



**Procurement and Contracts  
Historically Underutilized Businesses  
Program  
Operations Manual**

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Teacher Retirement System  
Procurement and Contracts  
Historically Underutilized Business Program  
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# Section 1 Introduction

## 1.1 Purpose

The TRS Procurement and Contracts Historically Underutilized Business (HUB) Operations Manual provides the official policies and procedures of the TRS HUB Program. This manual:

- covers the Statewide HUB Program statute and administrative rules that TRS must adhere to or has adopted to administer its HUB Program processes;
- establishes the framework, execution, administration, and management of the TRS HUB Program; and
- defines the procedures and staff responsibilities for each process administered by the TRS HUB Staff.

### **Government Code § 2161.062**

[e] A state agency with a biennial budget that exceeds \$10 million shall designate a staff member to serve as the Historically Underutilized Businesses coordinator for the agency during the fiscal year. The procurement director may serve as the coordinator. In agencies that employ a historically underutilized business coordinator, the position of coordinator, within the agency's structure, must be at least equal to the position of procurement director. In addition to any other responsibilities, the coordinator shall:

- Coordinate training programs for the recruitment and retention of historically underutilized businesses;
- Report required information to CPA; and
- Match historically underutilized businesses with key staff within the agency.

TRS is comprised of, at minimum, one HUB Coordinator and HUB Administrator (HUB Staff) with the responsibility for specific duties associated with HUB activities which include the following components:

- Planning (policy and best practices);
- Outreach (technical assistance and training);
- Mentor Protégé Program;  Subcontracting (compliance); and  Reporting.

The HUB Staff communicates and shares information on HUB related matters and advise and assist TRS staff in complying with the requirements of Chapter 111, Subchapter B of this title (relating to the Historically Underutilized Business Program), the Texas [Government Code](#), [§321.013, 2101.011](#), and [the Texas Government Code, Chapter 2161](#).

This manual illustrates the procurement and contracting process as a cycle through the Procurement and Contracts HUB Program and defines the procedures and staff responsibilities for each phase of the cycle, including:

- Participation in Procurement Planning Kick-off Meetings
- Receipt and Review of Draft Solicitations for Subcontracting Determination
- Training on HUB Subcontracting Plan (HSP) Requirements at Vendor Conferences
- Receipt of Bid Responses for HSP Evaluation
- HSP Requests for Clarification
- Final Determinations and Findings for HSP Compliance
- Conducting HUB Post Award Meetings Regarding HSP Reporting and Compliance
- Monitoring and Compiling Progress Assessment Report (PAR) Data
- Processing HSP Change Requests
- Reviewing Contract Amendments, Renewals, and Change Orders

Soft dollar expenditures are incidental to investment transactions involving plan assets held in trust for the exclusive benefit of plan participants and must comply with fiduciary principles and the Soft Dollar Policy adopted by the TRS Board of Trustees. Soft dollar expenditures are excluded from this HUB Operations Manual.

## **1.2 State of Texas HUB Program Overview**

The purpose of the State of Texas HUB Program is to promote full and equal business opportunities for all businesses in an effort to remedy disparity in state procurement and contracting in accordance with the HUB goals specified in the [State of Texas Disparity Study](#).

The [Texas Statewide HUB Program](#) is a component of the [Texas Procurement and Support Services Division](#) of the Texas Comptroller of Public Accounts (CPA). The CPA Statewide HUB Program is charged with:

- writing the administrative rules that govern the State of Texas HUB Program;
- certifying eligible businesses as HUBs; and  maintaining HUB compliance for eligible HUBs.

## 1.2.1 Statutory Authority

State of Texas law gives the HUB Staff statutory authority to implement the HUB Program into contracts on behalf of TRS. The following statutes and rules, respectively, establish the State of Texas HUB Program requirements:

- [Texas Government Code, Title 10, Subtitle D, Chapter 2161](#); and  [Title 34, Texas Administrative Code, Part 1, Chapter 20, Subchapter B](#).

In accordance with [Texas Government Code §2161.181-182](#), state agencies shall make a good faith effort to utilize HUBs in contracts for construction, services, including professional and consulting services, and commodity contracts.

TRS has adopted the CPA HUB Rules by reference, as their own rules, in accordance with [Texas Government Code §2161.003](#), which encourage the use of HUBs by implementing these policies through race-ethnic and gender-neutral means.

In accordance with [Texas Administrative Code, Title 34, §20.13](#), each state agency shall make a good faith effort to assist HUBs in receiving a portion of the total contract value of all contracts that the agency expects to award in a fiscal year in accordance with the following percentages and procurement categories:

- 11.2% for heavy construction other than building contracts;
- 21.1% for all building construction, including general contractors and operative builders contracts;
- 32.9% for all special trade construction contracts;
- 23.7% for professional services contracts; 26.0% for all other services contracts; and 21.1% for commodities contracts.

It's the policy of TRS to accomplish these goals either through contracting directly with HUBs or indirectly through subcontracting opportunities. Under <http://www.statutes.legis.state.tx.us/Docs/GV/htm/GV.2161.htm#2161.252> TRS policy on the utilization of HUBs is related to all contracts with an expected value of more than \$100,000 over the life of the contract (including any renewals), and whenever practical, in contracts \$100,000 or less.

## **1.2.2 HUB Eligibility and Certification**

In accordance with Texas Government Code [§2161.001](#), a HUB is defined as:

- a business formed for the purpose of making a profit;
- has its principal place of business in Texas;
- is at least 51% owned by an Asian Pacific American, Black American, Hispanic American, Native American, American woman and/or Service Disabled Veteran; and
- has an owner residing in Texas with a proportionate interest that actively participates in the control, operations and management of the entity's affairs.

Applicants seeking certification as a HUB are required to submit a completed HUB certification application and supporting documentation to the CPA Statewide HUB Program, affirming under penalty of perjury that their business qualifies as a HUB. If approved by CPA certification is granted for up to four years.

A HUB business is considered graduated from the HUB Program when it has exceeded the size standards prescribed by [Texas Administrative Code, Title 34, §20.23](#)

## **Section 2 TRS HUB Program**

### **2.1 Policy and Compliance**

TRS maximizes HUB inclusion and participation by establishing policies, procedures, and guidelines associated with consistent administration of the application, review, approval, tracking, and performance reporting/monitoring of all HUB Program activities of TRS in accordance with [Texas Government 2161.003](#) and Texas Administrative Code, Title 34, [§20.11](#), [§20.15](#), and [§20.26](#).

