

**Historically Underutilized Business (HUB) Strategic Plan  
The Texas A&M University System Health Science Center (Agency 709)**

**Fiscal Year 2013**

**Goal**

It is the policy of The Texas A&M University System Health Science Center (TAMHSC) and its academic units (*Baylor College of Dentistry, College of Medicine, College of Nursing, Rangel College of Pharmacy, School of Graduate Studies, and School of Rural Public Health*) and centers and institutes to significantly involve Historically Underutilized Business (HUBs) to the greatest extent allowed by law in TAMHSC's procurement process encompassing construction contracting, professional services, supplies, materials, and equipment.

**Objective**

The TAMHSC goal is to include HUBs in at least 25% of the total value of contracts and subcontracts awarded annually by the agency during fiscal year 2013. For the five-year planning period (fiscal years 2013-2017) TAMHSC will seek to implement initiatives that will improve HUB opportunities and participation.

**Outcome Measures**

	FY 2010 Annual	FY 2011 Annual	FY 2012 Semi-Annual
Total Agency Expenditure	\$30,471,288	\$29,612,384	\$11,912,732
Total \$ amount spent with HUBs	\$8,199,769	\$7,670,098	\$2,662,797
% of total expenditure with HUBs	26.9%	25.9%	22.3%
% of HUBs receiving awards:			
Women	62.8%	66.6%	75.8%
Black	8.1%	4.9%	4.3%
Hispanic	22.6%	20.3%	12.9%
Asian Pacific	5.6%	6.7%	5.1%
Native American	.62%	1.2%	1.7%

**Strategy**

TAMHSC is committed to providing opportunities for minority, woman-owned and small businesses through the HUB Program of the State of Texas. The HUB Program promotes effective strategies that allow TAMHSC and its academic units, centers and institutes, to achieve HUB procurement goals in accordance with Section 111.11 of the Texas Administrative Code, Chapter 2161 of the Texas Government Code. Strategies to improve communication, documentation, training, and vendor outreach have been implemented. TAMHSC's HUB Operations, Procurement Services and Contract Administration Office further supports the

TAMHSC mission and goals by providing efficient and cost-effective acquisition of quality goods and services through:

- Ethical procurement services.
- Development of skilled procurement expertise and “best practice” processes.
- Continuously providing members of the TAMHSC community with current procurement guidelines.
- Careful pursuit of broad-based competition ensuring greatest participation of HUBs.
- Consistent application of state, A&M University System, and TAMHSC policies to ensure appropriate stewardship of public funds.
- Effective partnerships with internal customers and our valued diversity suppliers.
- Establishing diversity supplier relationships that consider and encourage total cost of ownership.
- Listening and responding to our customer’s changing business needs and practices.
- Conducting our business affairs in a manner that is open, competitive, and fair.
- Complying with federal and state requirements and other providers that support research, teaching, and patient care activities.
- Being a dynamic, resourceful, and committed partner with members of the TAMHSC community in reducing costs.

In light of statewide appropriation trends and in keeping with the TAMHSC vision, mission and responsibilities, TAMHSC plans to carryover several implemented diversity initiatives in fiscal year 2012 into fiscal year 2013 to articulate the importance of the HUB Program and value of vendor diversity. In fact, for every procurement activity, TAMHSC purchasers are encouraged to seek out qualified HUB vendors who can perform services or provide materials to members of TAMHSC. This active solicitation is the essence of the TAMHSC HUB Strategic Plan - a plan that aims to promote a healthy social and economic environment for both TAMHSC and HUB partners.

### Output Measures

With regard to the percent of HUB vendors receiving awards, the majority of TAMHSC spending in FY 2012 thus far has occurred with women-owned businesses. However, the diversity initiatives planned for implementation in fiscal year 2013 are designed to expand the vendor diversity base among all certified HUB groups.

