nine (9) Engineering Bureau construction contracts applicable to the SBE/VSBE Program were completed (closed out or had no remaining invoices payable) in FY 2016. An SBE or VSBE was the prime for 3 (33%) of these contracts. The final SBE/VSBE utilization was 23.5%, as detailed in the table below:

ENGINEERING BUREAU CONSTRUCTION CONTRACTS COMPLETED IN FY 2016					
Bureau	Total Payments to Primes on Completed Contracts	Total Payments to SBEs and VSBEs	Final SBE Utilization %	Final VSBE Utilization %	Final SBE and VSBE Utilization %
Engineering	\$102,788,325	\$24,141,003	9.9%	13.6%	23.5%

All Professional Services Contracts with Activity in FY 2016

One hundred thirteen (113) Engineering Bureau professional services contracts applicable to the SBE/VSBE Program had activity (payments made to prime contractors) in FY 2016. The prime consultant for 35 (31%) of these contracts is/was an SBE or VSBE.

The final SBE/VSBE utilization was 26.0% as detailed in the table below.

ENGINEERING BUREAU PROFESSIONAL SERVICES CONTRACTS WITH ACTIVITY IN FY 2016					
Division	Total Payments to Primes	Total Payments to SBEs and VSBEs	% of Total Payments to SBEs	% of Total Payments to VSBEs	% of Total Payments to SBEs and VSBEs
Program Delivery	\$267,205	\$267,205	64.1%	35.9%	100.0%
Project Controls	\$4,630,470	\$699,001	14.4%	0.7%	15.1%
Design	\$36,888,068	\$12,751,472	22.2%	12.4%	34.6%
Construction Management	\$66,658,375	\$20,948,390	8.3%	23.1%	31.4%
Program Management	\$155,235,020	\$33,644,468	12.6%	9.1%	21.7%
Maintenance	\$6,323,971	\$1,445,203	22.9%	N/A	22.9%
Surveys	\$1,041,745	\$676,064	52.6%	12.3%	64.9%
Bureau Total	\$271,044,854	\$70,431,803	13.3%	12.7%	26.0%

All Engineering Bureau Contracts

The total bureau-wide (construction and professional services) SBE/VSBE utilization percentage was 23.2%, as detailed in the table below:

FY 2016 ENGINEERING BUREAU TOTAL CONSTRUCTION & PROFESSIONAL SERVICES					
Bureau	Total Payments to Primes	Total Payments to SBEs and VSBEs	% of Total Payments to SBEs	% of Total Payments to VSBEs	% of Total Payments to SBEs and VSBEs
Engineering	\$622,810,909	\$144,467,290	13.3%	9.9%	23.2%

4.3 SBE/VSBE Utilization: PLANNING & ENVIRONMENTAL AFFAIRS BUREAU

All Professional Services Contracts with Activity in FY 2016

Sixty-five (65) Planning & Environmental Affairs Bureau professional services contracts applicable to the SBE/VSBE Program had activity (payments made to prime contractors) in FY 2016. The total combined SBE/VSBE utilization was 52.6%

The majority of small business utilization was achieved by awarding prime contracts to SBEs and VSBEs, as many of the contracts had minimal subconsulting opportunities. Of the 65 total contracts with activity, 33 contracts (51%) were awarded to SBEs/VSBEs.

PLANNING & ENVIRONMENTAL AFFAIRS BUREAU ALL CONTRACTS WITH ACTIVITY IN FY 2016					
Bureau	Total Payments to Primes	Total Payments to SBEs and VSBEs	% of Total Payments to SBEs	% of Total Payments to VSBEs	% of Total Payments to SBEs and VSBEs
Planning & Environmental Affairs	\$15,079,632	\$8,546,177	30.6%	26.1%	56.7%
Master Planning	\$1,815,951	\$273,022	0.1%	14.9%	15.0%
Transportation Planning	\$803,727	\$491,233	38.6%	22.6%	61.2%
Bureau Total	\$17,699,310	\$9,310,432	27.9%	24.7%	52.6%

4.4 SBE/VSBE Utilization: Finance & Administration Bureau

The following table reflects payments made by each division of the Finance & Administration Bureau for both contracts and one-time purchases during FY 2016.

