



# El Paso City Accelerator

Purchasing & Strategic Sourcing



# Objectives

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## **BY THE END OF THIS PRESENTATION YOU WILL:**

- Review the City of El Paso's Mission, Vision, Values, & Relevant Strategic Goals.
- Review City of El Paso's Equity Journey
- Review City Accelerator 5: Local Business + Job Growth Project Summary
- Learn why the City of El Paso chose to apply to the Inclusive Procurement Cohort.
- Understand the City of El Paso Inclusive Procurement Workplan.
- Review the City's roadmap for the Inclusive Procurement Cohort.
- Review list of local resource partners for the Memorandum of Understanding.
- Review El Paso Business Survey results and recommendations

## OUR MISSION

Deliver exceptional services to support a high quality of life and place for our community

## OUR VISION

Develop a vibrant regional economy, safe and beautiful neighborhoods and exceptional recreational, cultural and educational opportunities powered by a high performing government



## OUR VALUES

Integrity

Respect

Excellence

Accountability

People

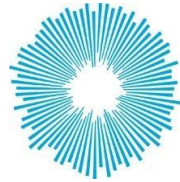
**Goal 1.** CULTIVATE AN ENVIRONMENT CONDUCTIVE TO  
STRONG, SUSTAINABLE ECONOMIC DEVELOPMENT

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**Goal 6.** SET THE STANDARD FOR SOUND GOVERNANCE AND  
FISCAL MANAGEMENT

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# Living Cities + City Accelerator



**LIVING CITIES**  
INNOVATE ► INVEST ► LEAD

Living Cities harnesses the collective power of 18 of the world's largest foundations and financial institutions to **develop** and **scale new approaches** for creating **opportunities** for **low-income people**, particularly people of color, and improving the cities where they live.

Its investments, research, networks and convenings **catalyze fresh thinking** and combine support for **innovative, local approaches** with real-time sharing of learning and accelerate adoption in more places.

The City Accelerator, an initiative of Living Cities funded by the Citi Foundation, aims to help speed the adoption of leading local government innovations. The Accelerator has engaged with city cohorts over 12-18 months to **advance innovative efforts** that improve the lives of low-income people, with initiatives aimed specifically at **closing racial income and wealth gaps**, and help cities run more effectively.



**CITY  
ACCELERATOR**

Citi Foundation



# Equity Journey

## Cross-Functional Team

- Purchasing & Strategic Sourcing
- Economic Development
- Community Development
- El Paso Public Libraries
- Performance Office

## Partners + Collaborators

- Small Business Development Center
- Contract Opportunities Center
- Hispanic Chamber of Commerce
- El Paso Chamber
- Workforce Solutions Borderplex
- Hub of Human Innovation
- Southwest Minority Supplier Development Council
- Small Business Administration
- UTEP Center for Hispanic Entrepreneurship
- El Paso County

- Roughly 2 years ago the City of El Paso started on a journey to address equity and the impact of racism by submitting and ultimately winning two grants from Living Cities.
- Living Cities consists of foundations such as the Kellogg Foundation, McArthur Foundation, Rockefeller Foundation, Ford Foundation and 14 other foundations.
- There are roughly 1.5 trillion dollars awarded annually in government contracts every year.
- As participants in this cohort, we shared best practices for building up our business ecosystem for people of color.
- El Paso was the only city that received a second grant from Living Cities focused on Inclusive Procurement.
- The Undoing Racism Training was a major pillar and requirement for receiving the grant.





# 1. City Accelerator 5 Overview

Aimee Olivas

# What We Learned

## Cohort 5: Local Business + Job Growth



“The **Undoing Racism** workshop is distinct from the “diversity trainings” offered by many human resources departments. The two-and-a-half day sessions offer powerful language, definitions and history that seek to unmask the visible and invisible role of racism that lives in our systems, institutions and relationships.”

– **Matt Baer, Living Cities**



### CONVENER

- 1.) Bringing together physical and digital infrastructure for individuals to kick start and grow their business in a centralized location.
- 2.) Addressing the gap faced between business resources and resource providers.

### COLLABORATOR

- 1.) Referral of businesses to resource partners for assistance in development of business plan and business growth.
- 2.) Engaging in formalized partnerships through Memorandums of Understanding to reach a broader array of businesses.
- 3.) Providing trainings and workshops to businesses at different levels in their lifecycle.

### PORTAL

- 1.) Portal to business sustainability through multiple City departments.
- 2.) Portal to financial opportunities through government contracts.
- 3.) Portal of all available resources for its residents.

# What We Learned

## Cohort 5: Local Business + Job Growth



The program provided support by paying for **technical assistance, job specific, and business operations trainings**.

- ✓ **220 Businesses Surveyed**
- ✓ **70 Businesses in Cohort**
- ✓ **42 Attended Trainings**
- ✓ **274 Total Training Enrollment**
- ✓ **21 purchases of software's, licensing, or certifications**

Kickoff event took place early April, 2019

Trainings	Enrolled		
		Proposal Preparation Training - 8/14	7
Accounting Essentials	3	Prioritizing Time Effectively	1
Basic Book and Record Keeping	4	QuickBooks - Get Going	4
Business Acumen for Leaders	1	QuickBooks - Keep Going	3
Business Analysis Essentials	1	QuickBooks - 1 on 1 - NEED 10	10
Business Writing	2	QuickBooks (8 Week Training)	4
Coaching and Mentoring (NH)	1	QuickBooks 4/1	5
COC Symposium	5	Red Cross Blood Borne Pathogen	9
Conflict Resolution	1	Time Management	2
Constructive Conflict Management	1	Small Business Innovation Research Tour	1
Customer Service	1	Small Business Management Institute	2
Employee Motivation	1	Small Business Tax Series	6
Excel 2016 - Part 1	1	Social Media Training (SBDC)	3
Expanding Emotional Intelligence	2	Understanding Root Cause Analysis	3
Financial Training + Contract (SBMI)	1	Vinder Training	1
Google Analytics	2	Vendor WAWF - July 17	3
Grow with Google 5/23/19	3	Word 2016 - Part 1	1
Hotel Concierge	1	Writing Effective Business Cases	2
I-9 Training	5	Zen Lending Financial Training	2
Leadership and Influence	1	<b>Quality Texas Baldrige Training</b>	10
Making the Right Decisions Under Pressure	2	Marketing Training (Kickoff)	37
Mentorship Program - Hub of Human Innov.	1	Social Media Training (Chamber)	22
Negotiation Skills	3	Employee Motivation Training (Event)	36
Project Management Training	1	YouTube Training Video: Canva	56
		Total:	274





## 2. City Accelerator 6 Overview

Aimee Olivas

# Project Linkage

- The City of El Paso meets the CREO mission through its role in the business community as a convener, collaborator, and portal. This initiative fits the Communities of Excellence Framework by ensuring business **access** to high quality resources and serves as a model for community collaboration to deliver high impact results.



Convener



Collaborator



Portal

# Where We Are

## Cohort 6: Inclusive Procurement



Procurement by local governments, estimated at **\$1.5 trillion annually** in the United States alone, can be a tool for governments to positively impact **economic growth and close gaps in employment, income, and wealth for diverse communities.**

- Leverage public purchasing power at the local level
- Equalize access and opportunity for businesses



# Where We Are

## Cohort 6: Inclusive Procurement


In 2011 before the City's **Quality of Life Bond** was issued and in lieu of developing a Minority, Woman, or Veteran Owned Business Certification Program, the City of El Paso launched its first Local Business Preference Program.



In FY2020, **71% of Purchase Orders** were issued to local businesses.



The **2019 Public Safety Bond** was approved by the City of El Paso voters November 5, 2019.



The bond, which is estimated to cost \$413,122,650\*, will pay for public improvements for the Police and Fire Departments, including vehicles and equipment.





# Project Outcome

- The El Paso City Accelerator is aimed at helping local small business owners in El Paso by connecting them to the resources they need to succeed.
- The City of El Paso and 6 Local Business Resource Organizations will enter into Memorandums of Understanding that will allow these organizations to work with the City of El Paso to achieve the goals of the Living Cities' City Accelerator Inclusive Procurement Program and to provide technical resources to the businesses within El Paso's ecosystem
- One of the MOU deliverables will also include the development of a business toolkit. Within this toolkit, business owners will be able to receive technical resources including how to develop a business plan, obtain business financing and bonding, and other resources to build and sustain a business.

# WHERE WE ARE & WHERE WE ARE GOING

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# 3. Resource Partner Memorandum of Understanding

Aimee Olivas

# Memorandum of Understanding

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## Cohort 6: Inclusive Procurement

These partners are involved due to their crucial role within the business community in the awareness and value proposition of business certifications, the procurement of goods and services, the support of businesses through resources and connections, and the critical baseline data and experience they bring to this initiative.

The partners involved in the MOU are:

- El Paso Chamber
- El Paso Hispanic Chamber
- EPCC Contract Opportunities Center (PTAC)
- EPCC Small Business Development Center (SBDC)
- Small Business Administration – El Paso
- Southwest Minority Supplier Development Council



# Memorandum of Understanding

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## Cohort 6: Inclusive Procurement

The formalization of partner roles is crucial as it paves the way for accountability and understanding of the goals and metrics of this project.

