



OFFICE OF EQUAL OPPORTUNITY ANNUAL REPORT

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“Valuing Diversity and Embracing Inclusion”



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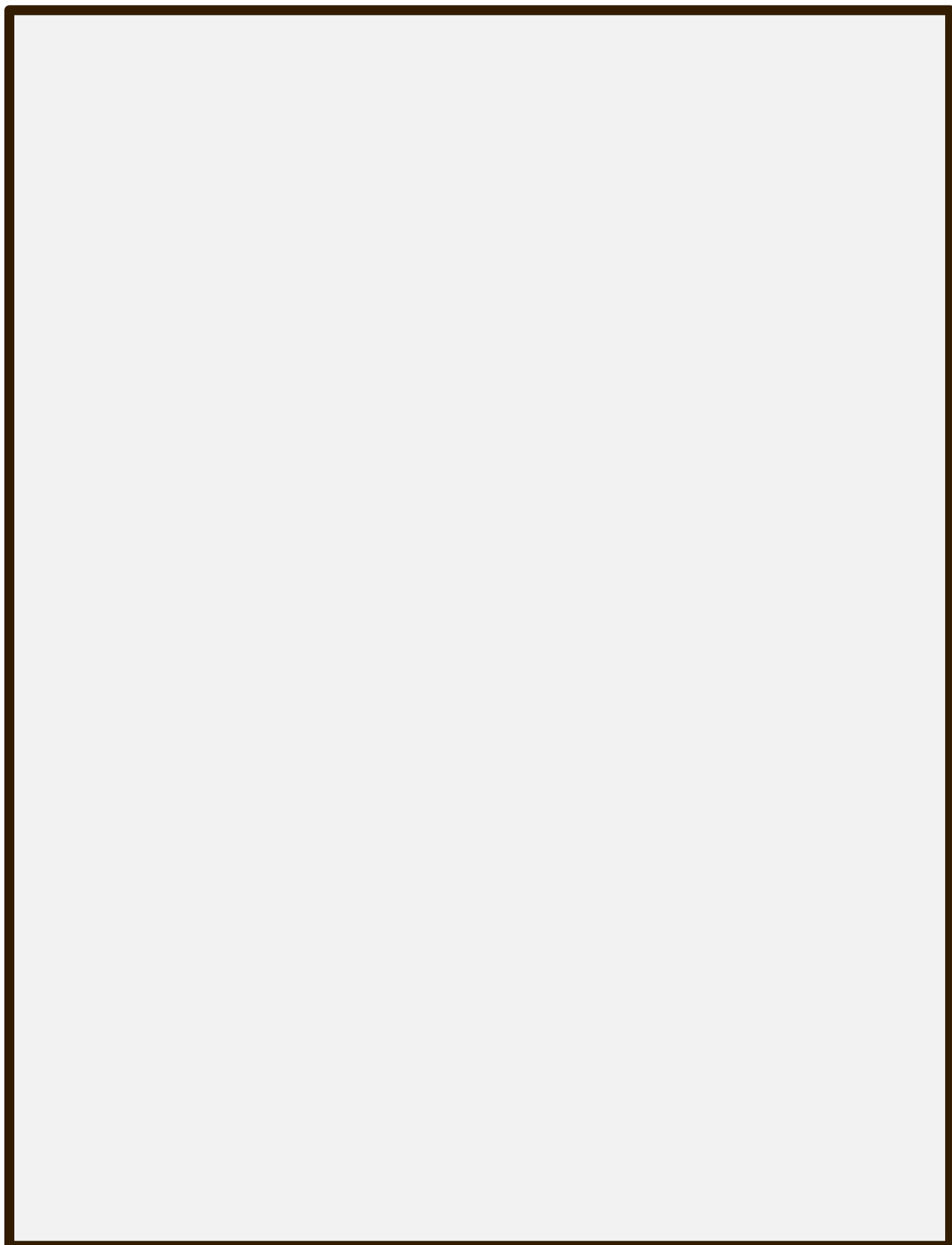


TABLE OF CONTENTS

Introduction.....Page 4

Workforce Diversity ReportPages 5-31

- OEO’s Workforce Diversity Placemat
- FY18 Statewide Workforce Diversity Analysis
- FY18 Demographics of Current Workforce
- Moving Forward: Plans To Achieve Parity Within the Executive Branch Departments

Minority and Woman-Owned Business Enterprise ReportPages 32-38

- Minority/Woman-Owned Business Enterprise Certification Program
- FY18 On-Site Report
- Certification Process

MBE/WBE Procurement ReportPages 39-53

- FY18 Procurement Summary
- M/WBE Utilization in the State of Missouri
- Breakdown of State Contracts to Prime Minority and Woman-Owned Business Enterprise Vendors
- Minority and Woman-Owned Business Enterprises (M/WBE) Sub-Contractor Report
- Executive Departments MBE Expenditures on Top 20 Object Codes
- Executive Departments WBE Expenditures on Top 20 Object Codes
- Executive Departments Top 20 MBE Vendors
- Executive Departments Top 20 WBE Vendors
- Moving Forward: Future Plans to Increase/Improve on M/WBE Participation in Executive Department Expenditures

INTRODUCTION

Executive Order 10-24 establishes the Office of Equal Opportunity's (OEO) responsibility to assist in the coordination and implementation of the Workforce Diversity program throughout all departments of the executive branch of State of Missouri. It also establishes that OEO shall provide a report to the Governor and Commissioner of Administration that summarizes the good faith efforts of each department to eliminate any potential discriminatory barriers to employment, while enhancing the state's effort to provide equal employment opportunity and improve workforce diversity.

OEO is fully committed to the implementation of a progressive and diverse workforce within the State of Missouri; OEO seeks to serve as a resource for promoting diversity within the State of Missouri's workforce and improving the opportunities for women and minorities to access state employment opportunities.

OEO seeks to work collaboratively with the Executive Departments to develop strategies and policies that foster a diverse, inclusive, highly skilled and competent workforce.

This report is a summary of the workforce diversity data of the executive branch departments of the state of Missouri and the plans of state departments to achieve parity in the workforce.

Workforce Diversity Report

OEO'S WORKFORCE DIVERSITY PLACEMAT

ASPIRATION

To have a respectful and supportive workplace that attracts and retains a talented workforce broadly representative of the citizens and communities we serve.

THEMES

Incorporate diversity & inclusion initiatives into each respective department's strategic plan.

Establish departmental action plans to ensure the workforce reflects the diversity of the community.

Retaining a world-class workforce and maintaining an environment of lifetime learning.

Develop ongoing communication systems to create and reinforce the workplace diversity & inclusion commitment to all employees, with an emphasis on why it is important and what it means to the State of Missouri.

INITIATIVES

- Ensure Diversity and Inclusion is a top priority with executive management and senior managers.

- Create a culture that uses diversity to each department's competitive advantage.

- Build a Diversity Strategic Plan based upon each department's core values.

- Meet quarterly with the Workforce Diversity Council.

- Assist departments to develop a uniform Diversity & Inclusion Plan and a uniform Action Plan template.
- Use metrics to gauge success and create accountability.

- Identify barriers to employment with the state of Missouri.

- Identify speakers to provide educational sessions for departments.

- Create and develop a Mentorship Program and make it accessible to all employees. (Collaborate with DOP to pilot a strategic approach to develop the program in OA).

- Establish the OEO Internship program for the State of Missouri.

- Partner agencies with colleges, community, and universities to grow talent in areas that talent is underrepresented.

- Partner with DOP to increase opportunities for cross-training collaboration.

- Host a government career fair that will include state and local government.

- Collaborate with departments to identify and groom high performers in underrepresented groups for upper-level positions.

- Assist departments to build solid internal initiatives to support and educate employees.

- Increase access to information.

- Assist departments with the development and implementation of Employee Resource Groups.