FINANCE & ADMINISTRATION BUREAU				
Division	% of Purchases Applicable to the Program *	Amount of Purchases Applicable to the Program	Payments Made to SBEs/VSBEs	Combined SBE/VSBE Utilization %
Information Management	81.7%	\$4,192,429	\$1,253,363	29.9%
Risk Management	12.7%	\$599,254	\$520,157	86.8%
Finance	7.7%	\$314,638	\$46,049	14.6%
Real Estate	10.1%	\$245,163	\$33,018	13.5%
Bureau Total	32.8%	\$5,351,484	\$1,852,587	34.6%

* Purchases considered "not applicable" to the SBE/VSBE Program include those made under City-wide contracts (which are controlled by other City departments and are often subject to volume discounts, such as computers, office supplies, and temporary staffing services), Port utilities, mailing services, legal fees, insurance brokerage services and insurance premiums.

4.5 SBE/VSBE Utilization: Commercial Operations Bureau

The following table reflects payments made by each division of the Commercial Operations Bureau for both contracts and one-time purchases during FY 2016.

COMMERCIAL OPERATIONS BUREAU				
Division	% of Division Purchases Applicable to the Program *	Amount of Purchases Applicable to the Program	Payments Made to SBEs/VSBEs	Combined SBE/VSBE Utilization %
Business Development	11.1%	\$79,405	\$50,110	63.1%
Security	95.9%	\$5,202,361	\$1,949,907	37.5%
Tenant Services	82.0%	\$113,139	\$57,330	50.7%
Bureau Total	85.9%	\$5,394,905	\$2,057,347	38.1%

* Purchases considered "not applicable" to the SBE/VSBE Program include purchases made under City-wide contracts (which are controlled by other City departments and are often subject to volume discounts), and other non-applicable purchases such as employee travel, media advertising, sponsorships, association memberships/dues, patrol officer training, permits, waste hauling, utilities, overseas representatives, and national conferences.

4.6 SBE/VSBE Utilization: Communications Bureau

The following table reflects payments made by each division of the Communications Bureau for both contracts and one-time purchases during FY 2016.

COMMUNICATIONS BUREAU				
Division	% of Division Purchases Applicable to the Program *	Amount of Purchases Applicable to the Program	Payments Made to SBEs/VSBEs	Combined SBE/VSBE Utilization %
Communications	28.6%	\$1,258,521	\$522,786	41.5%
Government Relations	93.6%	\$450,256	\$137,863	30.6%
Bureau Total	35.0%	\$1,708,777	\$660,649	38.7%

* Purchases considered "not applicable" to the SBE/VSBE Program include purchases made under City-wide contracts (which are controlled by other City departments and are often subject to volume discounts), and other non-applicable purchases such as employee travel, media advertising, sponsorships, association memberships/dues, patrol officer training, permits, waste hauling, utilities, overseas representatives, and national conferences.

4.7 SBE/VSBE Utilization: Human Resources & Team Development Bureau

The following table reflects payments made by each division of the Human Resources & Team Development Bureau for both contracts and one-time purchases during FY 2016.

HUMAN RESOURCES & TEAM DEVELOPMENT BUREAU				
Division	% of Division Purchases Applicable to the Program *	Amount of Purchases Applicable to the Program	Payments Made to SBEs/VSBEs	Combined SBE/VSBE Utilization %
Human Resources	20.3%	\$172,377	\$56,032	32.5%
Team Development	47.6%	\$183,232	\$7,372	4.0%
Bureau Total	28.8%	\$355,609	\$63,404	17.8%

* Purchases considered "not applicable" to the SBE/VSBE Program include purchases made under City-wide contracts (which are controlled by other City departments and are often subject to volume discounts), and other non-applicable purchases such as employee travel, media advertising, sponsorships, association memberships/dues, patrol officer training, permits, waste hauling, utilities, overseas representatives, and national conferences.

4.8 Five-Year Expenditure and SBE/VSBE Utilization Summary FY 2012 – FY 2016

For the first time since the SBE Program was started in 2005, there was a drop in spending from the previous fiscal year to the current one. For the five year period encompassing FY 2012 - FY 2016, SBE/VSBE applicable expenditures decreased from over \$930 million in FY 2015 to just under \$654 million in FY 2016. Amounts paid to SBE/VSBEs during this period ranged from \$103 million in 2012 to a peak of \$218 million in 2015, lowering to \$158 million in 2016, which is consistent with the overall decrease in spending. (See Appendix A: Five-year Expenditure and SBE/VSBE Utilization Summary FY 2012 - FY 2016).