### Project Deliverables Include:

- Share and disseminate City of El Paso information focused on businesses to include surveys and general event information.
- Work with the City of El Paso on reports and studies focused on local businesses to include potential El Paso Availability and Disparity Study.
- Support in marketing the City Accelerator project on Inclusive Procurement to its network partners and small businesses/entrepreneurs.
- Host business workshops, informational sessions and trainings focused on certification and procurement topics.
- Send one or more representatives to Racial Equity Training.

# WHERE WE ARE & WHERE WE ARE GOING

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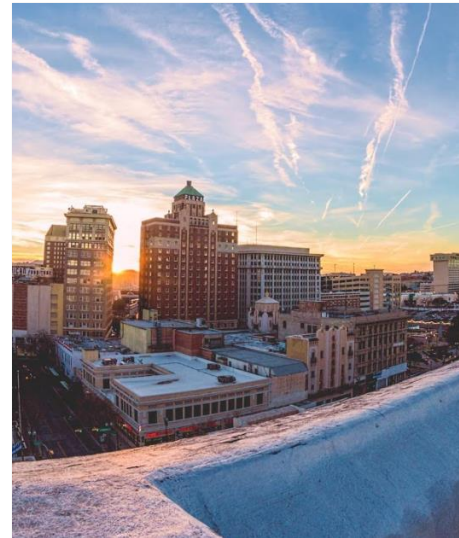


# 4. The 2020 El Paso City Accelerator Inclusive Procurement Survey

*Research, Evaluation and Assessment Services (REAS)*  
University of Texas at El Paso

# Overview

- Project Goals
- Project Summary
- Survey Sections/Questions
- Results
- Survey Conclusion





# Project Goals

- Develop a profile of regional businesses
- Learn about business owners' perceptions of business certifications
- Identify business certifications currently held by businesses
- Identify interest in a future certification program sponsored by the City of El Paso



# Project Summary

- Partnered with UTEP REAS
  - Development of Survey in English and Spanish
- Survey Outreach
  - E-mailed to PurMail Businesses, SBA Business List, Contractor's List, Veteran Business List, & Partner Clients/Members List
  - Your City in 5
  - City of El Paso website banner
- Survey Response
  - 4,375 e-mails sent
  - 447 responses received
    - 15 duplicate responses
    - 5 non businesses
  - **427 total confirmed responses**

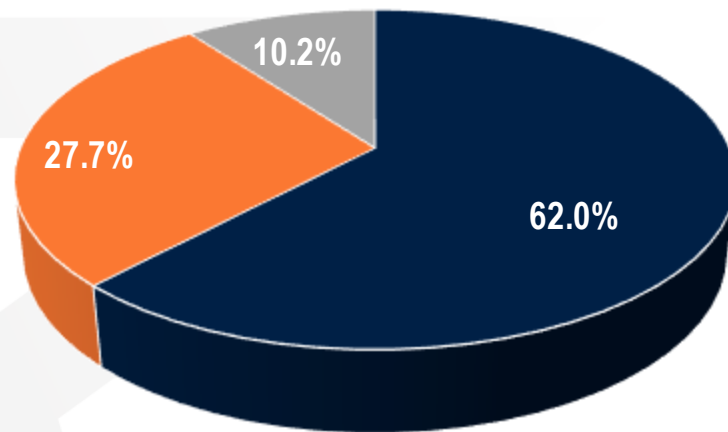


# Survey Sections/Questions

1. **Business contact information**
2. **Characteristics of the business and of the majority business owner**
  - a) Business: type of structures, industry, number of employees, etc.
  - b) Majority business owner: gender and ethnicity
3. **Certifications**
  - a) Perceptions of certifications
  - b) Certification status
  - c) Types of certifications currently held, if certified
  - d) Information on the organization/entity that provided the business certification(s)
4. **Interest in participating in a certification program through the City of El Paso**
  - a) Information on whether they had done business with the City
  - b) Information on whether they were interested in participating in a certification program through the City, and why or why not

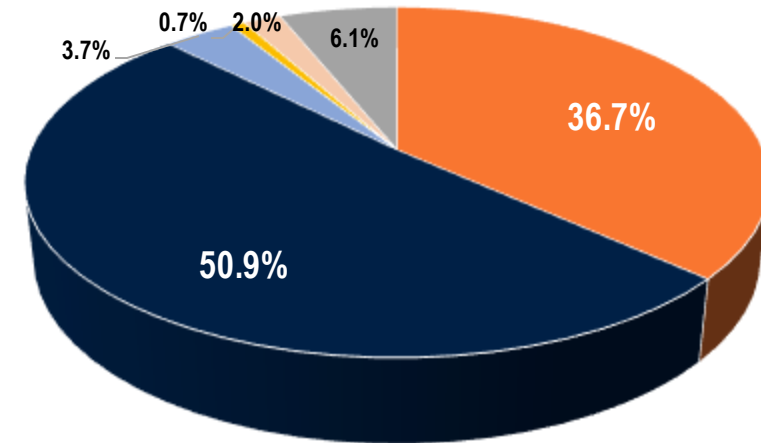
# Characteristics of Majority Business Owner (at least 51% ownership)

Gender (n = 411)



■ Male ■ Female ■ Prefer not to say

Ethnicity (n = 409)

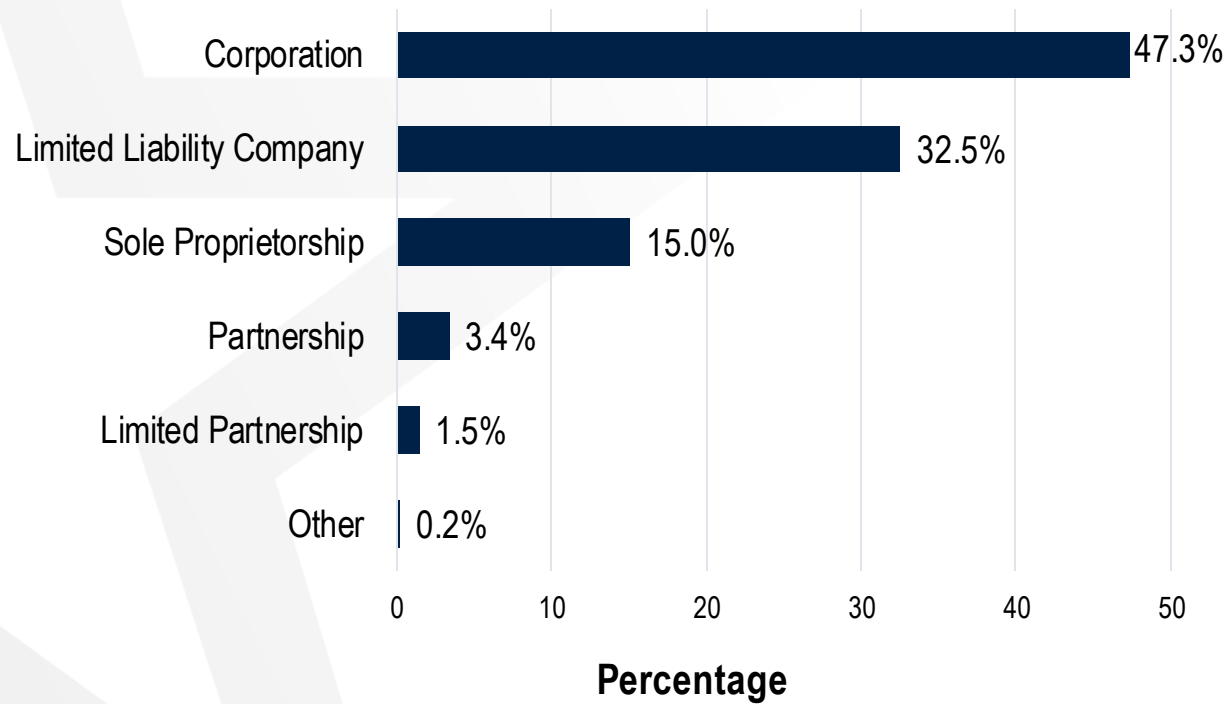


■ White ■ Black or African American ■ Asian / Pacific Islander ■ Hispanic or Latino ■ Native American or American Indian ■ Other

