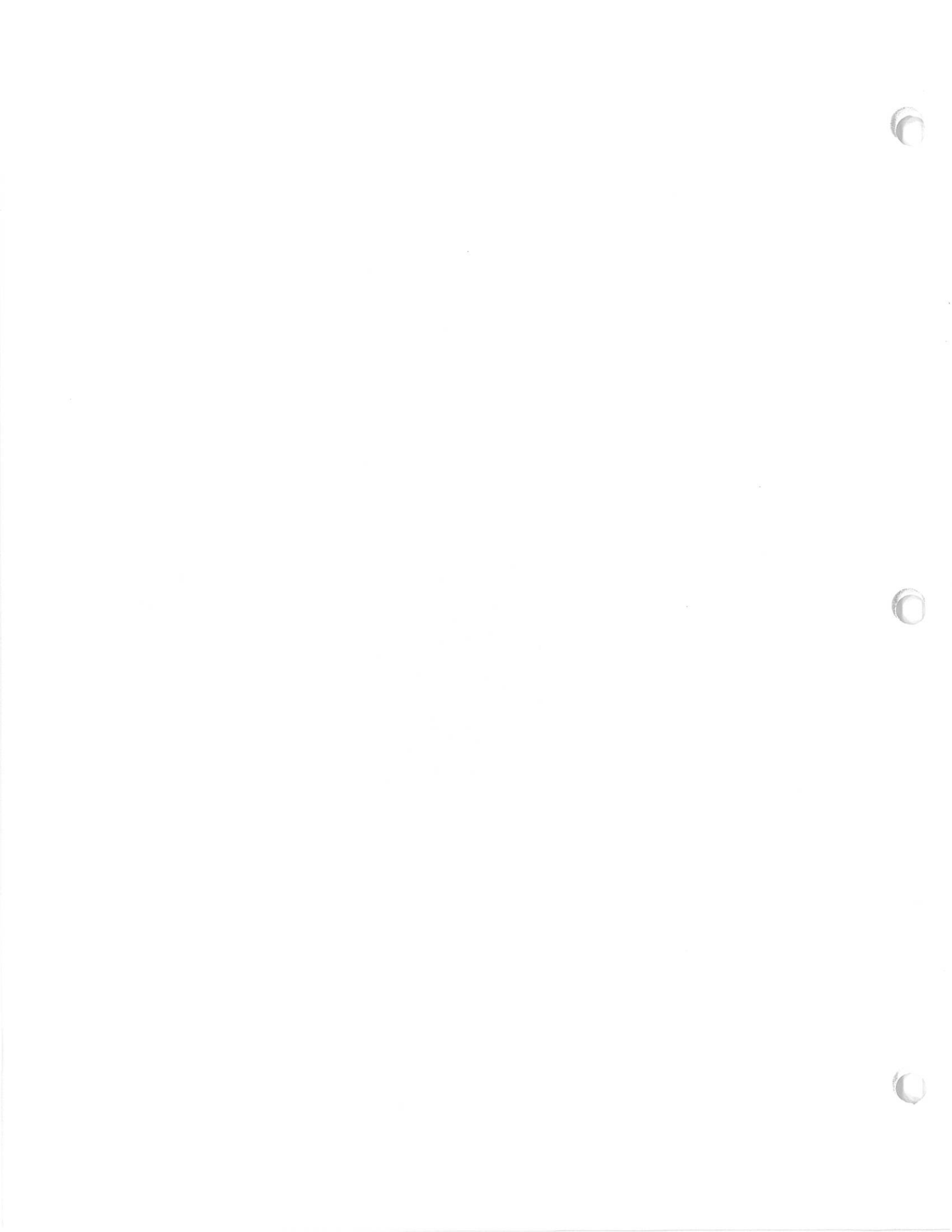


COUNTY OF MONTEREY
SMALL/LOCAL BUSINESS
OUTREACH PROGRAM



FINAL VERSION

DATED: July 11, 2007



COUNTY OF MONTEREY SMALL/LOCAL BUSINESS OUTREACH PROGRAM

1. PURPOSE AND SCOPE

Adopt a policy that will promote the County of Monterey's utilization of Disadvantaged Business Enterprises, Minority Business Enterprises, Woman Business Enterprises, Disabled Veteran Business Enterprises and Small/Local Businesses (DBE, MBE, WBE, DVBE and SLB) in all aspects of contracting relating to construction, materials and services, professional services, land development-related activities and leases and concessions. The policy will apply to all County departments within the County structure. Under this policy, the County acknowledges that it is fully committed to encouraging the participation of DBE's, MBE's, WBE's, DVBE's and SLB's in all phases of procurement and contracting activity within the scope of current and existing law.