#### Number of HUB contractors contacted that responded with bids/proposals

FY 2010	FY 2011	FY 2012 Semi-Annual
208	157	60

#### Number of HUB contracts awarded

FY 2010	FY 2011	FY 2012 Semi-Annual
134	123	56

Dollar value of HUB contracts awarded

FY 2010	FY 2011	FY 2012 Semi-Annual
\$8,199,769	\$7,670,098	\$2,662,797

Detailed HUB Strategic Plan for Fiscal Year 2013-2017

A. Internal Plans and Activities:

1. HUB Staff:

Current fiscal year 2012 staffing level will continue through fiscal year 2013. Staff consists of a director (HUB Directors), purchasing manager (Assistant HUB Administrator), purchasing agent, contract specialist and an administrative assistant.

2. HUB Identification:

Staff will continue to provide on-going training to TAMHSC member departments. The training will include but not be limited to internet training instructions on how to identify and locate HUB vendors via the Texas Comptroller of Public Accounts State Purchasing Central Masters Bidders List, via the TPASS web site and various other sources.

3. HUB Identification:

Staff will send vendor information electronically to TAMHSC member departments relating to certified HUBs and the types of services and commodities the vendor can provide. Vendor information will be collected at economic opportunity forums held throughout various cities across Texas. TAMHSC members will be encouraged to include those identified HUBs when soliciting services and commodities for their departments.

4. HUB Performance Monitoring by Department:

Staff will provide FAMIS and DATA Warehouse summary HUB reports by departments on a monthly basis to the executive administrative officers for each academic unit, centers and institutes, to include members of the President's Executive Committee.

5. HUB Specialized Forums:

Staff will host multiple specialized HUB vendor forums to provide HUBs the opportunity to display their goods and services for consideration by the various TAMHSC personnel.

6. Strategic Events Planning:

Staff will participate in at least one Economic Opportunity Forum held quarterly throughout the State.

7. Outreach and Assistance:

Staff will provide assistance and support to HUB vendors regarding all aspects of doing business with a state agency.

8. Participation in State Activities and Group Initiatives:

Staff will participate whenever possible in activities such as the state-wide HUB Discussion Group held monthly in Austin, TX. Additionally, TAMHSC HUB staff will maintain active membership in the Texas Universities HUB Coordinators Alliance (TUHCA), Northeast Chapter.

9. Develop/Partnership for Economic Opportunity Forums, Mentor/Protégé, Bid Solicitations, Vendor Fairs:

Staff will participate as an exhibitor in other Texas state agency activities that promote economic opportunities for HUBs. When permissible the HSC will share booth cost with an A&M System institution/agency or other state agencies at Economic Opportunity Forums to conserve resources.

B. External Plans and Activities

1. Provide Certification Assistance:

Staff will answer questions about the HUB certification process and will review HUB certification applications. Staff will encourage and promote the participation in the state HUB program to qualified non-certified vendors.

2. Bid Posting:

When permissible, competitive Bids will be advertised on the Texas Electronic State Business Daily (ESBD) and posted on available internet resources affiliated with minority and women organizations. Construction specifications will be posted in appropriate Planning Rooms for contractors.

3. Subcontracting Plan:

Staff will use the new HUB Subcontracting Plan (HSP) forms promulgated by The Texas A&M University System HUB Office for purposes of consistency. Staff will encourage prime contractors to utilize HUB vendors in supplying labor and materials. Potential HUB subcontractors will be invited to pre-bid meetings.

4. Audit:

Staff will maintain related documentation that will meet audit standards.

C. Diversity Initiatives

Staff will initiate the following key diversity initiatives to increase the diversity of HUB vendors doing business with the TAMHSC:

1. Communicate the President's charge to all TAMHSC employees to focus on HUB vendor diversity.
2. Analyze each TAMHSC member's HUB vendor diversity base.