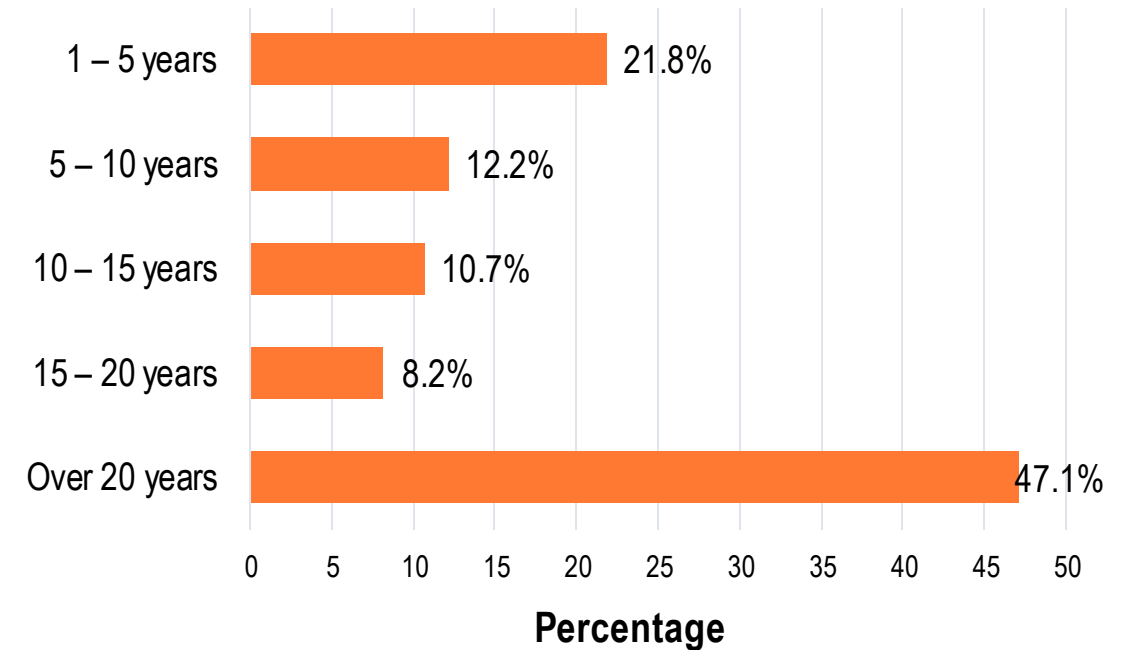


# Characteristics of Businesses

**Type of Business Structure (n = 412)**

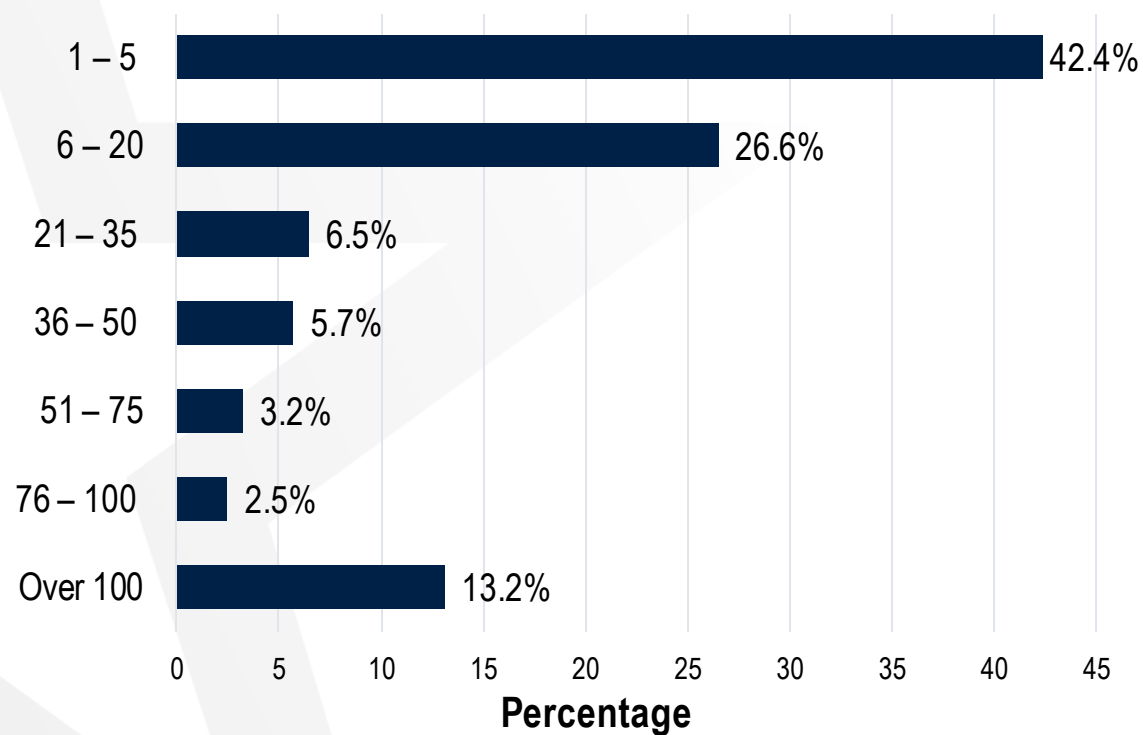


**Years in Business (n = 403)**

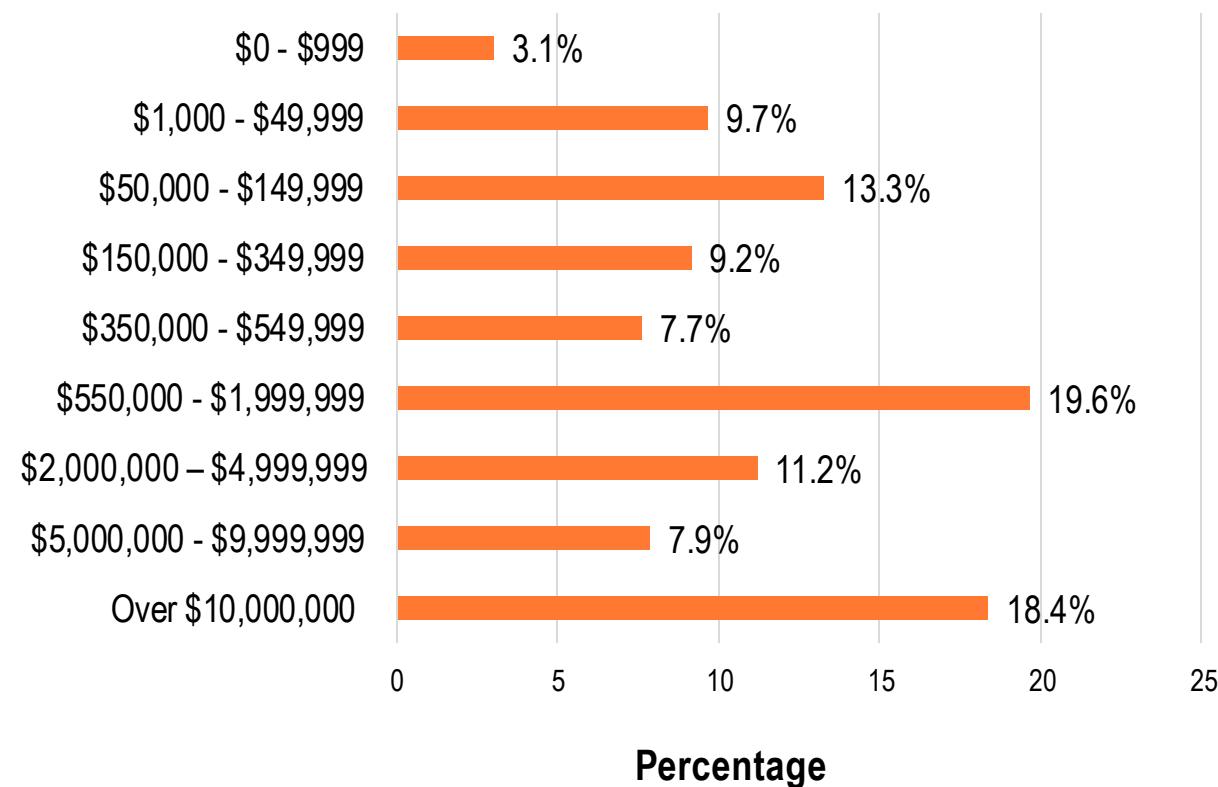


# Characteristics of Businesses

## Number of Full-Time Employees (n = 403)

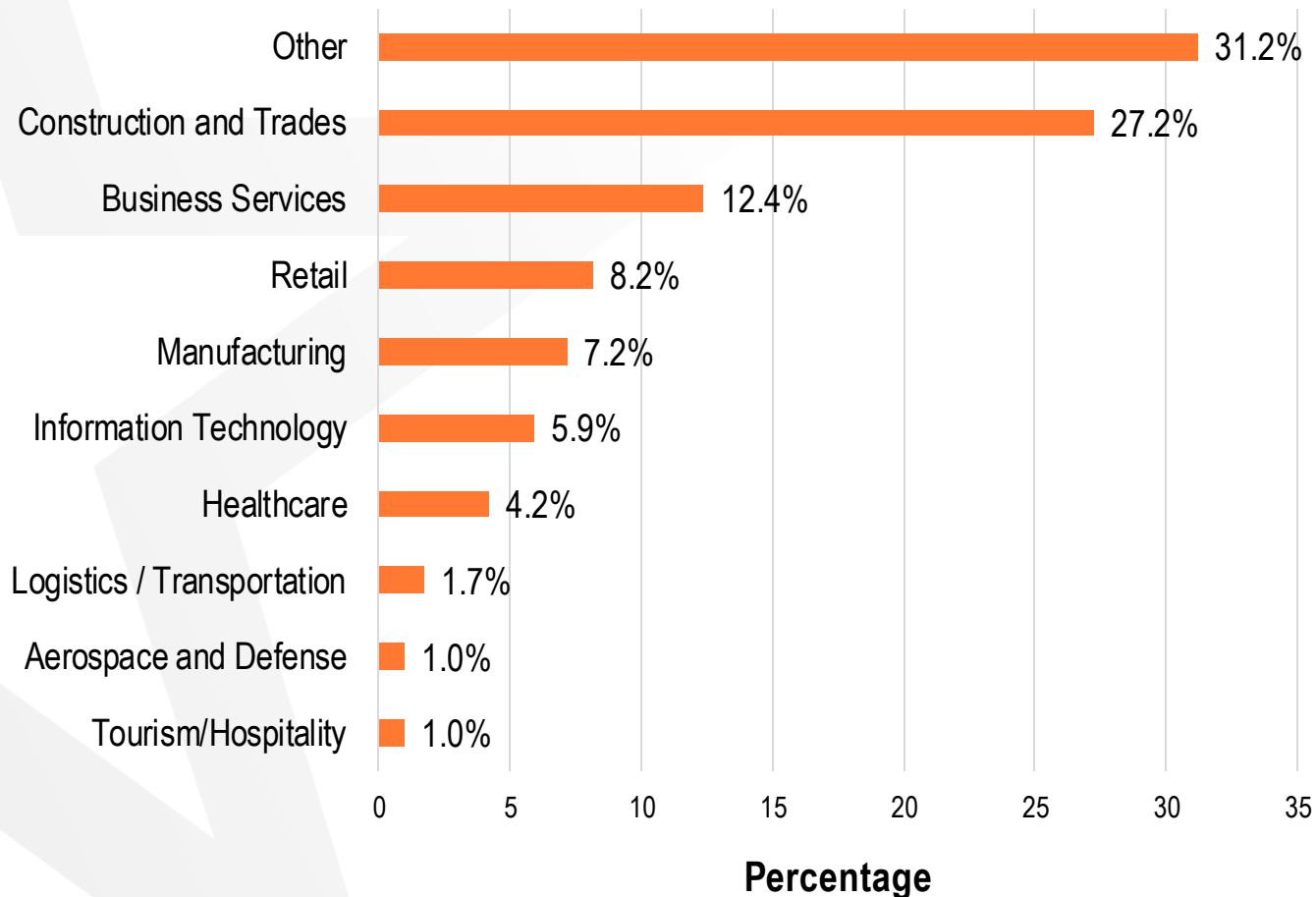


## Estimated Annual Revenue (n = 392)



# Characteristics of Businesses

**Type of Business Industry (n = 404)**

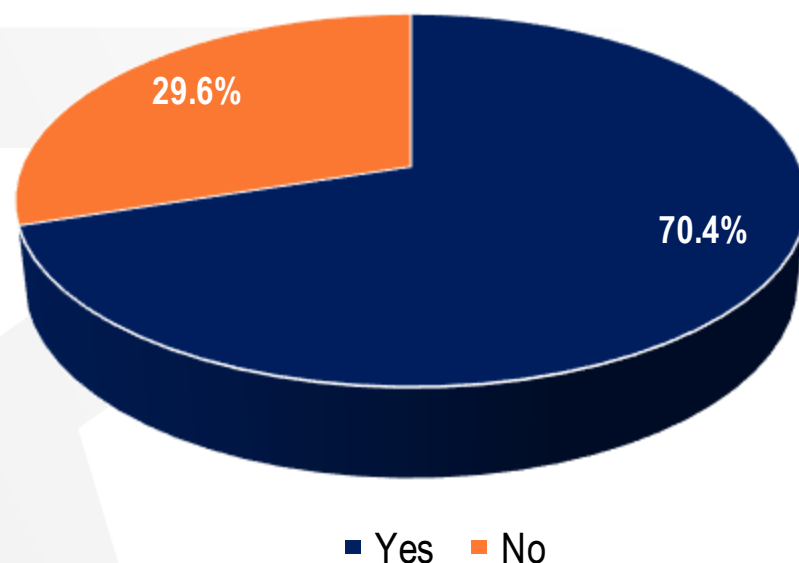


**'Other' – Most Frequent Business Industry Responses (n = 126)**

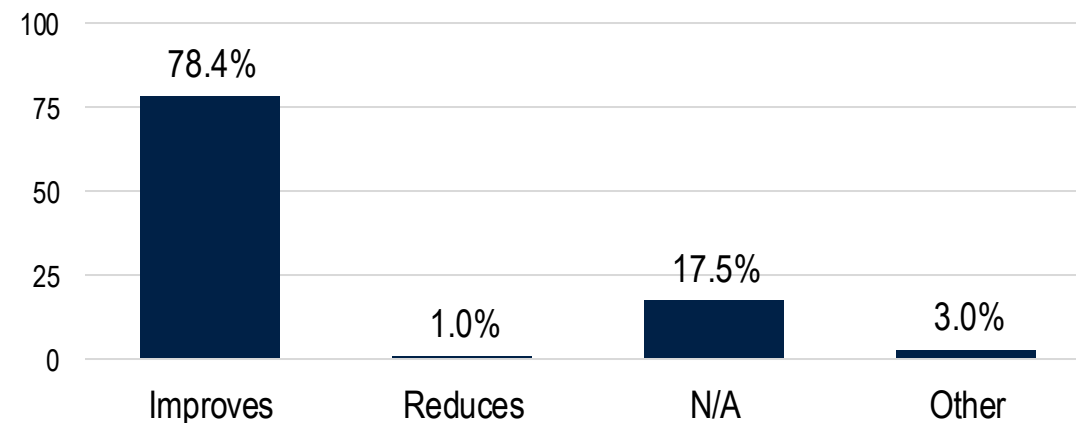
Responses	Frequency