### **2.2 Roles and Responsibilities**

The HUB Staff is responsible for providing direction and consultation pertaining to all HUB Program initiatives; in addition to the administration and oversight of:

- HUB policies and procedures;
- Assist with potential HUBs with HUB certification;
- Subcontracting compliance as it relates to solicitations/contracts;
- Internal and external HUB outreach events;
- Memorandum of Understandings between the HUB Program and outside entities;
- Mentor Protégé Program; and  HUB reporting.

## **Section 3 HUB Program Review and Evaluation Cycle**

### **3.1 Policy and Compliance**

The evaluation and determination for all procurements of over \$100,000 over the life of the contract (including any renewals) where subcontracting opportunities are probable, and monitoring of all contracts that include a HUB Subcontracting Plan (HSP), is a requirement in accordance with [Texas Government Code §2161.252 and 2161.253](#) and HUB Rules 34 TAC, [§20.13](#), [§20.14](#), and [§20.16](#).

### **3.2 Overview**

The purpose of this section is to provide an overview of the HUB

Coordinator/Administrator initiative during the procurement phase and contract administration phase.

### **3.3 Participation in Procurement Planning (Kick-off) Meetings**

During development of a new solicitation the HUB Staff is invited to participate in all procurement planning (kick-off) meetings coordinated by the Procurement and Contracts Purchaser involving the solicitation to:

- Discuss the goods and/or services associated with the solicitation;
- Gain an understanding of each Division's responsibility pertaining to the solicitation, and determine which NIGP codes will be referenced or associated with the solicitation; and
- Ensure compliance with all HUB Program requirements to initiate the discussion to determine the probability for subcontracting.

The following topics are discussed during the procurement planning (kick-off) meeting by all stakeholders:

- background and overview of the procurement;
- roles and responsibilities;
- procurement steps and timeline;
- procurement document tools;
- ethics and Nondisclosure Agreement form (PAC 103); and resulting contracts and selected contractor.

### **3.4 Receipt and Review of Draft Solicitation for Subcontracting Determination**

During the initial phase of the procurement (i.e., solicitation, bid, etc.) the Procurement and Contracts Purchaser assigned to the procurement shall send the draft solicitation to the HUB Staff . The HUB Staff will review the draft solicitation document and determine whether subcontracting opportunities are probable under the resulting contract. The HUB Staff will render a determination that either subcontracting opportunities are probable or that subcontracting opportunities are not probable for each solicitation with an estimated value of more than \$100,000 over the life of the resulting contract and including any renewals. The determination is documented and included in the HUB Participation Requirements section of the solicitation.

### **3.4.1 Determination of Subcontracting Opportunities**

The HUB Staff reviews the draft solicitation and uses the probability of subcontracting opportunities to:

- Include in solicitation documents, regardless of the solicitation process followed, the probability of subcontracting opportunities and requirements for HUB subcontracting plans;
- Examining the scope of work to be performed under the proposed contract and determining if it is likely that some of the work may be performed by a subcontractor;
- Researching the Centralized Master Bidders List (CMBL), the HUB Directory, the internet, and other directories identified by the CPA to locate HUBs that may be available to perform the contract work;
- Requires respondents to submit completed HUB subcontracting plans;
- Reviews and evaluates HUB subcontracting plans prior to awarding a contract; and
- Includes approved HUB subcontracting plans as provisions of contracts.

In addition, determination of subcontracting opportunities may include, but is not limited to:

- Contacting other state and local agencies and institutions of higher education, (i.e., universities, etc.) to obtain information regarding similar contracting and subcontracting opportunities; and
- Reviewing the history of similar agency procurements.

The HUB Staff may determine that subcontracting is probable for only a subset of the work expected to be performed or the funds to be expended under the contract. If it is determined that subcontracting is probable on only a portion of a contract, the HUB Staff shall document its reasons in writing for the procurement file.

The HUB Staff will maintain adequate supporting documentation regarding determination of subcontracting opportunities, and ensure HUB documentation is submitted for retention and maintained in the procurement file(s), contract file(s) and electronically on the shared drive for staff to access expeditiously to ensure compliance with the HUB requirements.

The determination of subcontracting opportunities is documented by the HUB Staff using form PAC 500 –TRS HUB Subcontracting Determination. The form is approved by the Procurement and Contracts Manager and filed in the procurement file. A signed copy is returned to the HUB Staff.

### **3.5 Review of Final Draft Solicitation for HUB Compliance**

The Procurement and Contracts Team Purchaser will review the final draft solicitation to ensure that it reflects the initial determination and that it complies with HUB requirements by:

- Including the HUB utilization goal;
- Stating that a failure to submit the HSP will disqualify the response;
- Providing a link to the CMBL/HUB Directory;

### **3.6 Vendor Conferences**

TRS provides a vendor conference, which is hosted by the Procurement and Contracts Team, to allow vendors the opportunity to receive information on a solicitation and bid/proposal requirements. A vendor conference is recommended for all solicitations that include the requirement for a HSP. The HUB Staff is responsible for explaining and familiarizing vendor conference participants with HUB Program requirements as it relates to the solicitation.

Information provided by the HUB Staff during the vendor conference include the:

- HUB Subcontracting Plan (HSP);
- HSP Quick Checklist;
- HUB requirements section of the solicitation; and
- HSP Prime Contractor Progress Assessment Report (PAR).

Participants are informed that responses that do not contain a completed HSP, or contain a HSP that the HUB Staff determines was not developed and submitted in good faith, shall be rejected as a material failure to comply with the advertised specifications in accordance with [Texas Government Code §2161.252\(b\)](#).

**Should any HUB questions need to be answered following the vendor conference, the HUB Staff will coordinate all responses through the Procurement and Contracts Purchaser to be posted on the Electronic State Business Daily (ESBD) under the solicitation in question for all respondents to view.**

### **3.7 Receipt of Solicitation Responses for HSP Review and Evaluation**

After the closing date, the Procurement and Contracts Purchaser shall provide the HUB Staff with a copy of each bid/proposal response that is received for the solicitation for review and evaluation. The HUB Staff clarify any special instructions as it relates to the solicitation and HSP response.

### **3.8 HSP Evaluation**

An HSP must demonstrate that the respondent made a good faith effort to comply with statute, rules and TRS HUB policies and procedures.