FY18 Statewide Workforce Diversity Analysis

State of Missouri Census Population Estimates

	<i>Male</i>	<i>Female</i>	<i>Total by Race</i>	<i>Total by Ethnicity</i>	<i>% by Race</i>	<i>% by Ethnicity</i>
<i>White</i>	2,390,815	2,468,412	4,859,227		79.74%	
<i>Black</i>	337,611	372,241	709,852		11.65%	
<i>Hispanic</i>	114,939	124,835		239,774		3.94%
<i>American Indian/ Alaskan Native</i>	13,373	13,070	26,443		0.43%	
<i>Asian</i>	58,904	64,937	123,841		2.03%	
<i>Native Hawaiian/Other Pacific Islander</i>	3,886	3,721	7,607		0.12%	
<i>Two or More Races</i>	63,328	64,080	127,408		2.09%	
<i>Total Population</i>			6,094,152			
<i>Total by Gender</i>	2,982,856	3,111,296				
<i>Percent by Gender</i>	49.08%	50.92%				
*Source: U.S. CENSUS BUREAU, 2017 POPULATION ESTIMATES						

State of Missouri Workforce vs. 2018 Population Estimates

Ethnicity	Executive Departments Workforce	2017 Population Estimate
White	83.66%	79.60%
Black / African American	11.95%	11.50%
Hispanic / Latino	1.10%	4.00%
Asian American	0.94%	1.90%
American Indian / Native Alaskan	0.48%	0.50%
Native Hawaiian / Other Pacific islander	0.04%	0.10%
Two or More Races	0.53%	2.40%
Unknown	1.30%	

FY18 DEMOGRAPHICS OF CURRENT WORKFORCE

Executive Branch Summary

The Office of Equal Opportunity (OEO) fulfills its mission by proactively promoting workforce diversity and inclusion in the state's employment for minorities and women.

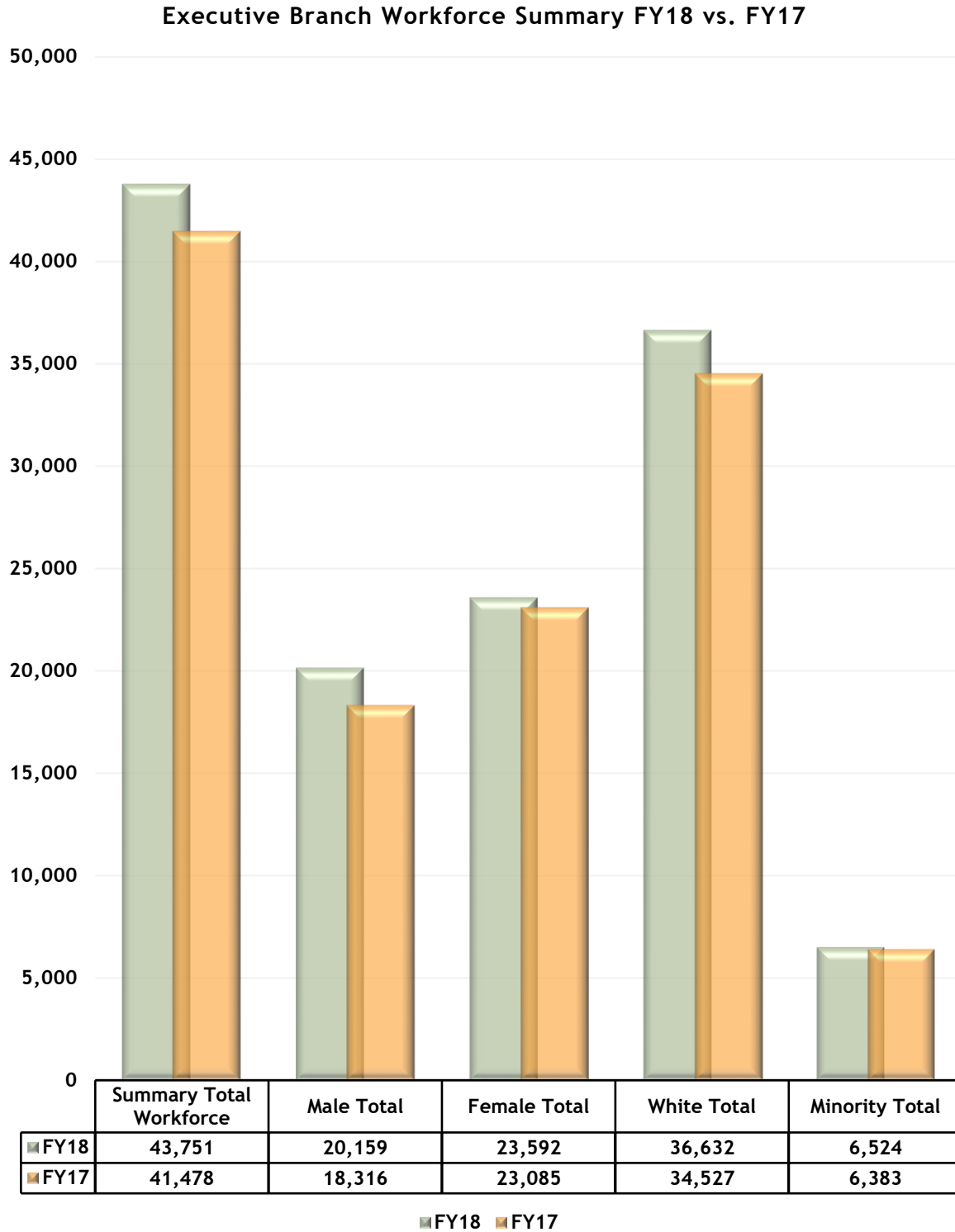
The FY18 Annual Report represents the workforce analysis of the Executive Branch departments, as the State of Missouri continues to strive toward achieving employment parity for protected groups.