Commercial Cleaning/Sanitation/Janitorial Service/ Supplier	20
Wholesale and Distribution	17
Security/Security Service/Staffing	11
Consulting/Counseling	8
Automotive Repair/Services	6
Digital Media/Social Media Production/Relations	6
Pest control, exterminating	6
Real Estate	4

# Perceptions of Certifications

Percentage of Business Owners Aware of the Benefits of Certification (n = 427)



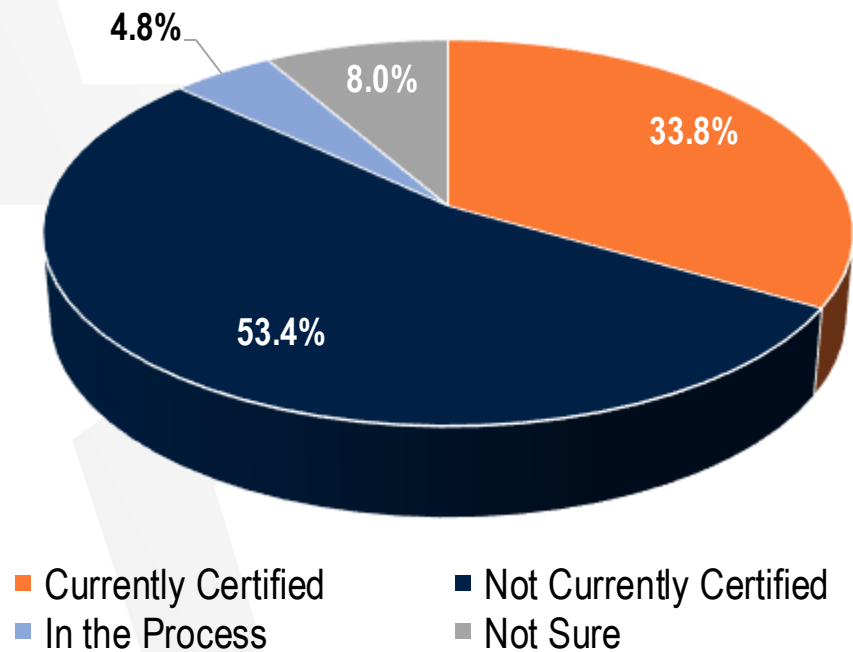
Percentage of Business Owners who Believe Certification Improves or Reduces Opportunities to do Business with Government Entities (n = 427)



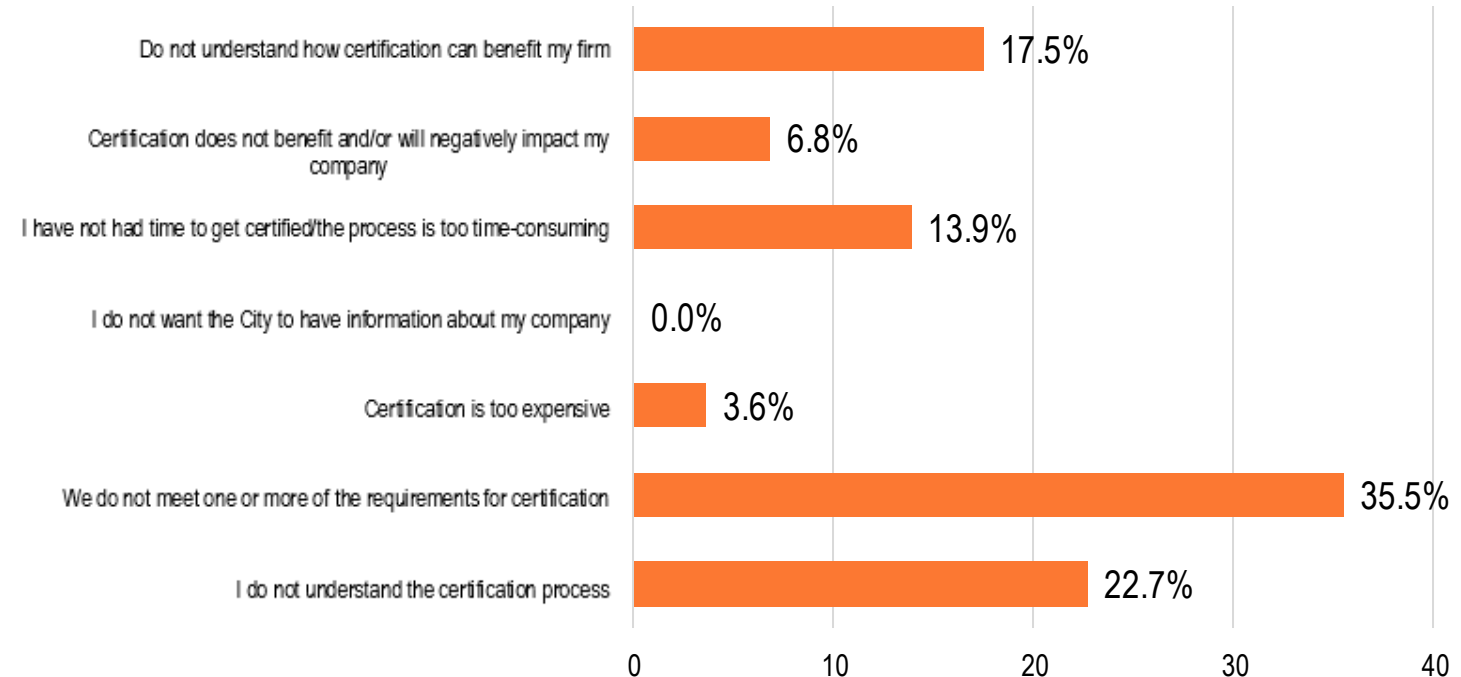


# Certification Status

Certification Status (n = 399)