The HUB Staff will use form PAC 501 - HUB Subcontracting Plan Review and Evaluation to perform the evaluation of the respondent's HSP. The HUB Staff requires a minimum of five (5) business days to review bids/proposals and make its determination. Additional time may be required when requests for clarification regarding a respondent's HSP are necessary. HSP findings and conclusions are documented by the HUB Staff on the prescribed form.

In the best of all possible worlds, the HSP review occurs **prior** to the Technical Reviews, but this is not always possible due to tight timelines. In the case of the technical reviews occurring simultaneously to the HSP reviews, make sure you let the end-users know that you have not completed your "due diligence" yet, and one or more responding vendors may be removed from further consideration if their HSPs do not show Good Faith Effort was made.

#### **Self Performing Vendors**

If the responding vendor is "Self-Performing", in addition to their detailed statement of their internal (W2) capabilities:

The submission document may include additional information about how the respondent will be performing the work. Make certain that there is no mention of “strategic partners” or “affiliates” in the solicitation response which may conflict with their self-performance statement. When in doubt, ask the Prime vendor for a clarification. Sometimes Prime vendors don’t think of “strategic partners” as subcontractors, but they are according to the State definition.

### **3.8.1 HSP Request for Clarification**

In accordance with [Texas Administrative Code Title 34, §20.14](#), revisions necessary to clarify and enhance information submitted in the original HSP may be made in an effort to determine the respondent’s “Good Faith Effort”.

During the evaluation of the respondent’s HSP, should further clarification be needed, the HUB Staff will document its findings using form PAC 502 - HSP Request for Clarification.

The request for clarification form will be sent to the respondent by the HUB Staff. Unless otherwise stated, the respondent must provide the requested information necessary to complete the review of the HSP within twenty-four (24) hours from the date the respondent receives the request form. If necessary, the HUB Staff may request a conference with the respondent to ensure that the requested information is clearly understood.

*All clarifications to the respondent **MUST** be in writing and the Purchaser **MUST** be cc’d.*

### **3.8.2 Final HSP Determination and Finding for HSP Compliance**

After reviewing the HSP and any additional information obtained through the request for clarification, the HUB Staff renders a final HSP determination. The HUB Staff documents HSP evaluation findings and conclusions on the prescribed form and sends it to the Purchaser and files it in the procurement file.

## **3.9 Post Award Meetings**

The Purchaser notifies the HUB Staff of final contract award. Upon receipt of notification of final award, the HUB Staff will send a formal letter to the contractor requesting participation in a Post Award Meeting. A Post Award

Meeting is encouraged with all contractors regardless of whether or not the contractor uses subcontractors. When necessary, the HUB Staff may conduct the post award meeting via conference call or using an electronic meeting tool. Post Award Meeting participants include the:

- Contractor;
- Contract Sponsor;  Purchaser (optional); and  HUB Staff.

The objective of the Post Award Meeting is to address questions and provide clarification pertaining to:

- HUB compliance responsibilities as it pertains to the contract;
- notification of changes in subcontractors;
- monthly reports and payment activity;
- fiscal year expenditure totals;
- due date(s) of the HUB HSP Prime Contractor Progress Assessment Reports (PAR);
- HUB Reporting;
- determining HUB or minority status;
- HUB certification and re-certification with the CPA Statewide HUB Program; and
- Related contractual requirements.

### **3.10 Receipt of HUB Subcontracting Plan Prime Contractor Progress Assessment Report (PAR)**

The HSP requirements are effective for the life of the contract in order to maximize the inclusion of HUBs whenever possible.

The HUB HSP Progress Assessment Report (PAR) is a monthly report submitted by the Contractor during the term of the contract. The HUB Staff uses the PAR to monitor the Contractor's subcontract utilization, based off the Contractor's HSP, and to maintain compliance in accordance with [Texas Administrative Code Title 34, §20.14 \(f\) \(1\)](#). The PAR is submitted via email to the HUB Staff and maintained in the TRS Central Imaging File System.

Contract Sponsors coordinate with the HUB Staff to ensure compliance with the HUB Subcontracting Plan requirements of contracted vendors.

The HUB Staff shall monitor and audit the Contractor's PAR to determine if the subcontracting utilization meets or exceeds the Contractor's good faith efforts as specified in the contract. If the Contractor is meeting or exceeding its good faith efforts, the HUB Staff shall maintain documentation in the central imaging files of all audits conducted.

If the Contractor fails to meet the HUB requirements, the HUB Staff shall contact the Contract Sponsor and Contractor to discuss any deficiencies. The Contractor will be given an opportunity to submit documentation and provide an explanation for failure to comply with its "Good Faith Effort" in accordance with [Texas Administrative Code Title 34, §20.14](#).

DIR contracts are HUB reportable expenditures. There are two types of DIR purchases. PCC D for CISV designated purchases (CISV program was abolished as of Sept. 1, 2007) and PCC I for DIR GoDirect purchases. Ensure that DIR contracts that do contain HUB subcontracting plans are properly captured. DIR awarded vendors must also submit a monthly PAR form to the agency utilizing its products or services. DIR vendor contracts that do not have a HUB subcontracting plan can be re-evaluated, with respect to their original HUB plan. DIR contracts often have HUB resellers for the identical service or product.

**All Contractors that are awarded a contract with the HSP requirement are required to submit a monthly PAR in compliance with their HSP regardless of whether or not subcontractors are used, or the contractor performs all the work with its own resources (e.g., employees, equipment, supplies, materials, etc.)**

Ancillary expenditures (rent, utilities, etc.), related to the cost of doing business according to the contract may not be viable subcontracting opportunities that should be reported.

### **3.11 Contractor HSP Change Request**

Should the Contractor anticipate changes to the approved HSP during the term of the contract, the Contractor must submit a revised HSP and a written request to change to the original HSP.

Contractors requesting changes to the approved HSP during the term of the contract shall submit proposed changes to the Contract Sponsor and the HUB Staff for review and approval before any HSP modifications or performance in the

awarded contract involved in the additional scope of work can be authorized by TRS, in accordance with [Texas Administrative Code Title 34, §20.14 \(g\) \(2\)](#).

The HSP/revised HSP shall comply with the provisions of this section relating to development and submission of a HSP.

If the Contractor subcontracts any additional subcontracting opportunities without prior authorization and without complying with the HSP, the Contractor may be deemed to have breached the contract and be subject to any remedial actions provided by [Texas Government Code, Chapter 2161](#), state law and the HUB section of the contract's terms and conditions. TRS will report nonperformance relative to its contracts to the CPA in accordance with [TAC, 34, Chapter 20, Subchapter C, Rule 20.108](#) (relating to the Vendor Performance and Debarment Program).