FY18 Executive Branch Workforce Demographics

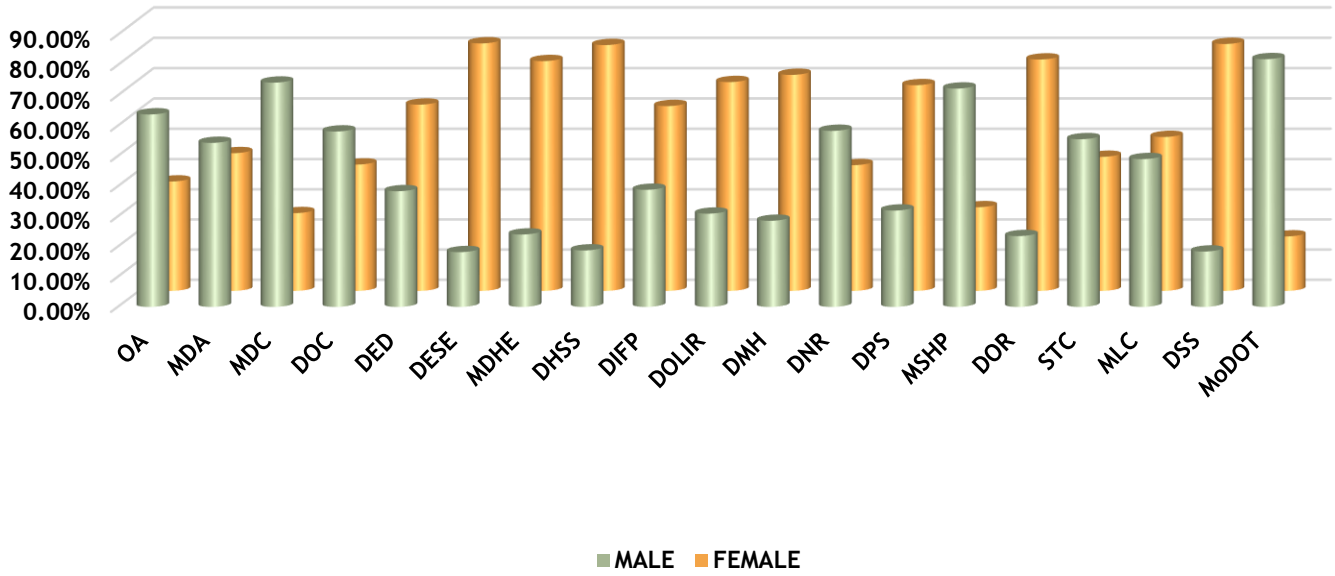
Agency	Total Employees	Male	Female	White	Black	Hispanic	Asian	Indian	Pacific	Two or more	Unknown
OA	1,748	1,114	634	1,568	114	9	41	11	0	5	0
MDA	333	181	152	298	5	2	2	1	0	4	21
MDC	1,365	1,013	352	1,311	27	7	9	3	0	4	4
DOC	10,210	5,932	4,278	9,093	657	118	42	29	6	34	231
DED	769	295	474	593	115	8	15	9	0	11	18
DESE	1,641	298	1,343	1,363	169	14	18	5	0	21	51
MDHE	50	12	38	47	3	0	0	0	0	0	0
DHSS	1,667	312	1,355	1,383	149	21	23	9	0	16	66
DIFP	492	191	301	452	25	2	6	1	0	1	5
DOLIR	634	196	438	542	60	6	6	8	1	2	9
DMH	6,089	1,738	4,351	3,912	1,943	67	110	11	5	24	17
DNR	1,324	772	552	1,216	29	10	20	5	0	9	35
DPS	2,207	705	1,502	1,780	310	30	36	12	2	10	27
MSHP	2,339	1,690	649	2,175	75	35	11	14	0	8	21
DOR	1,035	243	792	902	52	8	25	2	1	6	39
STC	36	20	16	32	0	0	0	0	0	0	4
MLC	151	74	77	129	13	1	4	1	1	2	0
DSS	6,577	1,207	5,370	5,263	1,082	76	28	27	1	53	47
MoDOT	5,084	4,166	918	4,573	339	65	27	59	0	21	0
TOTAL	43,751	20,159	23,592	36,632	5,167	479	423	207	17	231	595
Executive Branch Percentages (%)		46.08%	53.92%	83.73%	11.81%	1.09%	0.97%	0.47%	0.04%	0.53%	1.36%

Executive Branch Workforce Summary FY17 vs FY18

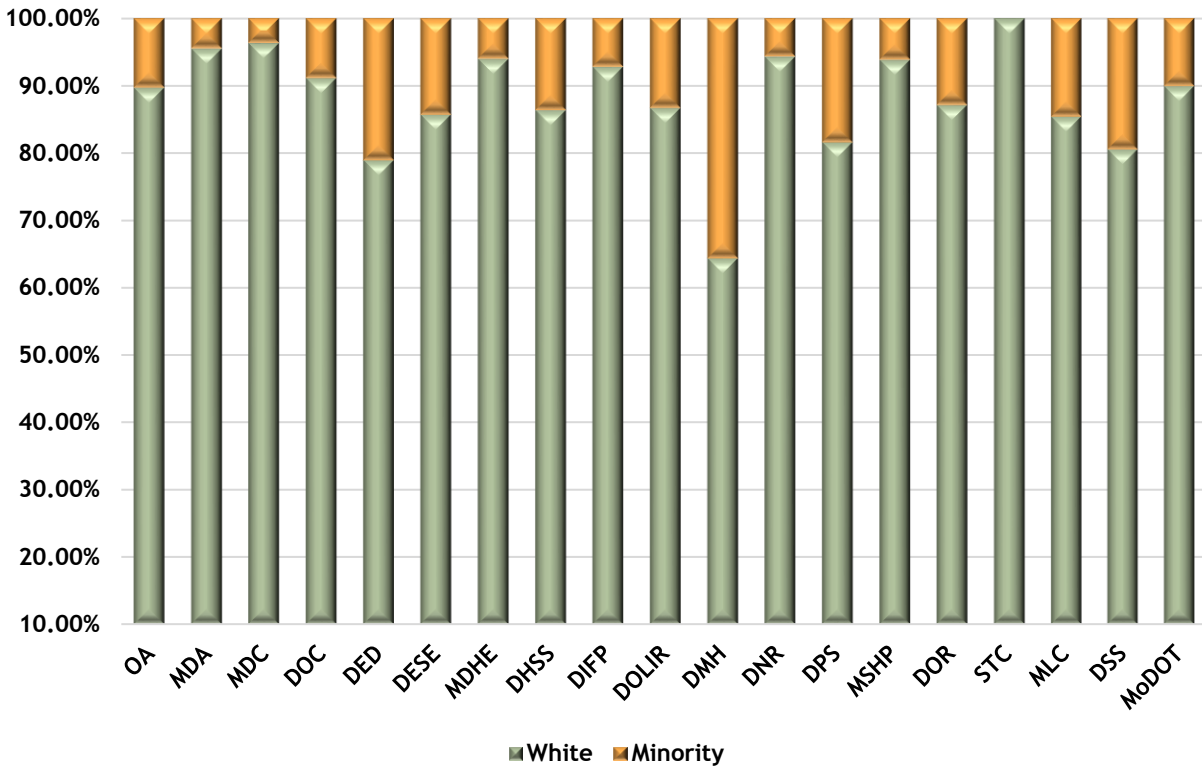
The chart below is a summary comparison of FY17's and FY18's workforce demographics of the Executive Branch.