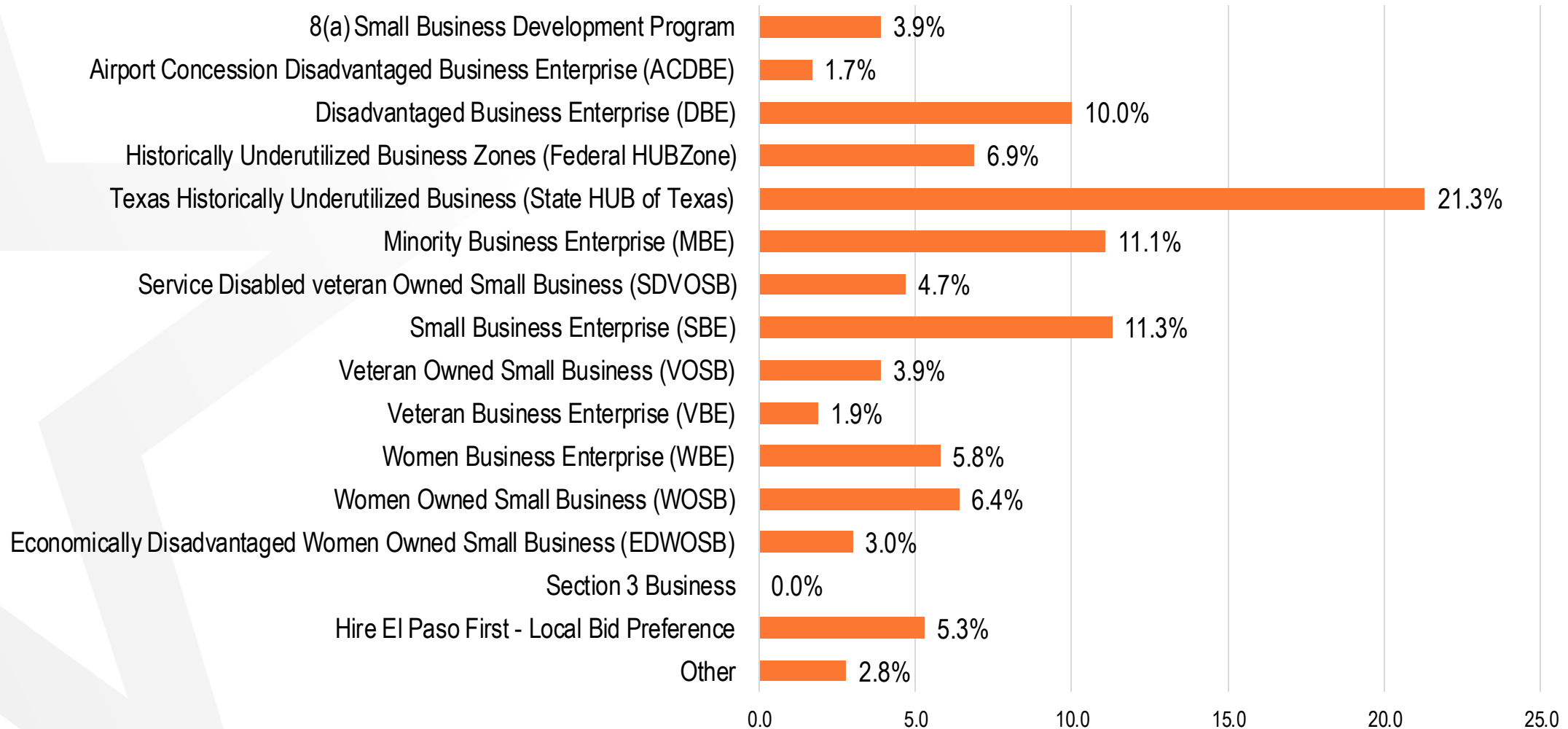


Reasons why Business is not Certified (n = 251)



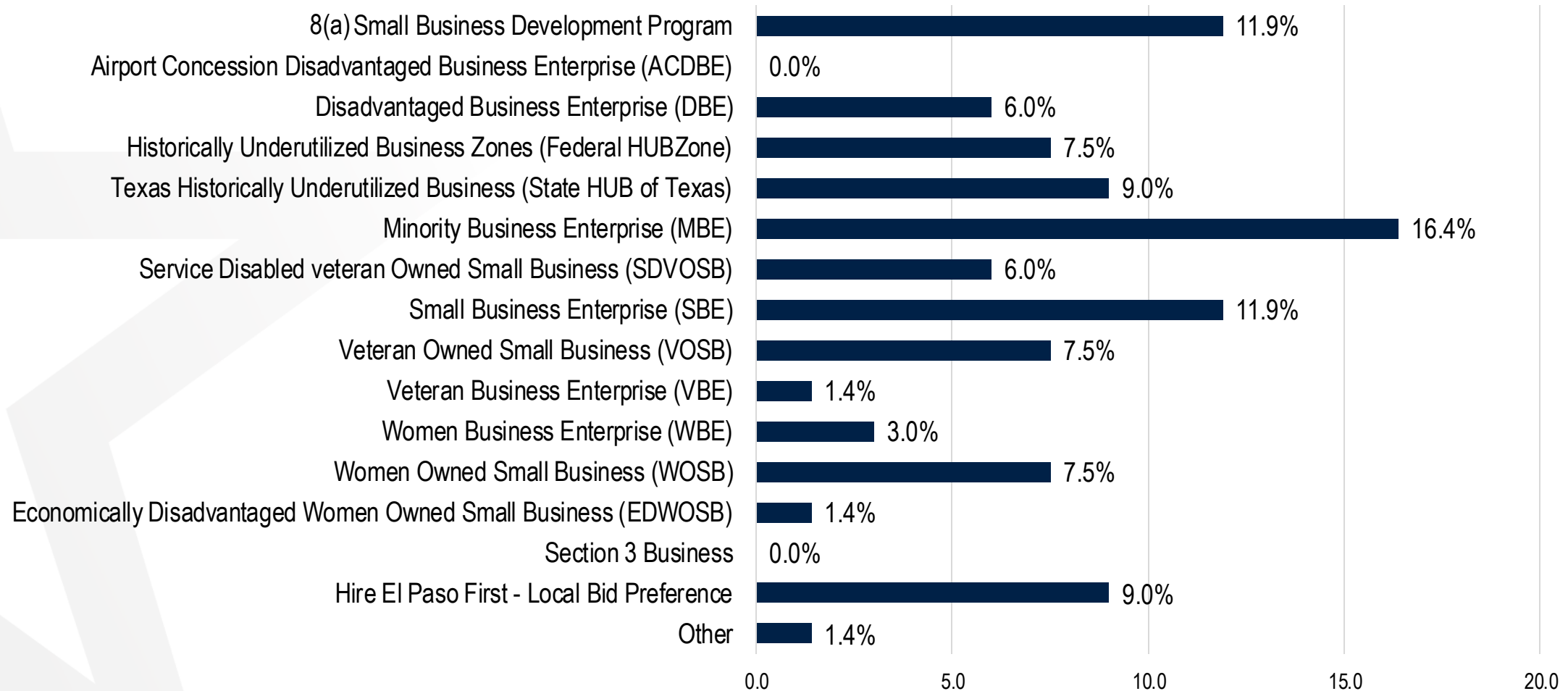
# Current Certifications

## Certifications Businesses Currently Hold (n = 361)



# Certifications In Process

## Certifications Businesses are in Process of Obtaining (n = 67)



# Certifying Entities

**Table 2. Distribution of Agencies/Entities that Granted Each Certification (n = 316)**

Certification	Organization /Entity	Number of business
<b>Disadvantaged Business Enterprise (DBE)</b>	Texas Department of Transportation	23
	City of Houston, Office of Business Opportunity	1
	City of Austin, Small Business Development	1
	Corpus Christi Regional Transportation Authority	0
	North Central Texas Certification Agency	1
	South Central Texas Certification Agency	3
	Other	6
	<b>Total</b>	<b>35*</b>
<b>Texas Historically Underutilized Business (State HUB of Texas)</b>	City of Houston, Office of Business Opportunity	1
	State Comptroller	57
	El Paso Hispanic Chamber of Commerce	13
	Other	4
	<b>Total</b>	<b>75*</b>
<b>Minority Business Enterprise (MBE)</b>	Southwest Minority Supplier Development Council	18
	City of Austin, Small Business Development	2
	City of Houston, Office of Business Opportunity	2
	North Central Texas Certification Agency	2
	South Central Texas Certification Agency	2
	Other	10
	<b>Total</b>	<b>36*</b>