Contractors who indicated in their original HSP their intent to “self-perform” all of the contract work using their own equipment, supplies, materials and/or employees, and later acknowledge their intent to subcontract a portion of the contract, must submit a revised HSP.

Upon receipt, the HUB Staff will evaluate the revised HSP and document approval or non-approval using form [PAC 503 - HSP Change Approval Form](#). The HUB Staff will notify the Contractor of the final determination. The final determination will become a part of the procurement/contract file.

### **3.12 Contract Changes through Amendments, Renewals, and/or Extensions**

In accordance with [Texas Administrative Code, Title 34, Part I, §20.14\(g\)\(3\)](#), Purchaser shall notify the HUB Staff of all contract changes (i.e. amendments, renewals, and extensions) for an existing contract during the development phase.

This applies to all contracts that required the submission of a HSP. Prior to routing the revised contract for approval, all contract changes shall be sent to the HUB Staff for evaluation to determine if:

- there is a change to the scope of work; and
- if additional subcontracting opportunities are probable.

Once evaluated, the HUB Staff will submit the determination to the Contract Sponsor and the Purchaser for inclusion in the procurement/contract file.

### **3.13 Subcontracting Report for Contracts where HSP Was Not Required**

When the HSP requirements are not included in a solicitation based on the dollar value being \$100,000 or less, if subcontractors are used in the delivery of the goods and/or services, the Contractor(s) is requested to submit monthly progress reports to the HUB Staff to verify the Contractor's "Good Faith Effort" in utilizing a HUB subcontractor for the subcontracting opportunity. When applicable, the reports should be submitted to the HUB Staff and include financial information reflecting payments made to all subcontractors (HUB and Non-HUBs).

In the event the Respondent's offer to the procurement exceeds the \$100,000 threshold, the respondent will make a good faith effort to comply with HUB requirements through the development and submission of the HSP with the bid response prior to bid submission.

### **3.14 HUB Requirements for Emergency Procurements**

In accordance with [Section 2.12 of the Comptroller of Public Accounts' \(CPA\) Procurement Manual](#), *"Emergencies occur as the result of unforeseeable circumstances and may require an immediate response to avert an actual or potential public threat. If a situation arises in which compliance with normal procurement practice is impracticable or contrary to the public interest an emergency purchase may be warranted to prevent a hazard to life, health, safety, welfare, property or to avoid undue additional cost to the state."*

#### **3.14.1 HSP Requirements**

In accordance with [Texas Government Code §2155.137](#), the provisions of [Texas Government Code §2161.181](#) relating to making a good faith effort to increase contract awards to HUBs for the purchase of goods and services applies to an emergency purchase. Therefore, TRS will consider all potential vendors, including HUBs, in making a selection when making an emergency purchase. However, based on the nature of the emergency and the emergency timeline, opportunities for subcontracting may not be feasible.

The HUB Staff will review the emergency solicitation document and determine whether subcontracting opportunities are probable under the resulting contract. The determination of subcontracting opportunities is documented by the HUB Staff using form PAC 500 - Subcontracting Determination. The Subcontracting Determination form is approved by the Procurement and Contracts Manager and sent to the Purchaser to be filed in the procurement file. A signed copy is returned to the HUB Staff.

### **3.14.2 Specified Emergency Procurements Requirements**

For specific emergency procurement situations when the selected contractor is given an opportunity to formulate a plan of action to provide the required services, and only in the event that subcontracting occurs, the HUB Staff will request that the contractor identify its subcontractors for the purpose of tracking and recording its subcontractor utilization.

### **3.14.3 Progress Assessment Report (PAR) Requirements**

If the contractor subcontracts a portion of the work, the HUB Staff will request the submission of a Progress Assessment Report (PAR). When applicable, the HUB Staff will coordinate a HUB Post Award Conference with the contractor to discuss the submission of the PAR and other related requirements.

## **3.15 Sole Source and Proprietary Procurements**

*Sole Source purchases are purchases where there is only one source for the good or service.*

*Proprietary purchases are available from one source at the manufacturing level, but more than one source exists at the reseller level.*

The Purchaser shall send all sole source and proprietary purchases with an expectant value of over \$100,000 for the life of the contract (including any renewals) to the HUB Staff for review and subcontracting determination prior to solicitation.

Should the HUB Staff's determination include the requirement for a HSP as a part of the solicitation, the submission of an HSP is required with each solicitation response by the submission due date.

### **3.15.1 HSP Evaluation**

In the event that only one response is received and the purchase is justified as a sole source or proprietary procurement, the HUB Staff may assist the respondent in making revisions to their HSP as necessary to ensure good faith effort compliance in accordance with [Texas Administrative Code §20.14](#), to identify its subcontractors for the purpose of tracking and reporting subcontractor utilization.

When multiple responses are received in response to the sole source or proprietary procurement, the HUB Staff evaluates all responses competitively following the process outlined in Sections 3.8, 3.8.1, and 3.8.2.

### **3.15.2 Progress Assessment Report (PAR) Requirements**

All contractors that are awarded a contract with the HSP requirement are required to submit a Progress Assessment Report (PAR) in compliance with their HSP regardless of whether or not subcontractors are used. The HUB Staff will coordinate a HUB Post Award Meeting with the Contractor to discuss the submission of the PAR and other related requirements.

### **3.21 Service Orders**

Service Orders result from master blanket contracts awarded to a Primary, Secondary and Tertiary vendor as a result of a Request for Proposal (RFP) establishing the Contractors as pre-approved vendors for future services. TRS is required to use the primary Contractor first and must submit justification and obtain approval to utilize the secondary or tertiary vendor. In such cases, TRS makes no specific dollar award upon execution of the contracts and services are ordered on an “as needed” basis using a separate Service Order Request for each individual project.

The Purchaser shall send all Service Order Requests with an expectant value of \$100,000 or more over the life of the contract (including any renewals) to the HUB Staff for review and subcontracting determination prior to solicitation.

Should the HUB Staff’s determination include the requirement for a HSP as a part of the Service Order Request response, the Contractor is required to submit a copy of the original HSP that was submitted with their RFP response as well as a revised HSP based upon the Service Order Request scope of work with each Service Order Request response by the bid submission due date.