For FY 2016, the cumulative SBE/VSBE utilization achieved on construction projects that were completed in FY 2016 was 23.5%, slightly below the 27% annual goal. This decline continues the trend from older construction contracts that had lower goals, were awarded via a Good Faith Effort or had inherent difficulties for SBEs to perform. The FY 2016 decline in construction contract bidding and awards was the main driver for the decrease in spending and the decrease in opportunities to see the SBE/VSBE utilization increase.

Reporting the closed construction projects as an additional sub-report is significant because the true measure of SBE/VSBE utilization is calculated at the completion of a construction contract not while it is being executed (See Appendix B: Construction Contracts Completed FY 2012 - FY 2016).

4.9 Outreach Activities

Conducting outreach is a core component of the SBE Program. The Outreach Activities (OA) utilized by staff can be categorized into four key areas: Online Postings & E-Blasts; Vendor Consultations and Trainings; Outreach Events/Meetings/Activities and Special Projects and Miscellaneous. Bulleted below are brief descriptions of specific OAs SBE staff conducted and/or participated in:

- The SBE Program collaborated with the Regional Hispanic Chamber of Commerce to host 4 business development workshops at the Interim Administrative Offices as well as represented

the Port at twenty-six (26) external community-based meetings and/or outreach events throughout the year (See Appendix C: FY 2016 Outreach Activities).

- For the fourth consecutive year, the annual California Construction Expo (CalCon) was hosted in Long Beach at the Long Beach Convention Center. The Port is one of several public agency hosts which includes the Metropolitan Water District (MWD), Los Angeles World Airports (LAWA) and the California Department of General Services (DGS). The Association of General Contractors, a construction industry contractor association, also served as a host. Host status entitles each of the agencies to have a staff serve on the Planning Committee that coordinates, plans and executes the Expo. The Port's SBE Administrator fulfills this role for the Port. Additionally, Port staff moderated, conducted and served as panelists on various workshops at the Expo. For the first time, Maintenance assisted with staffing of the exhibit booth.
- The Port continued the collaborative partnership with the Long Beach Community College District to help promote the *10,000 Small Businesses* program, a \$500 million Goldman Sachs initiative aimed at facilitating entrepreneurial growth and job creation across the U.S. by providing small businesses with intensive business training and access to capital.
- The Port continued to enhance and maintain the SBE webpages, PB System and their various functions.

4.10 Vendor Registration, Certification and E-Procurement System (PB System)

- SBE staff processed 682 SBE certification applications and issued 564 certification approvals. Certification and audit processes were developed to provide a reasonable level of assurance that information listed in online certification applications is consistent, accurate, and up-to-date, and that SBE and/or VSBE status is not misrepresented.
- SBE staff posted 69 online solicitations (bids/RFPs/RSOQs), addenda and event notifications on PB System.

4.11 Pre-Contract Award Activities

- SBE staff reviewed work scope elements for 60 solicitations for the purpose of establishing SBE/VSBE goals. This number includes solicitations that were assigned a zero SBE/VSBE goal percentage due to limited subcontracting opportunities, many informal solicitations and potentially exempt contracts.
- SBE staff reviewed SBE/VSBE Commitment Plans for 32 contracts and/or contract amendments, and reviewed Good Faith Effort (GFE) documentation for fourteen (14) construction bids.

4.12 Compliance Activities

- SBE staff analyzed data from 570 SBE/VSBE Monthly Utilization Reports (MURs) and/or invoices for Port contracts applicable to the Program. All Port divisions are responsible for monitoring SBE/VSBE utilization on their contracts; however, SBE staff analyzes the data and records SBE/VSBE utilization statistics for the Engineering and Planning Bureaus on a monthly basis, and provides monitoring support.
- SBE staff monitors SBE/VSBE utilization on construction contract change orders and professional services contract amendments, and reviews newly added work elements for possible SBE/VSBE inclusion. Port contract managers are required to complete change order/contract amendment forms and submit them to SBE staff for evaluation and consideration for

revised SBE/VSBE goals. For change orders/contract amendments on which SBE/VSBE goals are established, prime contractors/consultants are required to complete an updated SBE/VSBE Commitment Plan. In FY 2016, SBE staff monitored 45 change orders/contract amendments.