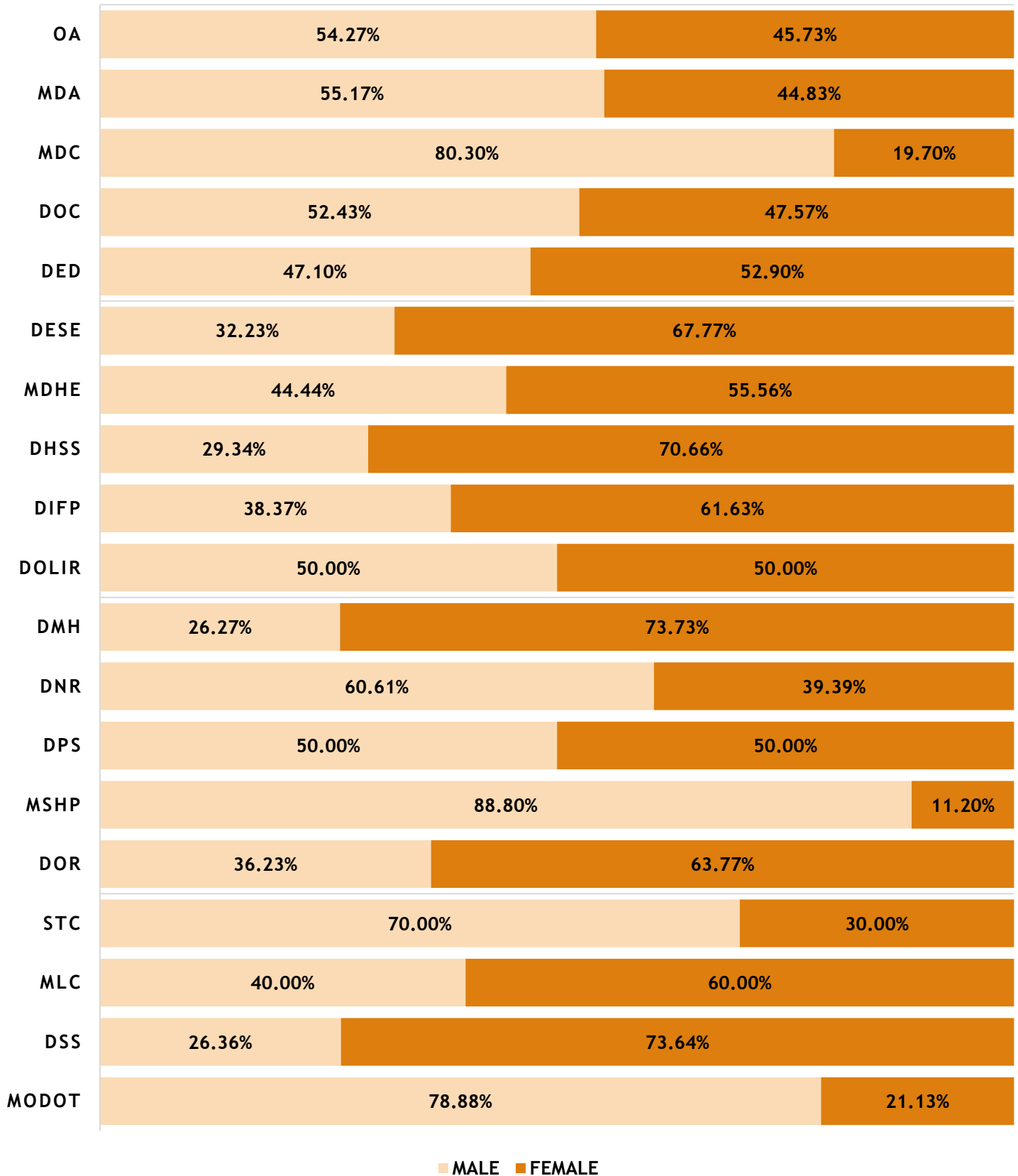
Gender by Department



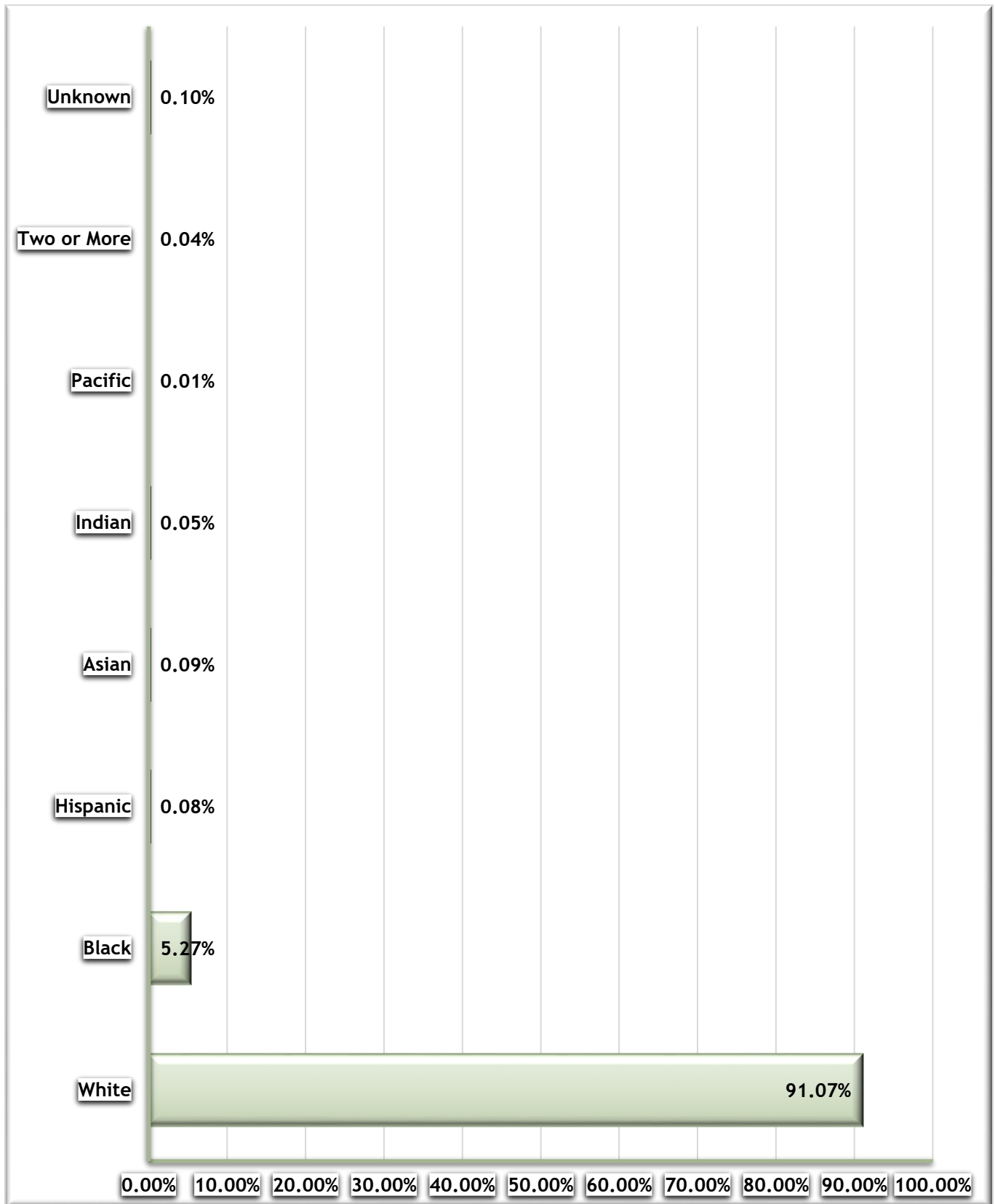
Whites vs. Minority by Department



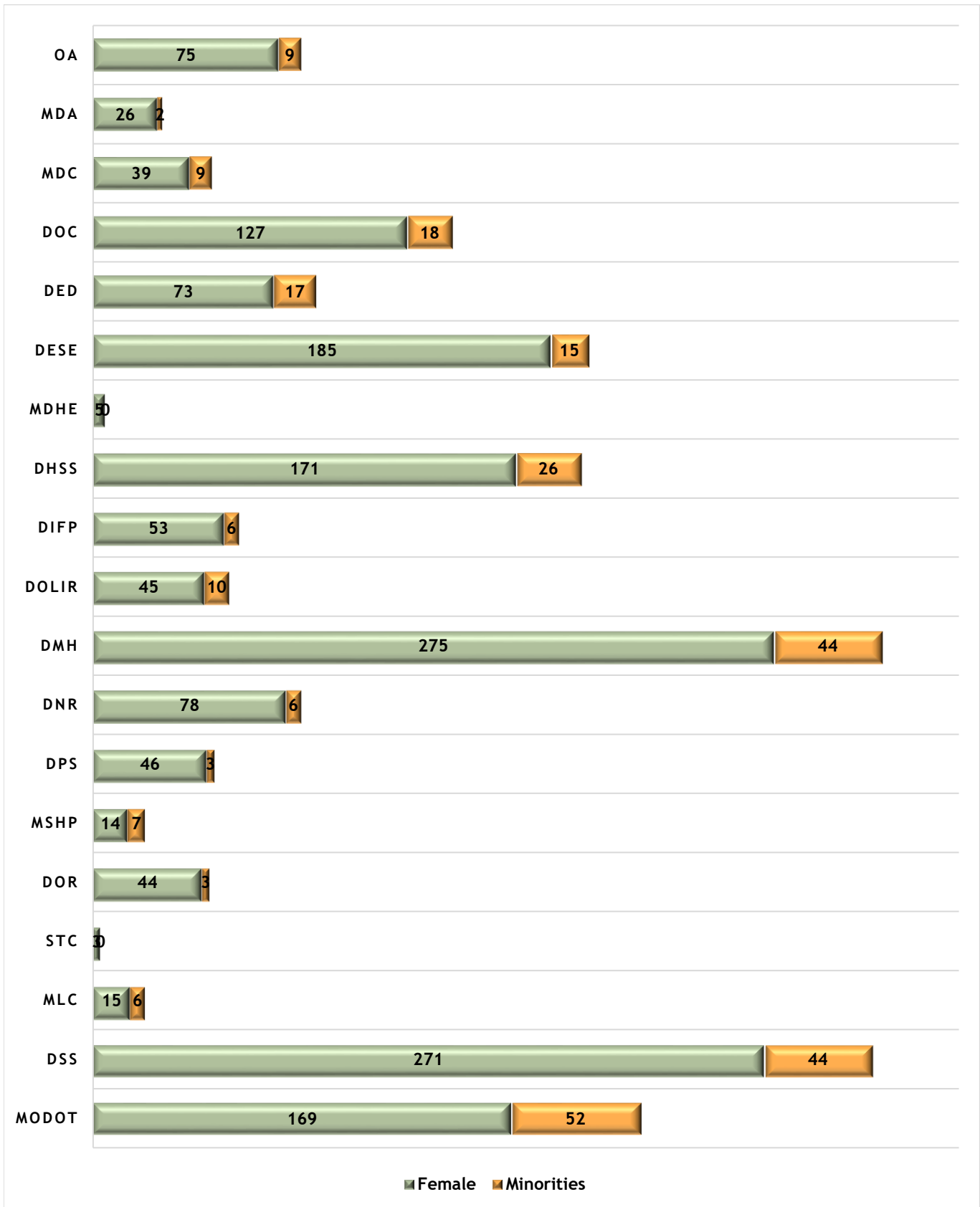
Executive Departments Officials and Administrators by Gender