### **3.21.1 HSP Evaluation**

The TRS HUB Staff may assist the Contractor in making revisions to their HSP as necessary to ensure good faith effort compliance in accordance with [Texas Administrative Code §20.14](#), to identify its subcontractors for the purpose of tracking and reporting subcontractor utilization.

### **3.21.2 Progress Assessment Report (PAR)**

The Contractor is required to submit a Progress Assessment Report (PAR) in compliance with their HSP regardless of whether or not subcontractors are used. For each subsequent award, the HUB Staff will coordinate a HUB Post Award Conference with the contractor to discuss the submission of the PAR and other related requirements as outlined in Section 3.10.

## **3.22 HUB Program Documentation**

The HUB Office will ensure compliance with subcontracting and good-faith effort requirements and ensure HUB documentation is maintained for retention in the procurement file(s), contract file(s) and electronically on the shared drive for staff to access expeditiously to ensure compliance with the HUB requirements. Specifically, documentation may include, but is not limited, the following:

- Solicitation documents or scope of work reviewed to determine the probability of subcontracting opportunities;
- Centralized Master Bidders List, the HUB Directory, and the Internet listings/documents used to determine whether subcontracting opportunities were probable;
- HUB subcontracting plans response from the respondents indicating (1) whether they were certified HUBS and (2) overall subcontracting and certified HUB subcontracting to be provided in the contract;
- Completed HUB subcontracting plans from the respondents indicating demonstrating evidence of good-faith effort in developing those plans;
- Respondent's notices to organizations or development centers within the required time frames to demonstrating evidence of good-faith effort;

- Respondent's documentation showing one or more of the following:
  - a. it notified at least three HUB businesses,
  - b. all available subcontracting opportunities will be performed by one or more HUBs, or
  - c. one or more HUB subcontractors will be used, and the total value of those subcontracts will meet or exceed the statewide goal.
  
- PAR from Contractors, which confirm reported HUB expenditures are from certified HUB and non-HUB vendors;
  
- HUB Staff review and evaluation of HUB subcontracting plans prior to awarding the contracts, including amendments and renewals;
  
- HUB Staff review and evaluation of the documentation that respondents submit to determine whether they made a good-faith effort; and
  
- HUB Staff review, evaluation, and approval of HUB subcontracting plans as provisions of contracts.

## **Section 4: Mentor Protégé Program**

### **4.1 Policy and Compliance Purpose**

To implement a Mentor Protégé Program to assist in fostering long-term relationships between prime contractors and Historically Underutilized Businesses (HUBs). The ultimate goal of the program is to provide developmental assistance to HUBs that will potentially increase their ability to contract directly with the State and/or to obtain subcontracting opportunities under a state contract.

### **4.2 Scope**

The procedure applies to all potential Mentor and Protégé companies applying for TRS sponsorship.

## **4.3 Responsibility**

TRS has charged the HUB Staff with implementing and administering the Mentor Protégé Program in accordance with the adopted HUB Rules.

### **4.3.1 The TRS Mentor Protégé Program**

It is the intent of the TRS Mentor Protégé Program to build effective working relationships between leaders of established companies, such as the TRS's primary contract vendors, and emerging minority, veteran and women-owned companies, which will allow HUB companies to benefit from the knowledge and experience of the established firms.

#### **4.3.1.1 Purpose and Objective of the TRS Mentor Protégé Program**

To identify and overcome barriers that may inhibit or restrict the success of a HUB business by encouraging relationships with primary contractors/businesses, and to produce a broad base of high quality, competitive and profitable HUB companies through incremental improvement in their respective business practices.

#### **4.3.1.2 Mission of the TRS Mentor Protégé Program**

The mission of the TRS Mentor Protégé Program has three key components:

- Foster long-term relationships between prime contractors and HUBs;
- Increase the ability and capacity of HUBs to be awarded contracts by the State of Texas; and
- Increase the overall participation of HUBs in subcontracting.

#### **4.3.1.3 Program Goals**

The program goals of the TRS Mentor Protégé Program are to:

- Develop protégé company's competency in areas of identified need;
- Increase protégé company's long-term stability in their industry; and

- Increase the mentor company's ability to identify potential firms that may be used as subcontractors for future contracts and increase its good faith efforts to utilize HUBs.

### **4.3.2 Responsible Agency Personnel**

The HUB Staff is responsible for:

- The administration, outreach, education, compliance, information dissemination, reporting and evaluation documentation, and reporting of the Mentor Protégé Program;
- Procuring resources from other agency divisions may be utilized to carry out the mission of the program, if needed;
- Maintaining application documents, forms used to determine eligibility, program information materials, Mentor and Protégé Application files, and Mentor- Protégé Agreements; and
- Collaborating with prime and subcontractor companies, financial and bonding institutions, minority and women-owned business support service organizations, and local chambers of commerce.

### **4.3.3 Mentor Protégé Program Components**

#### **4.3.3.1 Mentor Protégé Relationship**

Working together in regularly scheduled meetings, mentors and protégés will focus on implementing the actions necessary to obtain the results reflected in their Mentor Protégé Agreements. The HUB Staff may also attend regularly scheduled meetings with the team.

Mentors will assist selected protégés in developing implementation plans that identify the needs, actions and results required for the protégé to be a successful business and contractor.

#### **4.3.3.2 Eligibility**

Both the mentor and protégé must complete a TRS Mentor Protégé Application and be willing to comply with the reporting requirements reflected in the Mentor Protégé Agreement to be eligible for the program.

### **4.3.3.3 Matching TRS Qualified Mentors to Protégés**

The HUB Staff will make every effort to assign mentors with protégés who:

- complement one another in their respective industries;
- located in a relatively close geographic proximity (to facilitate meetings, etc.); and
- identify developmental needs on the company's application, which the mentor can assist in developing.

### **4.3.4 Mentor Protégé Program Orientation**

The HUB Staff conducts Mentor Protégé Orientation sessions to assist mentors and protégés with understanding their respective roles in a Mentor Protégé relationship.

The HUB Staff will also detail the roles of all TRS Enterprise personnel as part of the program resource team. These orientation sessions are held prior to the finalization of any Mentor Protégé Agreements sponsored by TRS. Attendance at an orientation session is a prerequisite for Mentor Protégé Agreement sponsorship by TRS.