The County of Monterey, through the Board of Supervisors, will take all responsible steps to ensure that DBE's, MBE's, WBE's, DVBE's and SLB's have the maximum opportunity to compete for and perform County contracts.

1.1 MEASURABLE OBJECTIVES:

The Outreach Program will furnish the foundation for implementing processes to offer contracting opportunities consistent with Federal, State and Local Laws. The County of Monterey Outreach Program will be developed in a manner for use by all departments that procure goods and services.

The program incorporates existing DBE/MBE/WBE/DVBE and SLB, programs. The following represents a list of proposed measurable performance objectives for the Outreach Program:

1.1.1 Inform Businesses about Contracting Opportunities:

Provide DBEs, MBEs, WBEs, DVBEs and SLB's with information regarding contracting opportunities that are both timely and reliable. Develop proactive methods of communication to keep local area businesses and community residents informed about upcoming opportunities. Enhance current systems of communications that provide accurate and easily accessible information.

1.1.2 Establish Relationships with Business Organizations:

Establish cooperative relationships with business organizations and community groups interested in the success of DBEs, MBEs, WBEs,

DVBEs and SLB's. Develop and coordinate a network of existing resources to assist with outreach efforts. Participate in meetings and events, and encourage the exchange of information and ideas between county and city governments. Increase the County's visibility in the business community. Proactively address local business concerns, and seek to mutually resolve identified issues.

1.1.3 Identify Qualified Local Businesses to compete for County Contracts:

Implement aggressive outreach techniques to identify local businesses interested in participating in the Outreach Program. For example, visit local businesses to obtain first hand knowledge of existing firms, talk with local business leaders to obtain guidance on contracting firms presently working in the area and attend trade and other meetings that would be advantageous to the success of the program. Increase the number of qualified bidders that can provide the goods and services required by the County. Increased competition could produce and promote lower prices, reduced costs, and could eventually stretch the taxpayer dollars.

1.1.4 Develop Strategies to Maximize Small Business Participation:
(This area will be developed as the program grows)

1.1.5 Promote Business Community involvement that Represents the Diversity of the County:

Develop and implement a reporting system to continually track DBE, MBE, WBE, DVBE and SLB outreach and participation. Review available procurement reports to track whether these groups are participating in contracting opportunities. Tailor the outreach strategies so that all groups have equal access to County contracting.

2. DEFINITIONS

The following definitions apply to this program:

- 2.1 Disadvantaged Business Enterprise means a small business concern that is, (1) at least 51 percent owned by one or more socially and economically disadvantaged individual(s), or, in the case of any publicly-owned business, at least 51 percent of the stock is owned by one or more socially and economically disadvantaged individuals, and, (2) the management and daily business operations of which are controlled by one or more socially and economically disadvantaged individuals who own it. Those groups which are considered socially and economically disadvantaged are citizens of the United States who are African Americans, Hispanic Americans, Asian Pacific Americans, Native Americans, and Subcontinent Asian Americans. (Reference 15 U.S.C. §637(a))

- 2.2 "Minority" means the following groups: African Americans, Hispanic Americans, Asian Pacific Americans, Native Americans, and Subcontinent Asian Americans.
- 2.3 "Disabled Veteran" means a California resident who was disabled as a result of participating in the United States military.
- 2.4 "Minority Business Enterprise" means a business which, is at least 51 percent owned, managed and operated by one or more minorities, or in the case of a publicly owned business, at least 51 percent of the stock must be owned, and the business managed and operated, by minorities.
- 2.5 "Woman Business Enterprise" means a business which is at least 51 percent owned, managed and operated by one or more women, or in the case of a publicly owned business, at least 51 percent of the stock must be owned, and the business managed and operated by women.
- 2.6 "Disabled Veteran Business Enterprise" means a business, which is at least 51 percent owned, managed and operated by one or more disabled veterans, or in the case of a publicly owned business, at least 51 percent of the stock must be owned, and the business managed and operated, by disabled veterans.

3. PRIMARY GOAL

The primary goal of the Outreach Program shall be to contract with DBE's, MBE's, WBE's, DVBE's and SLB's for a reasonable and equitable amount of business, and create an environment of inclusion for County procurement and contracting.