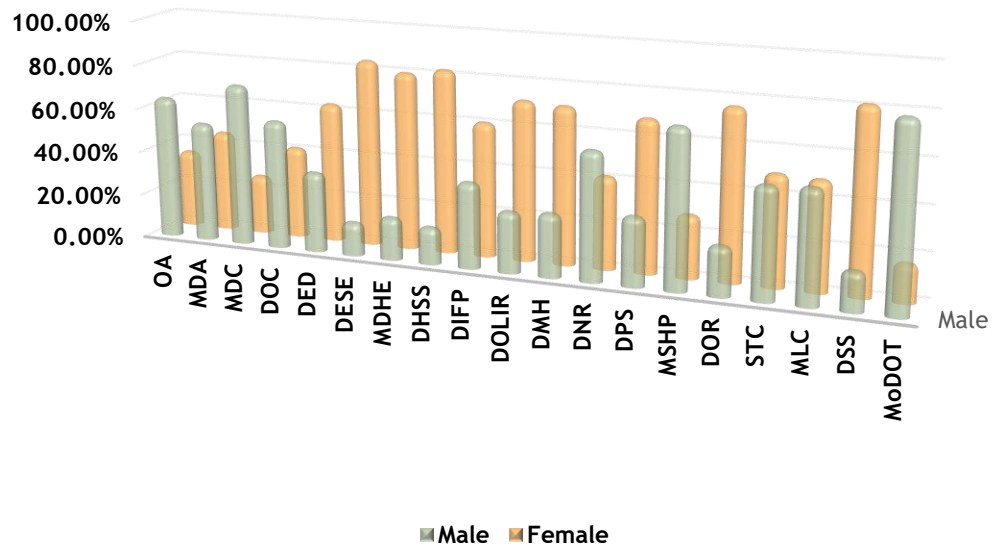
Executive Departments Officials and Administrators by Race



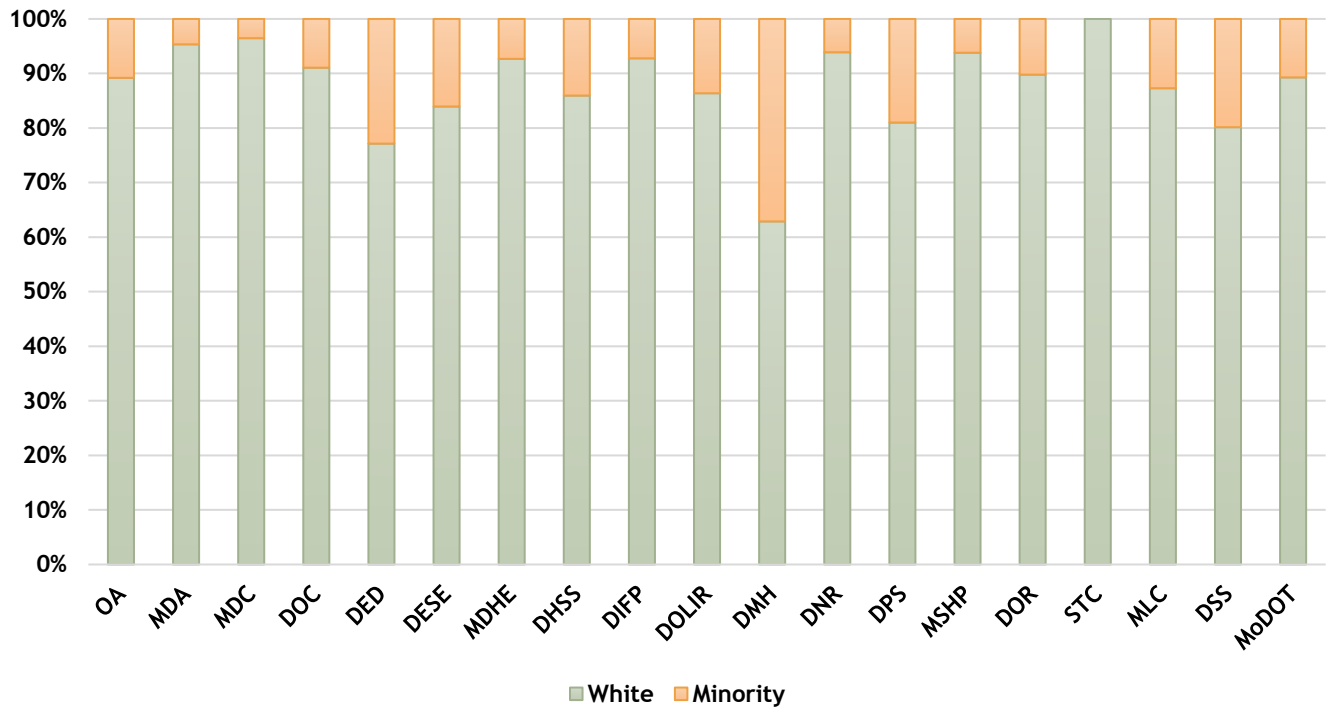
Minorities and Females in Officials and Administrators by Department



Non- Managers by Gender



Non-Managers - White vs. Minority



Diversity & Inclusion Management in the Executive Branch Departments of the State of Missouri

The core mission of the Office of Equal Opportunity is to strive to serve as the State of Missouri's Chief Advocate for Minorities and Women in areas of employment and procurement, while upholding the commitment of the governing body to create a climate of inclusion that mirrors the demographics of Missouri.

OEO believes in working collaboratively with the Executive departments of the State of Missouri to proactively pursue workforce diversity by promoting diversity and inclusion in state employment opportunities for minorities and women.

In carrying out this mission, we must continue to acknowledge, appreciate, and respect the differences we recognize in one another. Promoting diversity helps create a positive work environment where all employees have the opportunity to reach their full potential and maximize their contributions to the Department's mission.

To ensure that Executive Branch Department recruits, retains, develops, and sustain a diverse workforce, OEO is focusing on (4) four core areas of Workforce Diversity and Inclusion. A template was developed and sent out to respective departments to gauge each department's progress towards achieving diversity and inclusion in its workforce.