- SBE staff monitors SBE/VSBE substitutions on construction and professional services contracts. Port contract managers are required to complete an SBE/VSBE substitution form for every contract on which an SBE/VSBE will be substituted with another SBE/VSBE or non-SBE. Note: SBE/VSBE subcontractor substitutions on construction contracts are also subject to Public Contract Code (PCC) subcontractor substitution provisions. In FY 2016, SBE staff monitored 16 SBE/VSBE substitutions.
- SBE staff collects and reviews Contract Compliance Close-out Reports (CCCRs) on completed contracts, and records final SBE/VSBE utilization achieved. SBE staff works with Port contract managers to ensure prime contractor/consultant compliance with SBE/VSBE utilization at contract close-out. SBE staff processed 20 CCCRs in FY 2016
- The Contract Compliance Section completes a Contractor Performance Evaluation (CPE) for every construction contract awarded. The CPEs are conducted at two intervals, 50 and 100% completion. Among the many measured performance criteria is an SBE section. SBE staff provided the responses to 17 CPEs.

4.13 Key Highlights

- **National SBE Week Celebration** - Every year since 1963, the President of the United States has signed a proclamation declaring a National Small Business Week. In a joint commemoration of the National Small Business Week (May 2-6, 2016) the SBE team hosted an internal SBE Week promotion. Fliers were posted through the IAO with SBE facts and figures and posters put on display in the front and rear lobbies.
- Both the **Alameda Corridor Transportation Authority** and **Long Beach Transit** contacted the SBE Administrator seeking guidance towards the development of their own SBE Programs. The Administrator and Finance Division management gladly obliged by sharing the history, best practices and challenges overcome in achieving successes for the Port's SBE Program.
- **Disadvantage Business Enterprises (DBE)** – In January 2016, successfully achieved a goal set for the year by re-locating certain aspects of the DBE program responsibilities associated with federally funded contracts that have DBE requirements to under the SBE program supervision.
- **Classification Designation** – Successfully expanded the ability for vendors to state the additional business enterprise classification(s) they may possess in PB System.

5. PROGRAM RECOMMENDATIONS FOR FY 2017

5.1 SBE/VSBE Goal Recommendations

For FY 2018, staff recommends to continue with the FY 2017 established Port-wide combined SBE/VSBE participation goal of 27% as presented below:

- **Engineering Services and Planning & Environment Affairs Bureaus:** 27% combined SBE/VSBE participation, of which a minimum of 5% shall be allocated to VSBEs.
- **Commercial Operations, Communications, Finance & Administration and HR & Team Development Bureaus:** 27% combined SBE/VSBE participation. For these bureaus, SBE and VSBE participation will not be tracked separately, due to the large number of small contracts and purchases (less than \$100,000) and the administrative costs of tracking SBEs and VSBEs separately.

5.2 Program Goals

1. Continue to promote a culture of inclusion and advocacy for small business utilization and small business economic development throughout the Port and the contracting community.
2. Continue to reinforce that the SBE/VSBE Program is a *shared responsibility* among all staff that each division is responsible for: 1) ensuring that small businesses are afforded the maximum opportunity to participate in each division's contracts and procurements; and 2) tracking SBE/VSBE participation levels on applicable contracts and procurements.
3. Continue to implement the features of PB System and train staff on its use.
4. Continue to benefit from the Reciprocity MOU we share with the State of California Department of General Services.
5. As necessary, perform random desk audits of small business certification applicants, to verify SBE and VSBE eligibility information listed in the Port's online SBE certification application.
6. Sponsor no less than two contractor/consultant training forums; encourage participation by all Port divisions and bureaus; continue to partner with local small business assistance organizations to participate in the training forums and provide attendees with valuable resources and information.
7. Conduct project- and/or program-specific prime/subcontractor networking sessions for potential subcontractors, vendors, and suppliers to meet with potential prime bidders for large Port initiatives such as the Middle Harbor Redevelopment Program.
8. Conduct Good Faith Effort (GFE) and small business outreach training for prime contractors and consultants, to continue to maintain the high number of primes meeting contract-specific SBE/VSBE goals.
9. Continue to attend 15 to 20 small/diverse business outreach and networking events per year to maintain visibility, awareness and branding of the Program.

10. Continue to work with the Communications Division to market the Program throughout Long Beach and the surrounding communities.
11. Continue the current level of compliance efforts by verifying full and proper utilization of small businesses listed on Port contracts, including contract amendments and change orders.