4. DEPARTMENT RESPONSIBILITIES

Coordination will be key to the success of the County's outreach activities. Pursuant to the Outreach Program, each department would be responsible for furnishing assistance to the Outreach Program. This assistance would include conducting outreach activities, as well as verifying MBE/WBE/BDE status, and producing MBE/WBE/DBE/DVBE/SLB participation and outreach reports as necessary. The Outreach Program will develop standardized outreach procedures and record keeping requirements to be adopted by all departments, and tailor the procedures for departments with unique needs.

Each Department will be assigned the responsibility for assisting with the Outreach Program implementation on a day-to-day basis. To effectively implement this stated policy, the following Program responsibilities will be incorporated into the body of each individual department plan, and are outlined below:

- 4.1 Assist the Contracts/Purchasing Division in developing information on contracting and bidding procedures, along with timely dissemination of contract and bid information to both MBE/WBE/DBE/DVBE/SLBs and business organizations.
- 4.2 Provide the Contracts/Purchasing Division with information regarding MBE/WBE/DBE/DVBE/SLBs that contact the department and indicate an interest in doing business with the County.
- 4.3 Participate in business conferences, trade fairs and other outside activities related to the development of MBE/WBE/DBE/DVBE/SLB contractors, vendors and consultants, as requested by the Contracts/Purchasing Division.
- 4.4 Provide projected department needs for goods and services to MBE/WBE/DBE/DVBE/SLBs, conduct pre-award and post-award conferences to discuss awarding procedures (if applicable), and allow unsuccessful bidders/proposers to view successful bids/proposals of similar contracting opportunities.
- 4.5 All departments involved with the bidding and/or negotiation of contracts will maintain such records and provide such reports as are necessary to ensure compliance with such policy.
- 4.6 All RFP's, RFQ's, RFI's, and construction notices will encourage the use of MBE/WBE/DBE/DVBE/SLBs, and will state that the bidder is encouraged to meet the County's objectives.
- 4.7 All outreach activities and efforts will be coordinated through the Contracts/Purchasing Division to eliminate any possibility of duplication.

5. STAFF REPORTS

Staff reports would be prepared for the Board of Supervisors covering the activities relating to the efforts undertaken by all County departments to successfully implement the Outreach Program. The report will be prepared on a quarterly basis and will be due ninety (90) days after the end of each quarter.

6. ANNUAL REVIEW

There will be an annual review of this program by the Contracts/Purchasing Division.

7. OUTREACH PROGRAM COMPONENTS

In addition to the policy, definitions, objectives, and responsibilities referenced above, the Outreach Program will also contain the following components that will assist in creating an environment of inclusion in County procurement and contracting:

7.1 Small Business Development:

Small businesses may require specialized assistance to take advantage of contracting opportunities with the County. Moreover, the County endeavors to identify small business strategies and programs to promote the development and growth of local small businesses. To maximize County contract opportunities for small businesses, the Contracts/Purchasing Division will form a partnership with the Equal Employment Opportunity Program Department to coordinate outreach activities and assistance when appropriate.

7.2 Technical Assistance:

Staff from each department procuring goods and services will be available to assist local companies interested in conducting business with the County. Each department will maintain up-to-date information about contracting opportunities that can be forwarded to local businesses, or provide a name and telephone number of the person and/or department interested businesses may contact. Representatives from each department will be available to participate in educational seminars and local business workshops to educate local businesses about various aspects of doing business with the County.

7.3 Educational Seminars:

Educational seminars will provide small business owners with training to strengthen their management of their businesses. The training will focus on enhancing business skills such as proposal writing, invoicing, marketing, etc. Instructors for these seminars will be recruited from various resources at no cost to the County.

7.4 Technical Assistance Resource Referral System:

Many small businesses will require assistance in meeting contracting requirements such as bonding, financing and insurance. In addition, small businesses may require assistance with general business requirements such as working capital, accounting, and financial planning. The Technical Assistance Resource Referral System will assist in identifying existing resources, which may provide small business assistance (i.e. Small Business Development Centers such as the one located in the Marina MBEST Center).

MBE/WBE/DBE/DVBE/SLBs requiring assistance to perform County work will be referred to the local assistance programs.

7.5 Bid Packaging Strategies:

Strategies for packaging contracting opportunities will be developed to encourage small business participation. Bid packaging strategies will utilize information obtained from local business surveys conducted to determine interest, availability, and capacity, as well as County needs.