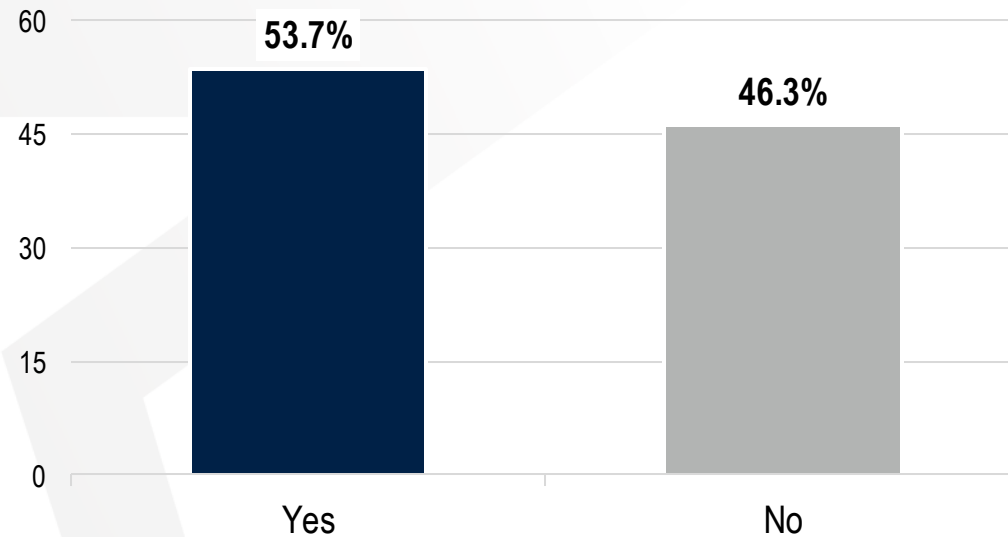
Certification	Organization /Entity	Number of business
<b>Small Business Enterprise (SBE)</b>	City of Houston, Office of Business Opportunity	3
	City of Austin, Small Business Development	1
	South Central Texas Certification Agency	7
	Texas Department of Transportation	9
	Other	18
	<b>Total</b>	<b>38*</b>
<b>Women Business Enterprise (WBE)</b>	Women's Business Enterprise National Council	6
	City of Houston, Office of Business Opportunity	1
	City of Austin, Small Business Development	0
	North Central Texas Certification Agency	3
	South Central Texas Certification Agency	1
	Women's Business Council Southwest	3
	Other	5
	<b>Total</b>	<b>19*</b>

**Note.** \*Total of responses does not equal the total of current certifications reported since some of the respondents skipped this question.

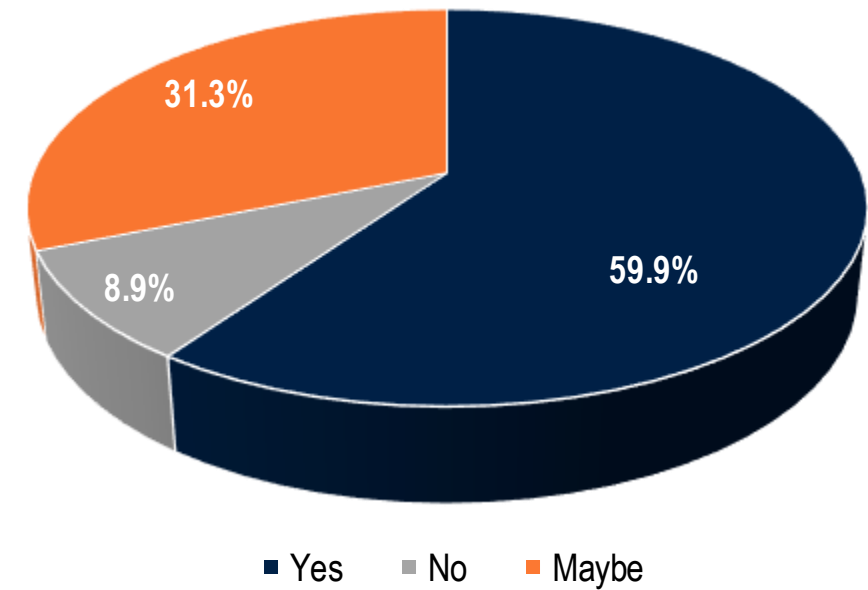


# Interest in Certification Program

Percentage of Respondents who have Conducted Business with the City of El Paso (n = 387)

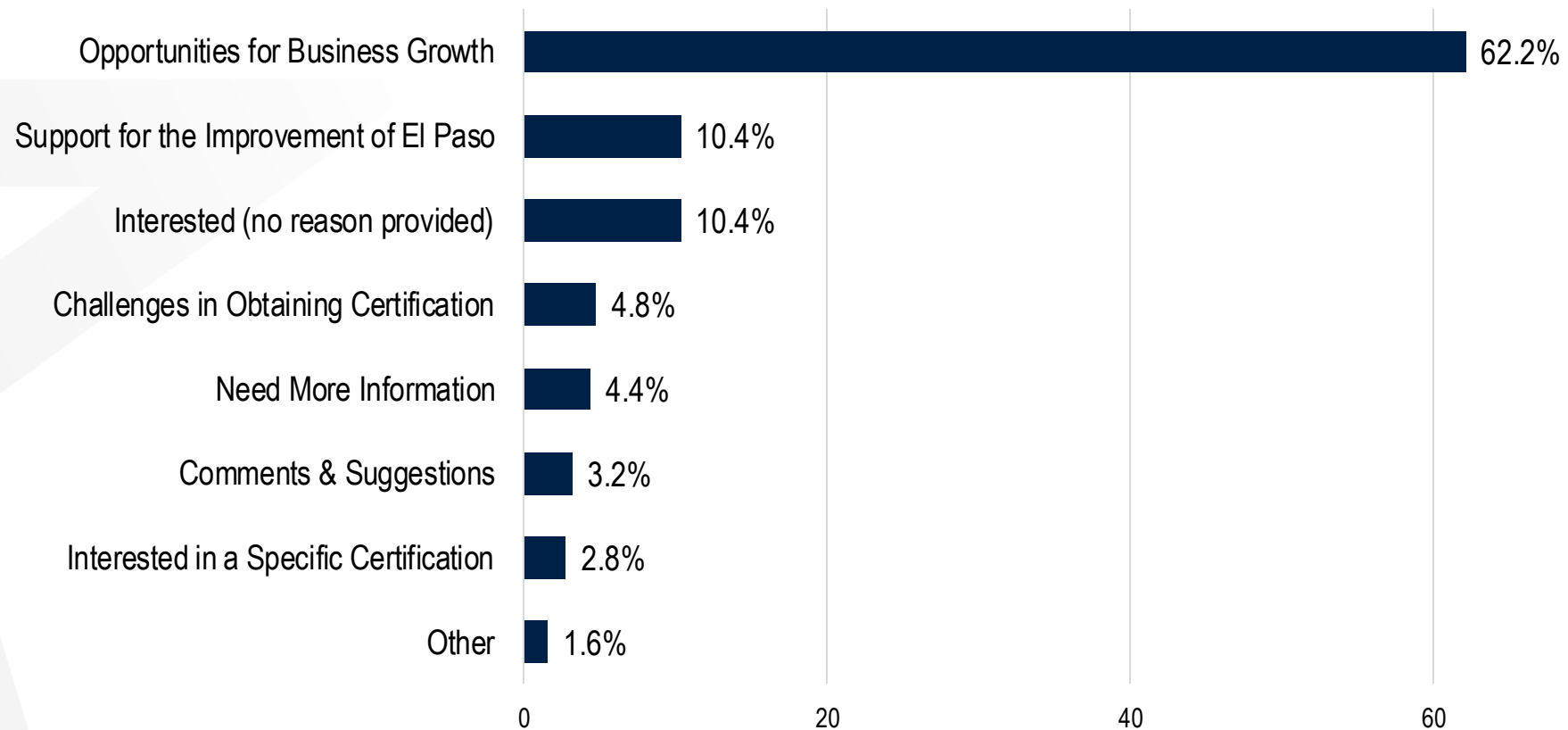


Percentage of Businesses Interested in Participating in a Certification Program through the City of El Paso (n = 385)



# Reasons Why Business Owners Are Interested in a Certification Program

Categories for 'Yes' Interested (Responses/Comments = 249)