3. Provide a report to the member principal business officers.
  4. Provide TAMHSC tools to communicate to employees and department's vendor diversity information and reports.
  5. Provide member visits from the HSC HUB Operations, Procurement Services and Contract Administration staff to promote vendor diversity.
  6. Host a member meeting of department end-users to focus on vendor diversity.
  7. Monitor vendor diversity and provide reports to the President, Chief Financial Officer, Executive Committee, and Business Affairs Officers.
  8. Develop web-based online training modules to educate member departments and employees on vendor diversity and to help departments get the best results when searching for HUB vendors.
  9. Revise the HUB Operations, Procurement Services and Contract Administration Desk Manual to include emphasis on vendor diversity.
  10. Develop an e-newsletter that will be posted to the TAMHSC general website to communicate to faculty and staff any updates within the HUB Operations, Procurement Services and Contract Administration Program and to promote HUB vendor diversity.
- D. Staff will work with each member principal business officer concerning the importance of vendor diversity. Additional actions that can be employed to improve HUB vendor diversity are as follows.
1. Review the Texas Comptroller TPASS Centralized Master Bidders List to target categories of HUB vendors.
  2. Review the State Annual HUB Report and the Texas Comptroller of Public Accounts Annual HUB Report to identify vendors used by other state agencies and health-related institutions.
  3. Hold site visits to review processes used by the TAMHSC members to identify a diverse group of vendors.
  4. Advertise bid opportunities in more publications that reach diverse vendors.
  5. Use the TAMHSC main web site to encourage HUB vendors to contact the HSC HUB Operations, Procurement Services and Contract Administration Office.
  6. Work with existing HUB vendors to identify other qualified vendors.
  7. Broaden contacts with small business trade groups to identify HUB vendors.

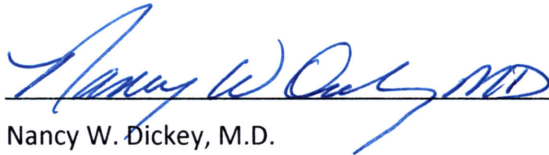
8. Work with community groups to identify additional vendors to improve diversity.
  9. Identify qualified, non-certified minority-owned businesses and provide information and processes to qualify them as HUBs.
  10. Encourage vendor diversity and identify HUB vendors through the subcontracting process.
  11. Recognize and reward employees who solicit and identify HUB vendors who become successful member vendors.
  12. Invite more HUB vendors for specialized vendor forums.
  13. Create a TAMHSC pool of diverse HUB vendors by accumulating a web-based listing of HUBs used by each member and other Texas health-related institutions.
  14. Continue to host specialized economic opportunity forums and solicit HUB vendors for in-house marketing presentations.
  15. Provide training to department end-users on how to identify HUBs and use of optional procurement methods.
  16. Encourage department end-users to promote HUB certification with qualified, minority-owned businesses who are not state HUB certified.
  17. Coordinate with other Texas health-related institutions to learn what specific HUB vendors are being utilized by procurement categories.
  18. Solicit specific HUB vendors for relationship development.
  19. Host seminars around the state at TAMHSC member locations on how to do business with TAMHSC and its members targeting HUB vendors.
- F. Staff will continue to work closely with the HSC Director of Administration and Facilities Coordination to develop strategies to increase HUB participation and vendor diversity for member facilities and construction projects administered internally.
- G. Staff will complete an analysis of its internal FY 2012 semi-annual and annual HUB detail reports. This examination will focus on the performance of each TAMHSC member and their success in achieving HUB participation and vendor diversity. All contracting documents, specifically sole source procurements, utilized by the TAMHSC members will be carefully examined to determine if there are prospects for enhancing access and opportunities for HUB vendors. A number of sole source procurements have been used for many years and a complete review will determine if there are barriers and/or opportunities for HUB vendor participation.

Therefore, it will be incumbent on the TAMHSC HUB Operations, Procurement Services and Contract Administration Office, to the greatest extent possible, to continue maximizing opportunities to educate all faculty and staff about the economic importance and value of vendor diversity.

As evident from our outstanding HUB performance over the past three years, many TAMHSC faculty and staff have already discovered the benefits of the HUB Program. TAMHSC believes that a diverse group of suppliers is essential for fostering healthy competition, which in turn enables all TAMHSC departmental level purchasers to obtain the very best goods and services for members of the TAMHSC.

The TAMHSC is committed to maintaining an equitable and competitive business environment. As part of this commitment, the TAMHSC adheres to a comprehensive non-discrimination policy and works to develop procedures and initiatives that will help ensure that all suppliers receive fair consideration.

The plan is hereby submitted by the Texas A&M Health Science Center.

A handwritten signature in blue ink, reading "Nancy W. Dickey, M.D.", is written over a horizontal line.

Nancy W. Dickey, M.D.  
President, Health Science Center  
Vice Chancellor for Health Affairs, Texas A&M System