7.6 Outreach Steering Committee:

The purpose of this committee will be to provide advice and guidance regarding enhancements and modification of policy, process, and procedure to facilitate involvement of MBE/WBE/DBE/DVBE/SLBs. The Committee will be made up of representatives from various County departments and would meet on a bi-monthly basis as needed.

The Contracts/Purchasing Manager will provide the committee with updated information on an ad-hoc basis concerning the following as needed:

- Functional telephone lists of business organizations
- MBE/WBE/DBE/DVBE/SLB participation reports
- Outreach event calendar updates
- Project look-ahead schedules
- Directory of certified MBE/WBE/DBE/DVBE/SLBs
- Other information as requested

The Contracts/Purchasing Manager will be responsible for coordinating the compilation of MBE/WBE/DBE/DVBE/SLB participation reports. Analysis of these reports may identify contracting trends with respect to MBE/WBE/DBE/DVBE/SLBs. This information will be periodically shared with the Outreach Steering Committee to stimulate if necessary a collaborative effort to identify and respond to deficiencies in local small business participation. This collaborative approach will assist in determining whether appropriate and corrective actions are taken to increase participation and/or reach target levels with regards to successful outreach levels. The goal of this program is to promote local economic development and successfully report meaningful levels of MBE/WBE/DBE/DVBE/SLB participation that represents the diverse business community of Monterey County.

7.7 Outreach Program Reporting:

The purpose of the Outreach Program Reporting will be to keep all stakeholders informed of the level of diverse involvement in County

procurement and contracting programs. The reports will summarize MBE/WBE/DBE/DVBE/SLB participation, as follows:

7.7.1 MBE/WBE/DBE/DVBE/SLB Contract Awards:

The Contracts/Purchasing Manager will create a tracking mechanism that will track the dollar amounts awarded to prime contractors through periodic data downloads from the County purchasing system, which will summarize MBE/WBE/DBE/DVBE/SLB participation through a report.

7.7.2 Ad-Hoc Reports:

The Contracts/Purchasing Manager will prepare ad-hoc reports as requested by the Board of Supervisors that will reflect all aspects of the Outreach Program implementation, outreach activities, and participation.

Ad-hoc reports will be created to illustrate MBE/WBE/DBE/DVBE/SLB contract award participation by department, commodity code and or other criteria as required or requested.

8. FUNCTIONAL OUTREACH

Functional Outreach will be critical in the development of an effective diverse outreach program. It will include essential components necessary to provide a foundation for increasing access for small businesses, encouraging participation of local contractors/vendors/consultants, and addressing community concerns in a proactive manner.

8.1 Quarterly Networking Meetings:

The Contracts/Purchasing Manager will conduct, at a minimum, quarterly networking meetings for a variety of reasons as requested. The meetings will provide a forum for MBE/WBE/DBE/DVBE/SLBs to receive information regarding contract opportunities, and for giving feedback to County representatives regarding the outreach effort as well as any other concerns. At each meeting, a different County department representative will give a presentation concerning their department operation and need for goods and services. In addition, the meetings will be geared towards the benefits of the attendees in the following manner.

- Allow businesses the opportunity to network with County representatives and with each other.

- Promote business-to-business commerce within the County of Monterey.
- Provide a medium for the exchange of various types of information.

8.2 Web Page Information:

The County's web page is a mode of potential communication that could have the power and the reach of disseminating upcoming opportunities as well as pertinent information to contractors, vendors, and consultants with access to the Internet. Possible uses for the Internet could include on-line bidding, downloadable forms and applications, as well as vendor registration. The following information could be made available as part of the program:

- Public notices for meetings, outreach events, educational workshops, and local business workshops related to contract opportunities (program event calendar).
- Posting of a schedule of upcoming contract opportunities with bid/proposal due dates, including a brief description of the required scope of services.
- Relevant telephone numbers, and/or email addresses.
- Technical assistance resource referral list.
- Procurement telephone 24-hour hotline number.
- Applicable County department contacts and telephone numbers.

The Web Page may also be utilized as a tool to solicit survey information from interested businesses. Surveys may be set up on the web page to provide businesses an avenue to report their interest in County contracting opportunities. Business responses could be analyzed to determine the needs of the targeted outreach.