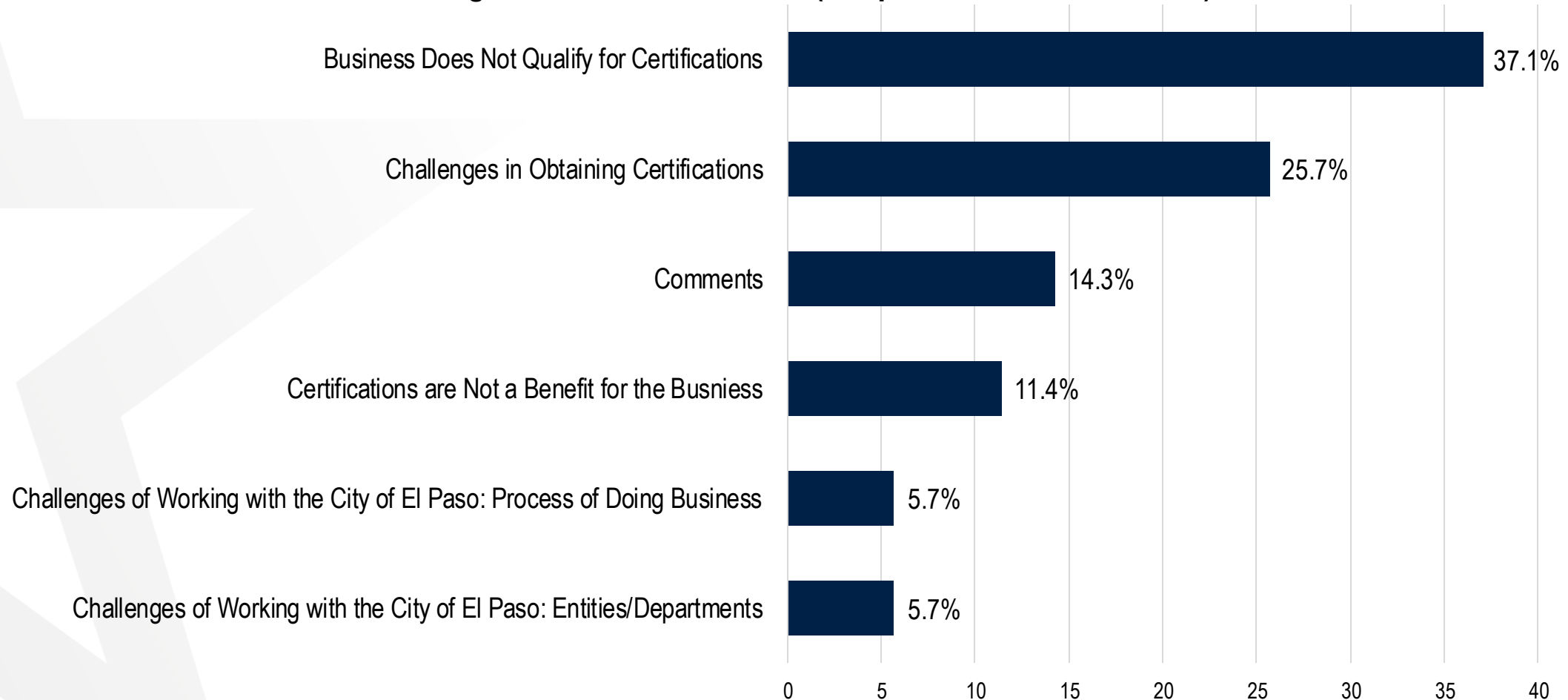
# Reasons Why Business Owners May Be Interested in a Certification Program

Categories for Maybe Interested (Responses/Comments = 101)



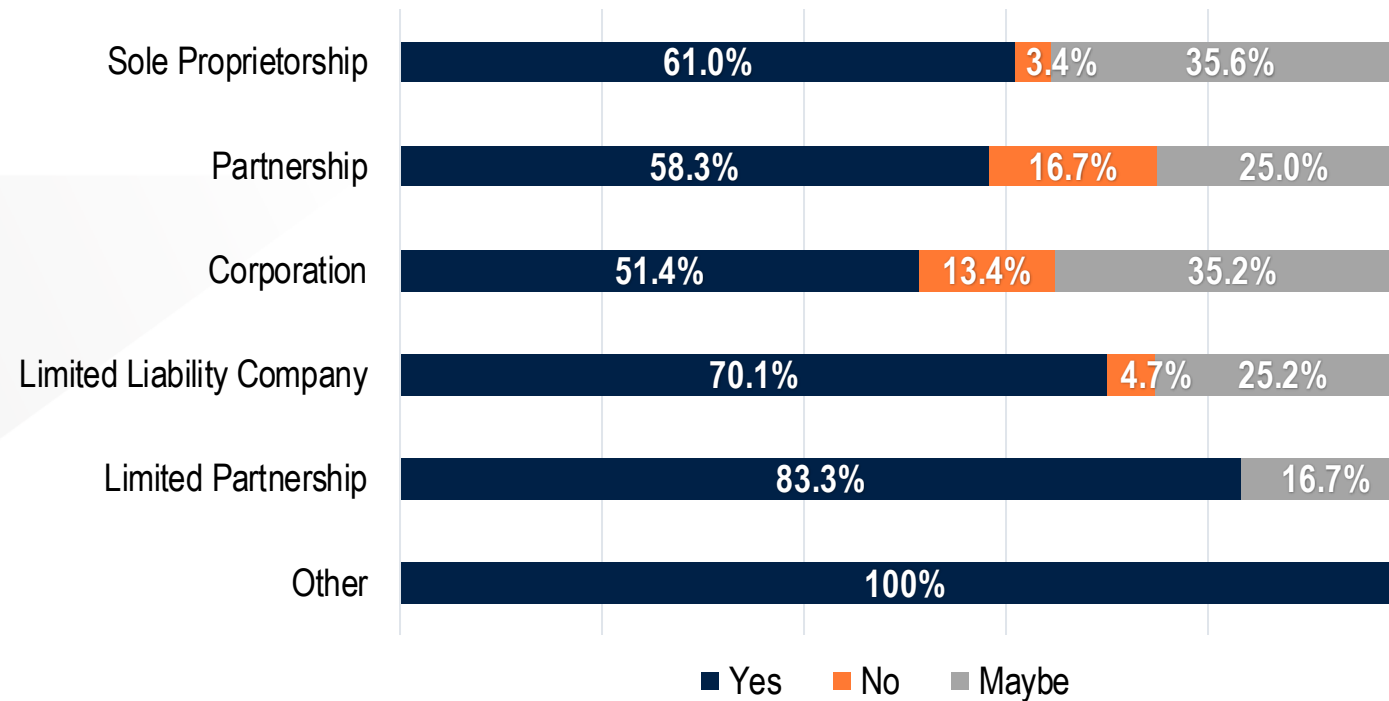
# Reason Why Business Owners Are Not Interested in a Certification Program

Categories for Not Interested (Responses/Comments = 35)