The (4) four core areas included in the Workforce Diversity Plan are:

- ❖ **Recruitment:** recruit from a diverse, qualified group of potential applicants to secure a high-performing workforce drawn from all segments of Missouri.
- ❖ **Retention:** a department's ability to keep its employees. what a department is doing to make its employees feel valued for their individuality and unique contributions
- ❖ **Diversity and Inclusion:** Cultivate a culture that encourages collaboration, flexibility, and fairness to enable individuals to contribute to their full potential and further retention.
- ❖ **Sustainability:** structures and strategies that are developed and implemented to provide leaders with the ability to manage diversity, be accountable, measure results, refine approaches on the basis of such data, and institutionalize a culture of inclusion.

Moving Forward: Plans to achieve parity within the Executive Branch Departments

Office of Administration (OA)

OA will continue to:

- ✚ Work to improve diversity in workforce through hiring.
- ✚ Develop diversity and inclusion programs, working to promote inclusion.
- ✚ Develop new recruiting strategies incorporating OA's inclusion groups to attract a more diverse group of applicants.

Missouri Department of Agriculture (MDA)

MDA will continue to:

- ✚ Post open jobs where all available applicants have an equal opportunity of employment. We will continue to provide management training that will show the benefits of having a diverse team.
- ✚ HR Rep attends and will continue to attend several career fairs bi-annually (college and high school), including career fairs specifically for Veterans and their families.
- ✚ Post MDA's jobs on many major college websites as well as social media outlets (Facebook, Twitter and LinkedIn).
- ✚ Encourage diversity in hiring practices as well as gender equity in compensation.
- ✚ Provide MDA employees flexible work schedules to allow them to balance work and family commitments.
- ✚ Encourage professional development opportunities to all employees.
- ✚ Continually evaluating our hiring and onboarding process to make all employees feel included and welcome.

Missouri Department of Conservation (MDC)

MDC will continue to:

- ✚ Develop and engage a diverse and productive workforce.
- ✚ Recruitment-In addition to traditional recruitment/outreach, MDC strives to reach diverse audiences through non-traditional recruitment strategies to include but not limited to: social media, text notifications, career centers, industry/specific advertisements, paid internships, benefit eligible term positions, mobile-friendly job applications, partnerships, attending conferences and regularly attending trainings to learn new recruitment ideas and strategies.
- ✚ Retention-In addition to competitive salaries and benefits, MDC works to promote a total rewards package that touts a work-life balance, flexible work schedules, professional development and trainings, recognition programs to include years of service awards, Clerical Employee of the Year, Awards of Distinction and others. In addition, the Department regularly works to gather feedback from staff on any desired changes, suggestions, requests, etc. that would make their work more enjoyable and efficient.

- ✚ Diversity & Inclusion- The Department works to provide a diverse and inclusive workforce through several methods. Mandatory Diversity & Harassment classes are held throughout the year and around the state to ensure all employees are fulfilling these requirements. In addition, other leadership and development courses are provided for all staff to take part in and learn in hopes to grow all staff that are interested in taking on a leadership opportunity. Additionally, MDC focuses not only recruitment, but also outreach efforts to all constituents in both rural and urban areas.

Department of Corrections (DOC)

DOC will continue to:

- ✚ Identify as an equal employment opportunity employer and maintain equal employment opportunity procedures to all employees at all levels to ensure awareness and accountability.
- ✚ Administer all personnel actions, from recruitment and selection to termination, on a nondiscriminatory basis. Reported incidents of discrimination or harassment by any employee are investigated.
- ✚ Provide job related training and development programs to all employees without discrimination. The annual workforce diversity plan is made available to all department employees.
- ✚ Participate in targeted recruitment events for women and minorities.

In the last year, the department has undergone restructuring in its personnel and human relations functions, which has resulted in changes to its recruitment focus and a temporary lack of resources for diversity based initiatives. We are in the process of filling a Recruitment Coordinator position which will work more closely with the Office of Equal Opportunity in developing targeted recruitment strategies, creating internal structures, and developing workforce diversity plans with the intention of better utilizing data to identify areas where improvement can be made.

Department of Economic Development (DED)

DED will continue to:

- ✚ Provide Training and Professional Development for all employees.
- ✚ Expand the supervisor training related to diversity and overall inclusion.
- ✚ Expand the employee training related to diversity and overall inclusion.
- ✚ Train supervisors to reinforce the Department's commitment to a culture of acceptance and inclusion through the regular ENGAGE discussions.
- ✚ Recruitment: Utilize more across the board DED's recently developed pool of minority organizations and not-for-profit contact.
- ✚ Sustainability: Launch our new structured feedback system for new hires (4-Month Survey) which will include a gauge for inclusion.
- ✚ Implement a more frequent feedback report to leadership regarding the Departments monthly diversity profile

The Department educates supervisors and managers on diversity and inclusion through the Effective Interviewing & Selection Training and the Diversity and Prevention of Harassment, Discrimination and Retaliation Training.

The average annual salary in each of the job group reporting categories (Minority, Female, Asian, American Indian or Native Alaskan, Black or African American, Hispanic or Latino and 2 or More Ethnicities) exceeds \$40,000.

Department of Elementary and Secondary Education (DESE)

- ✚ (DESE) has in the past two years been use an application posting system called ApplicantPro for our job postings of vacant positions. This system has increased our applicant pool for each of our vacancies due to its wider reach over multiple job boards across the nation. DESE still maintains links to MoCareers and MoJobs websites along with postings on job boards at the University of Missouri, Columbia College, and Lincoln University to attract individuals directly from college campuses. DESE also attended two State sponsored job fairs, Jefferson City and Columbia, respectively, in a continued effort to attract qualified individuals to our Department.
- ✚ DESE has created several teams to include a Diversity Team, a Professional Development Team, an Employee Orientation team, a Job Description/Position Team, and an overseeing Steering or Job Evaluation Team. All of these teams are moving on their own path and direction to a common goal for the department, which includes a diverse workforce across the state in an effort to help better serve our customers to the best of our abilities.
 - I. The Diversity Team's Mission Statement is as follows: Our goal is to develop, champion and initiate practices to ensure DESE's continued recruitment, maintenance and development of a workforce of the highest quality and promotes a culture of fairness, respect and inclusion.
 - II. With a Vision Statement that reads: We will educate, support and develop a work environment that promotes a culture of diversity and belonging.
- ✚ Each of our teams listed above are dedicated to brain storming new and effect ways for our Department employees to become exceptional at their position and open up doors for future improvement and upward mobility within the Department.
- ✚ Through professional development efforts DESE is striving to make sure employees, as well as, managers are well trained to perform their clearly defined expectations of their positions.

Missouri Department of Higher Education (MDHE)

MDHE will continue to:

- ✚ Emphasize diversity of opinion and background on interview committees to ensure a fair hiring process.
- ✚ Evaluate pay practices both between employees in the department and among other state agencies to ensure parity.

The Department will continue to participate in state programs that:

- ✚ Recognize outstanding employees, and,
- ✚ Help MDHE develop best practices in all aspects of human resources.

MDHE is in the process of advertising for another position to work in Human Resources, which we hope will allow the Department to create new and innovative practices.