8.3 Project Look-Ahead Schedules:

County departments will be required to produce an annual schedule of projected needs for goods and services. The schedules of projected needs would then be provided in an easy to read format that would provide the necessary and timely information required to assist businesses in participation in County projects. Project look-ahead schedules would be updated on a quarterly basis by each department, as pertinent information becomes available and include, at a minimum, the following information:

- Description of required goods or services.
- Pre-Bid/Proposal meeting dates (if available)
- Estimated advertising date for RFP's, RFQ's and or RFI's.
- Project cost-estimate (if applicable)
- Contact Name (if applicable)
- Project name/location

8.4 Bid, Advertise, and Award:

The County will use all means available to inform MBE/WBE/DBE/DVBE/SLBs of bid advertisements (including their appearance in the news media).

The designated County department representative will be responsible for providing the Contracts/Purchasing Division with a copy of the prepared advertisement that represents the Invitation to Bid/Request for proposal at the time the notice is approved for advertisement by the affected County department. The Contracts/Purchasing Manager will be responsible for incorporating the notices in to the bid/proposal informational packages prepared for the outreach purposes.

It is recommended that the County's policy be that all bid documents incorporate language that encourages suppliers to utilize MBE/WBE/DBE/DVBE/SLBs. The language could require prime contractors to provide partnering and subcontracting opportunities to MBE/WBE/DBE/DVBE/SLBs that translates into meaningful levels of participation.

8.5 Pre-Bid/Proposal Meetings:

Pre-Bid/Proposal meetings should be developed so that they introduce vendors/contractors to policies and contractual requirements for working with and on County contracts. To encourage contractors, vendors, and consultants to subcontract work to MBE/WBE/DBE/DVBE/SLBs, the Contracts/Purchasing Manager or his/her designee should participate in the pre-bid/proposal meetings. Interested bidders/proposers should be reminded of the County's outreach objectives and emphasis is given to the County's commitment to maximize the participation of these firms. The County representative conducting the meeting will be required to execute a "meeting sign-in sheet" to assist in the identification of those firms that are interested in doing business with the County.

8.6 Recognition Programs:

The development of both internal and external recognition programs will encourage both County departments and prime contractors to participate in the

County's outreach program. The Contracts/Purchasing Manager will publicly recognize both departments and prime contractors that take extra effort to encourage MBE/WBE/DBE/DVBE/SLBs to participate in the County's procurement opportunities. In addition, prime contractors will also be publicly recognized for their extra efforts in attracting MBE/WBE/DBE/DVBE/SLB subcontractors.

8.7 Business/Vendor Fairs:

Business/vendor fairs will provide the County with an additional opportunity to reach numerous suppliers, contractors, consultants and business organizations in a face-to-face setting. The Contracts/Purchasing Manager, EO Staff and Contracts/Purchasing Staff will be encouraged to attend these business organization and community group events to disseminate contract opportunities, and establish networking relationships to attract bidders/proposers. These events provide businesses an opportunity to present products and services to the public and network with representatives from local public agencies. Networking events represent a significant opportunity to meet several objectives of the outreach program, such as:

- Educate and inform local businesses and organizations about the County's plans, goals, and objectives.
- Establish relationships with community groups and business organizations.
- Disseminate information regarding the contracting process and upcoming opportunities.
- Generate community interest in doing business with the County.
- Coordinate the County's outreach effort with business organizations, community groups, and chambers of commerce.

The Contracts/Purchasing Manager, EEO Staff, and Purchasing staff will be encouraged to participate in business/vendor fairs throughout the Monterey County area as well as surrounding counties to establish cooperative relationships with business organizations. By maintaining a monthly calendar of upcoming events will assist in appropriately scheduling County staffs participation in these events. The outreach program event calendar will be required to be updated regularly.

8.8 Local Business Workshops:

The Contracts/Purchasing Manager and EO Officer will work closely together in coordinating and facilitating local business workshops periodically at

different locations throughout the County area. The objective of local business workshops is to provide a vehicle to promote County programs on a large scale and generate interest and support in the business community, as well as educating businesses about how to do business with the County. All stakeholders will be invited to participate in these events.

Workshops will be geared to benefit the financial community, business community, and local residents by giving them an opportunity to learn about County contracting opportunities. Another purpose of the Local Business Workshop is to illustrate the County's commitment to maximize opportunities for local businesses. Participants will include representatives from local businesses, business organizations, and financial institutions.