### **4.3.5 Applications, Selection and Comptroller of Public Accounts (CPA) Reporting**

#### **4.3.5.1 Mentor Application, Selection and Reporting**

Prospective mentor companies will submit a completed TRS Mentor Protégé Application for consideration as a TRS sponsored mentor. The TRS Mentor Protégé Application is designed to collect information for staff to ascertain the following:

- whether the mentor is a registered bidder on the CPA's Centralized Master Bidders List (CMBL);
- whether the mentor has extensive work experience and can provide developmental guidance in areas that meet the needs of the protégé. This could include, but is not limited to, business, financial, and personnel management; technical matters such as production, inventory control and quality assurance; marketing; insurance; equipment and facilities; and/or other related resources;

- whether the mentor is in "good standing" with the State of Texas and is not in violation of any state statutes, rules or governing policies;
- whether the mentor has mentoring experience; and
- whether the mentor has a successful work history with government entities including city, county state or national entities.

When the TRS Mentor Protégé Application is completed and submitted, the HUB Staff will review the application for the basic eligibility criteria as listed above. If necessary, the HUB Staff will contact a mentor company representative to ascertain any specific concerns that may need to be addressed prior to TRS sponsorship of a mentor protégé agreement.

Once approved as a potential protégé company, the HUB Staff will notify the mentor applicant of their acceptance by TRS as a mentor firm. The mentor company will be forwarded copies of applications received by protégés that meet the proposed mentor's criteria for selection of a protégé.

It is the responsibility of selected mentors to interview prospective protégés and draft a Mentor Protégé Agreement. The agreement will be submitted to the HUB Staff for finalization. Reports to the TRS from the mentor will comply with the schedule as outlined in the Mentor Protégé Agreement. Mentors are instructed that regular structured interaction supports an effective mentoring relationship and as such should be reflected in the Agreement.

Mentors are advised that frequent communication is vital to the success of the agreement. They are further instructed to initiate contact with their protégé candidates as soon as possible and conduct regular face-to-face mentoring meetings.

#### **4.3.5.2 Protégé Application, Selection and Review**

Prospective protégé companies will submit a completed [Mentor Protégé Application](#) for consideration as a TRS sponsored protégé to the HUB Staff. TRS will use the following criteria in determining the eligibility and selection of HUB Protégés:

- whether the protégé is certified as a HUB;
- whether the protégé has been operational for at least one year;
- whether the protégé is willing to participate with a mentoring firm and has identified the type of guidance that is needed for its development;

- whether the protégé is in "good standing" with the State of Texas and is not in violation of any state statutes, rules or governing policies; and
- whether the protégé is involved in a mentoring relationship with another vendor.

Once the protégé application is completed and submitted to TRS, the application will be reviewed by the HUB Staff for evaluation against the basic eligibility criteria as listed above. The HUB Staff will contact the protégé regarding any necessary clarifications or issues related to their protégé application.

The HUB Staff will forward approved applications to mentors whose criteria matches the information provided in the protégé documentation.

### **4.3.5.3 The Mentor Protégé Agreement Summary**

The Mentor Protégé Agreement is a document developed cooperatively by the mentor and protégé that details the nature of the relationship for the purpose of TRS sponsorship.

**It is the responsibility of the selected mentor to:**

- interview prospective protégés to determine probability of establishing a Mentor Protégé Agreement; and
- work with protégé to draft an Agreement for submission to the TRS HUB Staff for reporting and tracking purposes.

**It is the responsibility of the selected protégé to:**

- contact the potential mentor to discuss entering into a Mentor Protégé Agreement; and
- work with the prospective mentor to draft and submit an Agreement to the TRS HUB Staff for reporting and tracking purposes.

The mentor and the protégé should agree on the nature of their involvement under the agency's Mentor Protégé Program. The Mentor Protégé Agreement may include, but is not limited to:

- Identification of the areas in which the protégé needs guidance;
- The time period in which the guidance will be provided by the mentor;
- Point of contact information for company staff within the relevant organizations that will oversee the agreement;
- The agreement must state that participation in the Mentor Protégé Agreement is voluntary, and may be terminated voluntarily at any time.

The agreement must include written documentation that participation in the TRS Mentor Protégé Program is neither a guarantee for a contract opportunity nor a promise of business; but the program's intent is to foster positive long-term business relationships.

- Procedure for either party to notify the protégé in advance if either intends to voluntarily terminate the Mentor Protégé relationship; and
- A mutually agreed upon timeline to report quarterly the progress of the Mentor Protégé relationship to the HUB Staff. The reporting timeline should coincide with the TRS timeline for annual HUB reporting purposes.

The initial TRS's Mentor Protégé Agreement sponsorship is for a period of least twenty-four months commencing from the date the Mentor Protégé Agreement is signed by all parties, unless the agreement includes potential subcontracting opportunities that exceed this time period. The agreement may be extended by the mentor and protégé for any period thereafter, which will be updated by the HUB Staff.

All of the information in the Mentor Protégé Agreement will be incorporated into an agreement summary composed by the HUB Staff, which will identify any areas of subcontracting. The HUB Staff, the Mentor and the Protégé will each maintain a copy of the agreement and the TRS agreement summary for their records.

#### **4.3.5.4 Vendor Reporting of Mentor Protégé Activities**

Reports and surveys submitted by mentors and protégés that document any progress made as a result of the agreement will be compiled quarterly by the HUB Staff. The quarterly summary should include any key progress made by protégés relative to their respective Agreements.

The HUB Staff will also coordinate quarterly meetings or conference calls to discuss the progress of both the Mentor and Protégé.

#### **4.3.5.5 Reporting to Comptroller of Public Accounts**

In accordance with the [Texas Administrative Code Title 34, §20.28\(k\)](#), the HUB Staff will report each sponsored Mentor Protégé relationship to the CPA upon completion of a signed agreement by all parties. Information regarding new and terminated Mentor Protégé Agreement shall be reported to the CPA, in a form prescribed by the CPA, within 21 calendar days after the agreement has been

signed or notification of termination. The CPA will register all agreements on the public list of agency approved Mentor Protégé Agreements.

Approved Mentor Protégé Agreements are valid for all state agencies in determining good faith effort for the particular area of subcontracting to be performed by the Protégé identified in the HSP.

### **4.3.6 Mentor/Protégé Program Annual Reporting**

The HUB Staff will compile reports submitted by mentors and protégés that document any progress made as a result of the agreements on an annual basis.

The report includes a summary of key progress made by protégé's relative to their respective agreements, including the monitoring of mentor-protégé agreements, and the certification status of protégés.