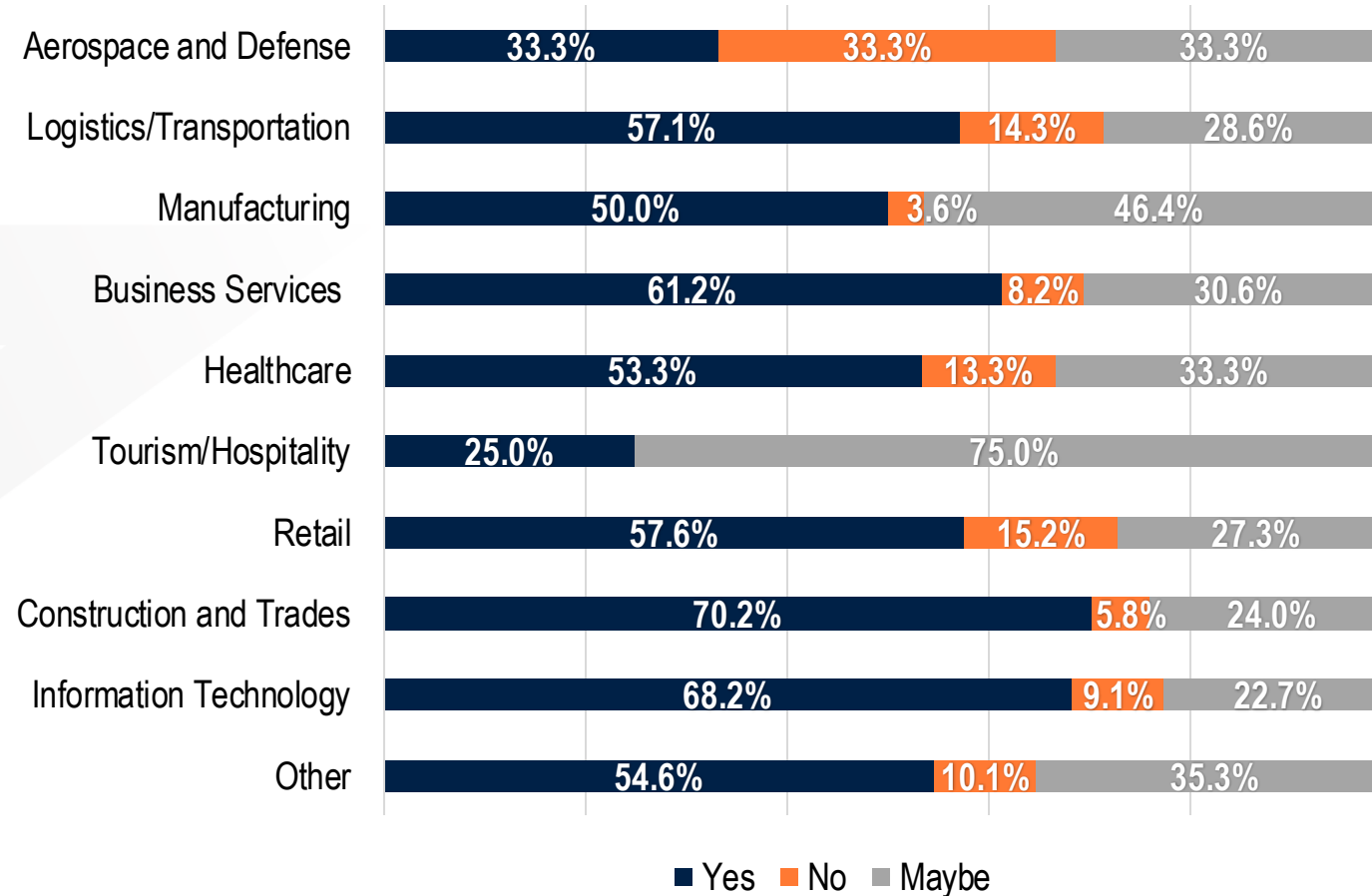




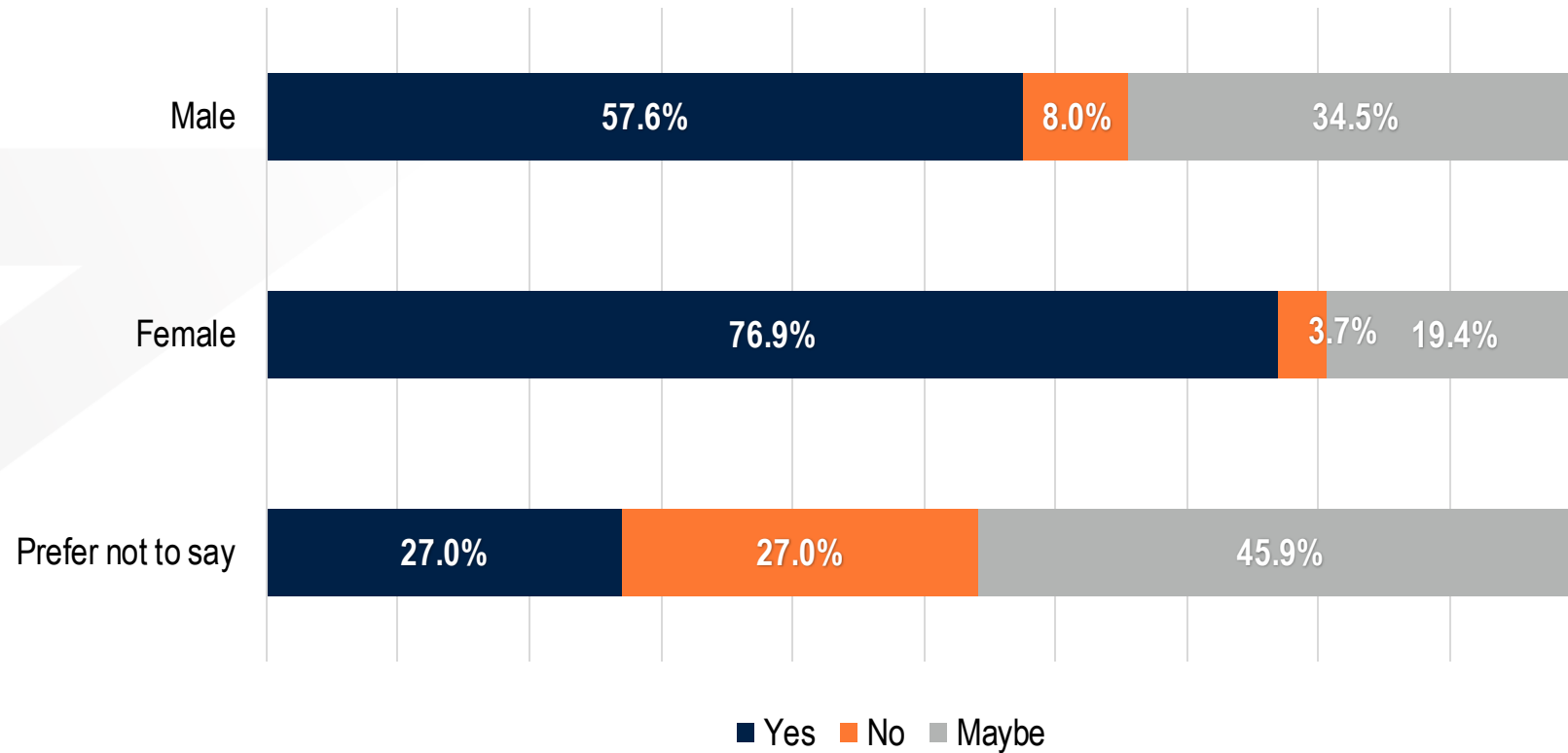
# Interest in Certification Program by Business Structure



# Interest in Certification Program by Industry Type

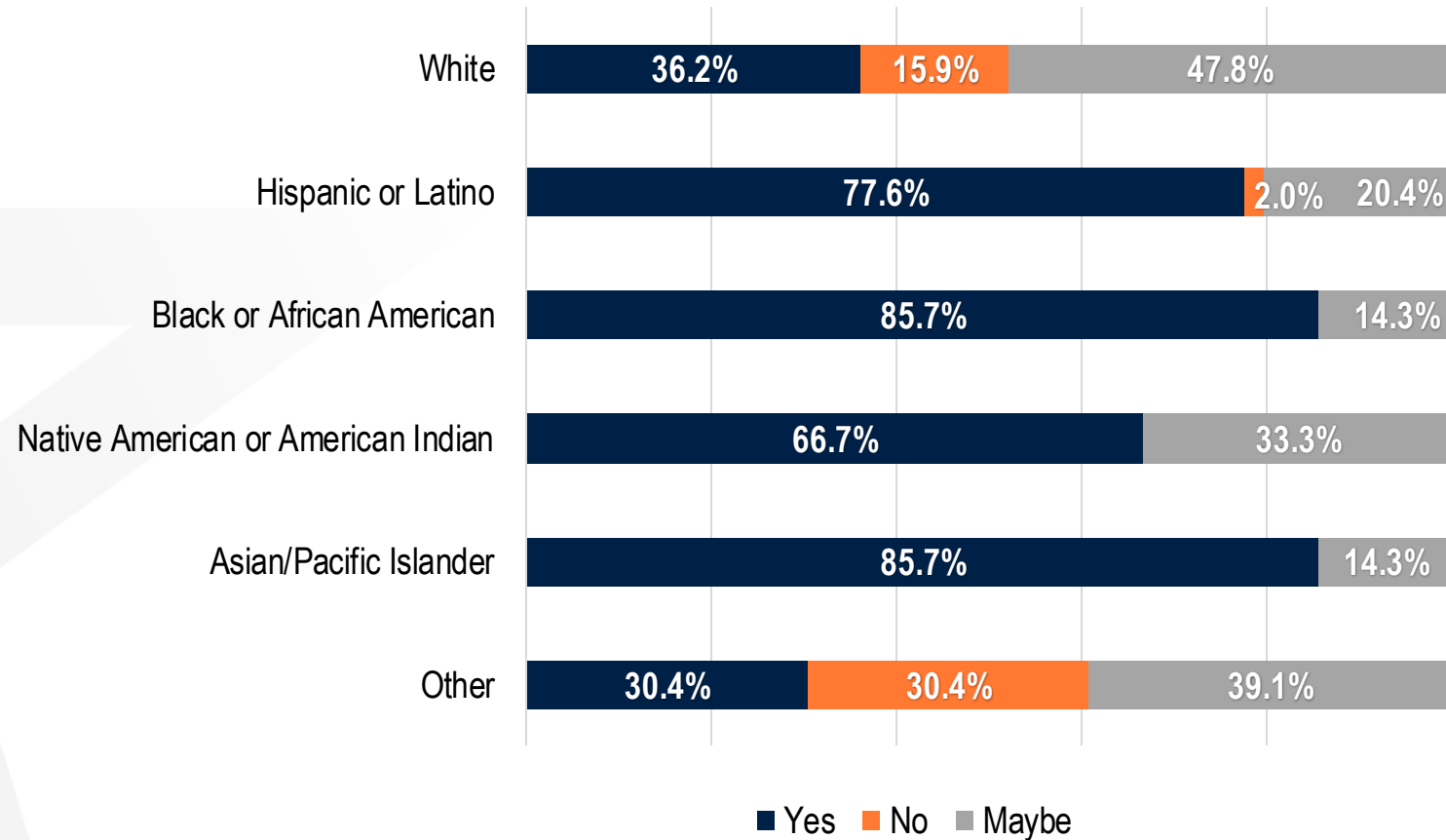


# Interest in Certification Program by Gender of Majority Business Owner



$\chi^2 (4) = 37.87, p < .001$

# Interest in Certification Program by Ethnicity of Majority Business Owner



$\chi^2(10) = 85.09, p < .001$

# Survey Conclusion

**Male-owned businesses** and **Minority-owned businesses** make up the majority of respondents with nearly half being in business for over 20 years.

Large majority **know the certification benefits** and believe being certified **improves** their ability to do business with the government. However, nearly half do not hold a certification and mentioned it as time consuming or they do not understand the benefits.

One-third of respondents hold a certification, with the majority having *State HUB, SBE, DBE, and MBE* certifications

There is **large interest** to participate in a program, specifically from **Women-Owned Businesses** and **Minority-Owned Businesses**

The survey results highlights the voice of our businesses and will assist us in the next steps of developing a certification program.



## ***Socioeconomic Programs Division***

Purchasing & Strategic Sourcing Department

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## Mission

Deliver exceptional services to support a high quality of life and place for our community

## Values

Integrity, **R**espect, **E**xcellence,  
**A**ccountability, **P**eople

## Vision

Develop a vibrant regional economy, safe and beautiful neighborhoods and exceptional recreational, cultural and educational opportunities powered by a high performing government