Workshops will be geared to informing participants about how to compete successfully for County contracts. A question and answer period will be held at the end of each workshop to clarify subjects discussed. Workshop topics will include, but not be limited to:

- Construction contracting and requirements
- Professional Services contract award process and requirements
- Purchasing/Purchase Order process and requirements
- Bonding and Insurance Requirements
- Bidding/Proposing and Invoicing

8.9 Informational Materials:

The following outreach materials will be designed to assist interested businesses that wish to participate in County contracting opportunities:

- Project look-ahead schedule
- Telephone numbers for relevant contacts
- Purchasing division address and telephone number
- Purchasing hotline telephone number
- Relevant County internet addresses

8.10 County Bidding, Proposal, and Other Procurement Processes:

The processes utilized by the County to procure goods and services will be explained thoroughly by representatives from the Contracts/Purchasing Division, as well as, other applicable departments. The following County materials will be made available to participants:

- "How to do business with the County" Pamphlet
- Boilerplate contract language including insurance requirements
- Project Look-Ahead Schedules

- Other useful information which will assist local businesses (i.e., information regarding bonding and financial requirements)

9. OTHER OUTREACH

Other Outreach is directed towards specific businesses or business organizations through meetings, events and various forms of communication (mail, facsimile, e-mail, etc.).

9.1 Local Business Organizations

The assistance of local business organizations is crucial to the success of the outreach program. Enlisting the assistance of local business organizations to participate in the dissemination of timely information to their members requires the establishment of on-going beneficial relationships.

Local business organizations will receive the benefit of direct communication with the Contracts/Purchasing Manager to voice concerns or provide input to County programs and processes. There are many local business organizations interested in assisting the County in communicating with local and small business community.

9.2 Business Organization Meetings and Events

The Contracts/Purchasing Manager, EO Officer and County staff will work collaterally together to address various organization memberships to promote the goals and objectives of the outreach program, advise the members of upcoming contracting opportunities, and address any concerns presented by the organization.

The Contracts/Purchasing Manager will utilize all avenues possible to provide maximum program exposure while maintaining control of the cost of implementation by the methods listed below:

- Attend meetings and events sponsored by local business organizations to provide information to the public and/or participants.
- Accept invitations to present information regarding the County's outreach program during regularly scheduled meetings sponsored by various organizations.

9.3 Local Businesses

While it is important to coordinate outreach activities with local business organizations, it is just as important, if not more so, to inform and assist individual businesses. An extensive effort to identify qualified local

businesses demands the coordination of all aspects of the outreach program. Existing resources to identify local firms, shall include, but not be limited to the following:

- Local business organizations
- Chambers of commerce
- Community groups
- Trade associations
- Past bidders/proposers lists
- MBE/WBE/DBE/DVBE/SLB directories
- Other public agency lists of vendors/contractors
- Local yellow pages

Project notices and advertisements are provided to firms via telephone, mail, e-mail and or facsimile, regarding goods or services required for various projects. The project notice includes information regarding the specific project (i.e., estimated dollar amount, bid/proposal due date, scope of services, etc.). The purpose of the project notice is to provide local businesses with relevant project information in a timely manner, while encouraging participation in the outreach program.

9.4 Interest, Availability and capacity Surveys

To ensure the effectiveness of the outreach program the Contracts/Purchasing Manager will periodically survey MBE/WBE/DBE/DVBE/SLB, within the County of Monterey area to ascertain the following information:

- Interest in providing goods or services to the County.
- Availability to work, and meet contract requirements.
- Capacity to successfully start and finish a project on schedule.

Accurate surveys will require a continuous effort, which can proactively identify shortages in the availability of local businesses to meet the needs of the County. In addition, updates concerning contracting opportunities must be provided to contractors on a continuous basis to maintain interest in the County's objectives. Survey information will be maintained in an electronic format to facilitate reporting results/findings.

9.5 Dissemination of Upcoming Contract Opportunities

The Contracts/Purchasing Manager will provide at a minimum, information to keep local business community apprised of all current RFP's, RFQ's, RFI's, Projects, and events with the following media:

- Pamphlets and brochures concerning how to do business with the County”
- Project look-ahead schedules
- County web page addresses
- Information packages developed by the Contracts/Purchasing Division.
- Other literature explaining the County’s plans, goals and objectives.
- Outreach program event calendar

Dissemination of information regarding contract opportunities with the County is a major objective of the outreach program. Distributing as much up-to-date information as possible in a timely manner is a primary goal of the outreach program.