Annual program evaluation information will be collected and prepared for submission with the agency's supplemental letter as a component of its annual HUB Report. Mentor Protégé Program efforts and results will also be included as a part of the agency's HUB Strategic Plan.

## **Section 5: HUB Outreach Efforts**

### **5.1 HUB Trainings**

The HUB Staff will provide annual training to interested businesses and TRS staff regarding TRS HUB Program requirements. The purpose of these trainings is to assist vendors and staff in gaining knowledge regarding TRS contracts and bid opportunities. These outreach efforts will provide assistance to potential proposers and bidders in being a responsive vendor, and contract manager to ensure compliance with all aspects of the contracts in the HUB provisions.

### **5.2 TRS Forums**

The HUB Staff promotes the HUB Program through participation in and hosting of HUB Forums in accordance with [Texas Government Code §2161.066](#) and [§2161.126](#) and [Texas Administrative Code, Title 34, §20.26 and §20.27](#). In accordance with [Texas Administrative Code, Title 34, §20.27](#), each agency with a biennial appropriation exceeding \$10 million shall participate in the forums by sending senior managers and procurement personnel to attend relevant presentations.

The HUB Staff participates in both internal and external HUB forums (i.e. conferences, expos, vendor fairs, etc.). HUB vendors are provided the opportunity to give technical and business presentations that demonstrate their capability to do business with TRS.

HUB forums provide opportunities for state agencies to perform vendor outreach activities. In addition, they allow HUB firms an opportunity to network and discuss bidding opportunities with state purchasing representatives, and to gain knowledge, information and training. Examples of topics addressed at Economic Opportunity Forum (EOE) are:

- State and federal procurement methods;
- Bidders list registrations;
- Certification and compliance;
- Statewide reporting;
- Opportunities for state grants and loans;
- Electronic commerce;  Statewide marketplace; and
- Other programs (e.g. SBA, IRS).

### **5.3 Internal HUB Program Forums**

The HUB Staff hosts internal HUB forums on an annual basis. Internal forum participants include:

- HUB vendors;
- HUB Program staff;
- Contract Sponsors; and
- Procurement and Contracting staff

### **5.4 External HUB Program Forums**

The HUB Staff will make information regarding the forums available via e-mail and/or the TRS Website. The HUB Staff may obtain assistance from other state agencies to implement forums to provide HUBs with information related to TRS' procurements. Forums are held at TRS offices or other agency facilities on an annual basis. The HUB Staff will sponsor forums, coordinate efforts to host forums, and/or co-host an Economic Opportunity Forum (EOF) on behalf of TRS.

EOFs are statewide seminars, expos or vendor fairs sponsored or co-sponsored by the CPA, other state agencies, universities, minority business development

centers, chambers of commerce, federal or local governmental entities. EOFs provide information to HUBs, small businesses, and state purchasing personnel about state and/or other governmental procurement processes. The HUB Staff will work with the CPA, other state agencies, and the HUB Cooperative Committee to promote statewide EOFs by:

- traveling to various cities within Texas to participate in selected EOFs;
- co-hosting EOFs, (as approved by the Executive Director or designee) by assisting with in-kind responsibilities (i.e., printing, vendor mailouts, providing training, etc.) as allowed by budget allocations;
- providing information relating to procurement opportunities to businesses interested in selling their products/services to TRS;
- maintaining an awareness of the HUB requirements; and ensuring HUB participation in all contracts whenever possible.

The HUB Staff will host at least one annual forum on behalf of TRS. In addition, the HUB Staff will advertise HUB Forums in a trade publication and with local chambers of commerce.

The HUB Staff will maintain adequate supporting documentation supporting outreach efforts and outreach events by fiscal year, including all advertisements, for retention and on electronically on the shared drive for staff to access expeditiously to ensure compliance with the HUB requirements.

# Section 6: HUB Program Reporting

## 6.1 Policy and Compliance

In accordance with [Texas Government Code §2161.122](#) and the [Texas Administrative Code §20.15 and §20.16](#), the TRS HUB Program Office shall maintain, compile and provide all required data (e.g. subcontracting expenditures, procurement card expenditures, supplemental reports, etc.) that is associated with TRS' total HUB utilization.

## 6.2 Internal HUB Program Reports

### 6.2.1 Monthly Internal Reports

The HUB Staff compiles information relating to TRS use of HUBs. The following internal reports are produced and distributed monthly:

- Divisional Expenditure Report; and  Subcontracting Expenditure Report.

Data in these reports are broken down by agency division and include monthly and year to date expenditures with HUBs and Non-HUBs either directly or indirectly through subcontracting. This data is extracted from the TRS Financial System (BEVO), TRS Procurement Card Reports, and Prime Contractor Progress Assessment Reports submitted by TRS contractors.

Monthly reports are submitted to the HUB Staff.

The HUB Coordinator will ensure the monthly data, including HUB expenditure amounts are reconciled to:

- ensure HUB expenditure amounts are reported accurately; and
- ensure supplemental report information is accurate and all HUBs utilized during the fiscal year by TRS' contractors are reported are certified.

### 6.2.2 Quarterly HUB Program Report

The HUB Coordinator provides a quarterly report regarding TRS' consolidated and cumulative HUB Program activities, initiatives, and utilization. This report includes information related to the following HUB components in accordance with the TRS HUB Governance Plan:

- Planning;
- Outreach;
- Subcontracting Compliance;
- Mentor Protégé Program;
- Best Practices;
- Training;
- Total Fiscal Year (FY) to date expenditures (total dollar amount) for the quarterly period;
- Total FY-to-date HUB expenditures for the quarterly period; and  Total FY-to-date percentage of HUB utilization.

Quarterly reports are submitted to the TRS HUB Coordinator.

### **6.2.3 Semi-Annual and Annual HUB Comparison Report**

Semi-annual and Annual Comparison Reports are developed based on actual utilization as reported by the CPA in the statewide HUB Report. The Comparison Report includes the following four (4) report components for TRS:

- **Report I** – Total Consolidated Annual Expenditures by Procurement Categories. This report highlights TRS' total expenditures by procurement category and total payments paid to HUBs (both directly and indirectly) in each procurement category;
- **Report II** – Total HUB/Minority Utilization. This report highlights payments paid directly to HUB minority, service disable veteran, and women owned businesses with treasury funds (both directly and indirectly);
- **Report III** – Total Annual Treasury Expenditures by HUB Ethnicity and Procurement Categories. This report highlights payments paid directly to HUB entities, by ethnicity, for each procurement category (not including subcontracting and term contract expenditures); and
- **Report IV** – Largest Spending Agencies by Total HUB Percentage. This report provides a comparison of the largest spending agencies by total percentage spent with HUB entities.