Department of Health and Senior Services (DHSS)

To achieve parity and maintain a diverse and inclusive workforce, DHSS:

- ✚ Is in the process of hiring a Department Recruiter
- ✚ Creating an 'Ambassador' program where employees are trained to represent the department at different recruitment opportunities and job fairs. The Ambassadors are provided multiple outreach opportunities in different parts of the state.
- ✚ Continue with its informal referral program, where employees are free to provide referrals for positions at any time.
- ✚ Continue to ensure that the Department's Mission and Vision Statements explain why someone would want to work for the Department.
- ✚ Implement an annual engagement survey and quarterly 'pulse checks' to increase employee engagement, which is one piece of the Department's strategic initiative in order to create a sustainable and high-performing department.
- ✚ Continue to make training and development a high priority for the Department, especially in the development of its supervisors and managers. Trainings such as 'Journey to Improvement: Performance Management and Quality Improvement', 'The Leader in Each of Us', 'Practicing Cross-Cultural Communication', 'Communicating to Make A Difference: Exploring Cross-Cultural Communication', 'Generational Differences in the Workplace', 'The Prevention of Sexual and Other Harassment', 'Cultural Sensitivity', and 'Effective Client Interaction' are all trainings offered to staff.
- ✚ Offers 'Next Step Leadership' class to rising potential staff to grow and develop skills.
- ✚ DHSS has an active Cultural Competency and Diversity Awareness Workgroup comprised of staff and supervisors from the Department's divisions from around the state. This workgroup developed lunch-and-learn trainings, a website for the Department's Intranet, and has in-progress an employee spotlight to introduce staff through his/her biography to improve education and celebration of differences. The workgroup developed and implemented a successful department-wide survey to gain base-knowledge of where the department is on the subject matter of diversity and inclusion.
- ✚ The Department's Workforce Development Plan and its Eight Core Values-include diversity. There was a department-wide survey sent out to the staff covering what they thought about the Department. There is a "suggestion" section to the Cultural Competency and Diversity Awareness website that staff can access through the Department's Intranet.
- ✚ There are weekly Executive Management Meetings where there are discussions on how the Department is progressing in different areas and how the Department 'stacks up' to other State Departments. This information goes into monthly reports to the Governor's Office.
- ✚ The Department also implements town hall meetings attended by the Department Director, Dr. Randall Williams, M.D., FACOG, and John Thomas, Chief of the Office of Human

Resources-along with additional management staff- to reach employees and discuss their concerns. Six such meetings are schedule around the State in November 2018. Starting in January 2019, there will be meetings around the State on a monthly basis.

- ✚ The Department's Accreditation Plan -which is an on-going process to maintain accreditation- includes sections on diversity and providing services in a culturally sensitive manner. This plan benefits from the training provided on communication with diverse clientele and the fact that cultural sensitivity was added into performance objectives for DHSS staff.
- ✚ Under the direction of Dr. Williams, in 2017, all 115 Local Public Health Agencies from around the State met together for the first time in a decade; and,
- ✚ DHSS reinstated the Women's Health Council for the first time in twelve years (which includes 27 members who are thought leaders in their field.) These two departmental landmarks will most certainly help produce positive steps towards promoting diverse populations across DHSS.

Department of Insurance, Financial Institutions and Professional Registration (DIFP)

To create a diverse workforce, DIFP does the following:

- ✚ Advertises job openings on the Department's website.
- ✚ Advertise on the web through numerous job boards through DIFP's on-line application system and MO Careers which reaches applicants worldwide and through announcements sent to higher education institutions and newspaper advertisements.
- ✚ The department also utilizes the resources of the Office of Equal Opportunity, professional organizations such as the Missouri Bar, CPA associations, and Actuarial Societies to recruit for openings. As budget permits and opportunities exist, DIFP participates in campus career days, job fairs, and similar programs to provide general job information.

Department of Labor and Industrial Relations (DOLIR)

DOLIR is working to create a more diverse workforce from several angles. The Department has implemented the following:

- ✚ Interview training that targets diversity.
- ✚ Regularly conduct focus groups and strategy sessions to solicit feedback from DOLIR's employees.
- ✚ Conduct meetings to discuss our mission, vision, values, and goals. The Department's strategic planner is overseeing several department-level initiatives that include a diversity component.

Department of Mental Health (DMH)

DMH will continue to:

- ✚ Recruit and advertise at universities and organizations that is geared towards minorities, women, veterans, and individuals with disabilities in order to ensure an applicant pool of diverse qualified applicants.
- ✚ DMH also promotes inclusion through diversity related training, celebrations, and recognition activities throughout the department.

Department of Natural Resources (DNR)

DNR will continue to:

- ✚ Strategically recruit future candidates from Missouri colleges and universities with higher minority populations, with a primary focus on STEM-related majors.
- ✚ Attend career/job fairs colleges, universities and high schools across the state.
- ✚ Partner with Lincoln University in Jefferson City to host interns throughout the year, as well as participate in career forums to educate students about state employment opportunities.

The Department's Summer Professional Development Program offers current students and post-graduates opportunities to work alongside scientists and other professionals in the field. The 2018 program produced over 200 applicants for 43 positions statewide. Of those 200+ applicants, 8.8% selected were minorities (which is in-line with our FY18 Job Group Analysis) and 50% were females.

Per state regulations, the Department develops and delivers Civil Rights and Diversity training every two years to all full-time staff. For 2018, the Department is also including all part-time staff and volunteers. This training serves to remind staff of the importance of diversity in the workplace.

The Department is currently working on developing additional online recruitment efforts, including utilizing LinkedIn to recruit high-quality candidates from across the nation, conducting virtual career fairs in conjunction with college and university career services offices, hosting online "Chat with a Recruiter" instant message campaigns, and promoting DNR's various professional career tracks through YouTube "Career Profile" videos.

Department of Public Safety (DPS)

The Department of Public Safety continues to address and reduce disparity in all identified underutilized EEO categories/job groups throughout our workforce by following these established steps:

- ✚ Review and/or expand the mix of recruitment strategies and variety of communication processes to inform other organizations and relevant populations of available positions;
- ✚ Review and/or establish mechanisms to improve employee satisfaction, as current and/or potential employees focus on how an agency treats its employees and the agency's general personnel management approach;

- ✚ Review and/or revamp new employee orientation sessions that focus on connection, engagement and investment of new employees to convert their fresh perspective about the position/agency and empower them to contribute to the position and/or agency sooner and longer;
- ✚ Deploy selective implementation of a “blind interview” process to eliminate names, address, and personal information with the intent to eliminate biases that may result in exclusion;
- ✚ Collaborate with professional/employee organizations to develop undergraduate and graduate programs that will attract and support female and/or minority professional employees;
- ✚ Seek additional business colleges/universities and vocational/technical colleges/schools with a predominant female and/or minority population to serve as additional resources for recruiting qualified female and/or minority applicants for consideration for positions;
- ✚ Participate in the development of incentives and support to encourage upward mobility of females and/or minorities throughout the agency;
- ✚ Ensure that selection committees include female and/or minority representation;
- ✚ Continue to seek “career ladders” that will provide a system of career options which afford opportunities for female and/or minority professional growth; and
- ✚ Provide and encourage in-service and on-the-job training opportunities to enhance the knowledge, skills, and abilities of females and/or minorities throughout the agency.

Missouri State Highway Patrol (MSHP)

The Missouri State Highway Patrol is committed to developing personnel through leadership training and continued training in their areas of expertise. The Patrol will continue to research trends and implement processes to ensure parity within our workforce.

Department of Revenue (DOR)

The Department of Revenue’s commitment to diversity goes beyond just reaching parity in numbers in its workforce.

The commitment of DOR’s leadership team involves:

- ✚ Proactively create a progressive, inclusive culture at the Department where individuals aspire to develop, thrive and stay.
- ✚ Creating clear paths for career progression, and reviewing job descriptions to analyze minimum qualifications and adjust as needed to improve recruitment and retention.
- ✚ Attending career oriented events at community, high schools and higher institutions to promote the Department of Revenue.
- ✚ Setting fair performance standards and rewarding top performers.
- ✚ Partnering with higher education institution alumni associations to attract talent.
- ✚ Supporting the activities of the Diversity and Inclusion Employee Council.

State Tax Commission (STC)

STC will continue to:

- ✚ Review and revise classification specifications to ensure they are free from bias with regard to age, race, color, national origin, sex, religion, veteran status, disability, or any other reason prohibited by law.
- ✚ Ensure that all approved classification specifications are available for review by all State Tax Commission employees.
- ✚ Advertise all State Tax Commission vacancies on the website www.stc.mo.gov under Employment Opportunities. Vacancies are also posted on MO Careers, a public bulletin board in the Commission office, and when appropriate, vacancies are advertised in major newspapers in major metropolitan areas of Missouri.
- ✚ Offer training programs for employees.