Semi-Annual and Annual HUB Comparison Reports are submitted to the Executive Director (through the Chief Financial Officer by the 30th day of the month after the statewide report is released by the Comptroller.

## **6.2.4 Estimated Value of Expected Contract Awards Report – HUB Planning**

To maintain compliance with the HUB Planning requirements in accordance with Texas Government Code Chapter 2166 and 2161.181, no later than the 60th day of the fiscal year, the HUB Program Office estimates the total value of contract awards that TRS expects to make for the fiscal year. Estimates are based on agency expenditures for the previous fiscal year as reported by CPA in the Annual HUB report and anticipated purchases for the current fiscal year.

The HUB Program Office, on behalf of TRS, will ensure the estimate includes the Legislative Appropriation Requests goals that were established for contracting with HUB firms for the two preceding years and indicate whether the goals were met. When a goal is not met, TRS will quantify the attainment percentage and include an explanation for why the goal was not achieved.

In addition, and if no goal is applicable to the procurement category, an explanation of why the goal is "not applicable (N/A)" will be included in the LAR HUB Supporting Schedule.

The Estimated Value of Expected Contract Awards Report is discussed with TRS Executive Management (e.g., Executive Director, Chief Financial Officer), shared with appropriate agency departments and maintained on file with the HUB Staff and may be updated as more information becomes available

## **6.3 External HUB Program Report**

### **6.3.1 Semi-Annual and Annual HUB Reports**

The TRS HUB Program Office submits a Semi-Annual HUB Report (due by March 15<sup>th</sup>) and an Annual HUB Report (due by September 15<sup>th</sup>) to the CPA Statewide HUB Program for TRS

Reports include the following information:

- HUB subcontracting expenditures reported to the agency by TRS prime contractors;
- HUB procurement card expenditures;

- The number of bids and proposals received from HUB entities by ethnicity and gender;
- The total number of agency bids received (HUB and non-HUB);
- The number of contracts (competitive and non-competitive) awarded to HUB entities by ethnicity and gender; and
- The total number of agency contracts (competitive and non-competitive) awarded to HUB and non-HUB entities.

TRS also demonstrates good faith pertaining to the utilization of HUBs by submitting a supplemental letter to CPA with the Semi-Annual and Annual HUB Reports identifying its progress, which can include, but is not limited to the following, as prescribed by the commission:

- Identifying the percentage of contracts awarded to women, service disabled veterans and/or minority-owned businesses that are not certified as HUBs;
- Demonstrating that a different goal from that identified in subsection (b) of this section was appropriate given the agency's types of purchases;
- Demonstrating that a different goal was appropriate given the particular qualifications required by an agency for its contracts; or,
- Demonstrating assistance to non-certified HUBs in obtaining certification with CPA.

### **6.3.2 HUB Strategic Plan**

TRS is required to include in its Five-Year Strategic Plan a written plan for increasing the agency's use of HUBs in purchasing and public works contracting. The TRS HUB Strategic Plan includes:

- The TRS goal;
- The TRS objective;
- The TRS Outcome Measures; and The TRS External Assessment.

The HUB Strategic Plan Progress Report is submitted each biennium with the TRS's Legislature Appropriation Request (LAR).

### **6.3.3 HUB Strategic Plan Progress Report**

Each fiscal year the HUB Staff prepares a report documenting TRS progress made under the TRS Five-Year Strategic Plan for increasing the use of HUBs. The report is submitted in the format prescribed by CPA and includes:

- The agency's actual HUB percentage for the previous two years as reported in the CPA Annual HUB Report; and
- The agency's HUB goals for the current fiscal year.

This report is coordinated through the TRS Budget Office and is included in the agency's Annual Report of Nonfinancial Data due by December 31<sup>st</sup> of each calendar year.

### **6.3.4 HUB Supporting Schedule**

Biennially, TRS submits its Legislative Appropriations Request (LAR) to the Legislative Budget Board (LBB). The HUB Supporting Schedule is a component of the agency's LAR. The schedule provides information on the agency's good faith efforts to comply with HUB statutory requirements and administrative rules during the preceding two calendar years and includes:

- TRS expenditures and HUB goals for each procurement category for the two previous fiscal years;
- A summary of the TRS' efforts to attain or exceed HUB goals for each procurement category for each fiscal year;
- Factors affecting the TRS' ability to meet its HUB goal for a given category(s), if applicable; and
- A summary of the TRS' good faith efforts to meet its HUB procurement category goals during the two previous fiscal years.

If no goal is applicable to the procurement category, an explanation of why the goal is "not applicable (N/A)" will be included in the LAR HUB Supporting Schedule. The LAR HUB Supporting Schedule is coordinated through the TRS Budget Office to be included in each agency's LAR.

### **6.3.5 Quarterly Assessment Report**

In accordance with the General Appropriations Act, 83<sup>rd</sup> Legislature, Regular Session, the HUB Staff submits a Quarterly Assessment Report to CPA for TRS evaluating the agency's efforts in increasing the participation of HUBs in its purchasing and public works contracting.

The report is submitted in the format prescribed by CPA and is submitted quarterly by the 30<sup>th</sup> day of the month following the end of each quarter.

The following data is included in the Quarterly Assessment Report:

- TRS' HUB utilization goal, as a percentage of all expenditures for all relevant procurement categories;
- Total expenditures paid to prime contractors and to subcontractors, by HUB and Non-HUB group, for each of the relevant procurement categories;
- Total number of prime contractors and subcontractors, by HUB and non-HUB group, that were used during the reporting period for each of the relevant procurement categories;
- Total number of prime contractors and subcontractors, by HUB and Non-HUB group, that were used during the current reporting period that were not used during the preceding two fiscal years;
- Agency participation in outreach activities such as vendor forums and advocacy group meetings;
- The number of ongoing Mentor-Protégé agreements sponsored by the agency and the number of new Mentor-Protégé agreements sponsored during the reporting period;
- The agency's current and allocated HUB Program staffing levels;
- The percentage of time HUB staff spent working directly on HUB related activities;
- Justification for not meeting agency HUB procurement category goal(s), if applicable; and
- Any other notable activities related to the HUB program which management deems relevant to the report.