Missouri Lottery Commission (MLC)

Missouri Lottery Commission's strategic plan includes four core values, one that is diversity. Our diversity statement is as follows: "We welcome and encourage diversity in all we do - hiring, training, procurement, vendor relationships, events, sponsorships and community relations. We recognize the benefits of a diverse workforce in serving a multi-cultural customer base in today's global economy. We believe diversity is a critical part of our commitment to provide superior customer service. We are committed to providing a professional work environment for all employees, one that is respectful and free of any harassment or discriminatory practices."

One of the questions asked of all applicants interviewed is how they have or would contribute to each of our core values. Management was also rated on whether they were living our core values. Additionally, current employees considered for other positions within the Missouri Lottery are rated on their contribution to living each of the values.

- ✚ The Missouri Lottery Commission has developed and executed action-oriented programs designed to demonstrate its good faith efforts to remove identified barriers, expand employment opportunities, and produce measurable results.
- ✚ On-the-job training is provided to all qualified employees to assist them in developing the necessary knowledge and skills for promotion to higher-level jobs. In addition, a tuition reimbursement benefit is also available to all qualified employees.
- ✚ In most circumstances, positions for which the Missouri Lottery Commission post or advertise externally will be sent for listing with the Missouri Office of Equal Opportunity, all Missouri state agencies, the statewide recruiter to include at job fairs, and MO Careers.
- ✚ The Missouri Lottery Commission provides an orientation program to inform new employees of their equal employment responsibilities, promotional opportunities, Missouri Lottery Commission rules, ways to alleviate any problems that might arise, and any other issues related to workforce diversity compliance.

The Missouri Lottery Commission strives to ensure that all employees are given an equal opportunity for job advancement. It is the intention of the Missouri Lottery to fill all vacancies

from within the organization when employees with the requisite skills, qualifications, and successful job performance are available. MLC will continue to make opportunities for advancement into more stimulating positions widely known through our career development process and by encouraging minorities and women to take advantage of these opportunities.

Department of Social Services (DSS)

DSS will continue to:

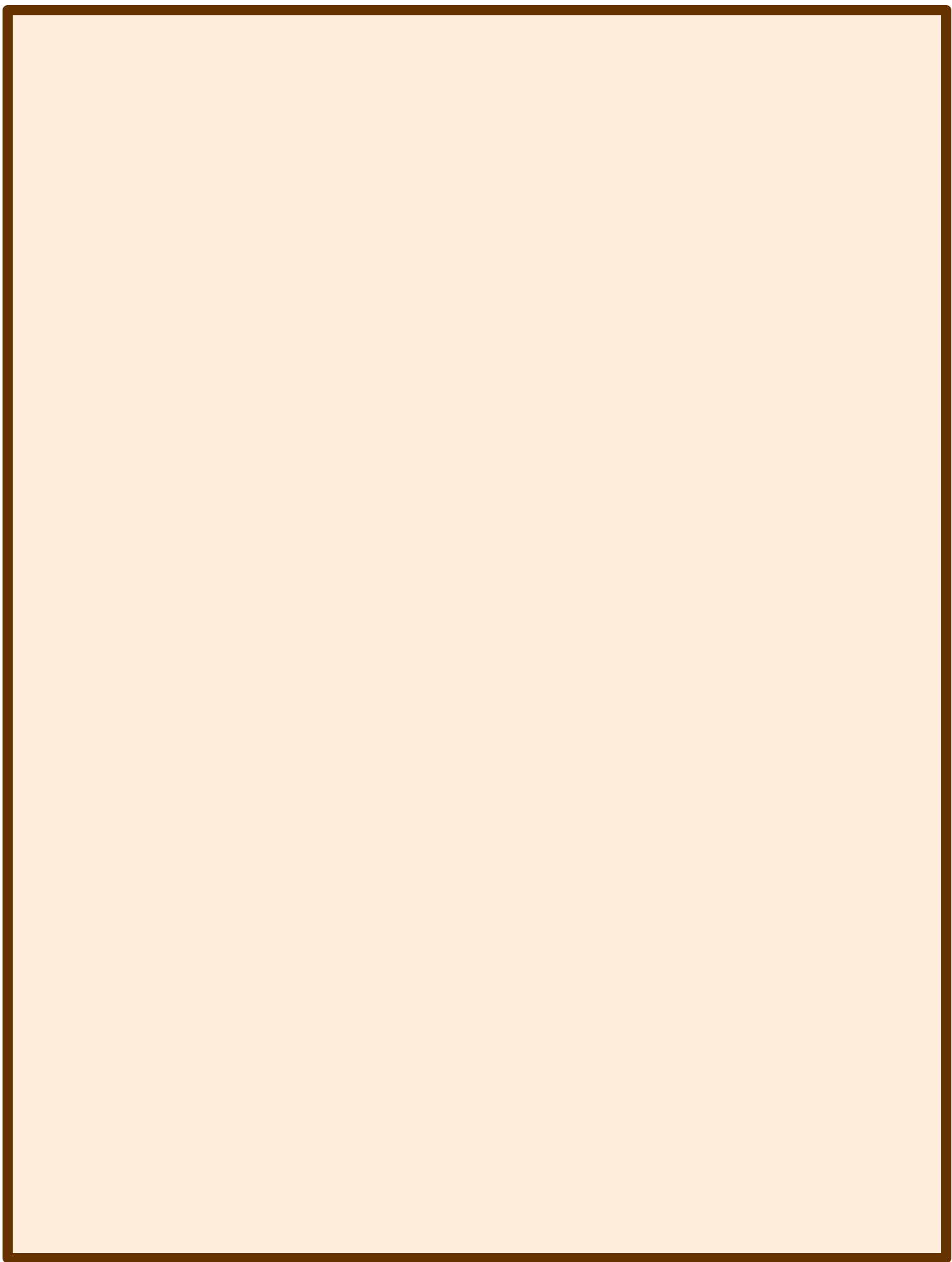
- ✚ Be committed to providing equal opportunity in employment to all employees and applicants for employment and a workplace free of discrimination.
- ✚ Further its goal to recruit, hire and maintain a diverse workforce.
- ✚ Comply with all federal and state laws, regulations and guidelines in its employment practices and in providing services to clients. No person will be discriminated against in employment because of his or her race, color, religion, sex, pregnancy, sexual orientation, genetic information, national origin, ancestry, age, disability, veteran status or any other basis protected by federal, state or local law.
- ✚ To work to improve diversity and inclusion in our department.

Missouri Department of Transportation (MoDOT)

The Missouri Department of Transportation (MoDOT) will continue to monitor the progress of reaching parity by evaluating our incumbency and availability numbers on a quarterly basis and reporting it to all senior leadership. We will also continue to track our availability and incumbency by districts to give district leadership more direct and current information about their specific recruitment areas. Additionally, we will continue to monitor and submit our Affirmative Action Plan to the OFCCP.

MoDOT has also been working with local MIHEs (Minority Institutes of Higher Education) to build a co-op program to increase recruitment and retention with incentives. The department will continue to send job announcement information to diverse community organizations, schools and newspapers for posting.

Human Resources and hiring supervisors will continue to be required to have diverse hiring panels when conducting all interviews. Supervisors are encouraged to be thoughtful about candidates they are selecting for leadership development opportunities, like the Accelerated Leadership Development (ALD) program. We will also continue to encourage participation in our mentorship program.



Minority and Woman- owned Business Enterprise Report

Minority/Woman-Owned Business Enterprise Certification Program

The Office of Equal Opportunity (OEO) Minority and Woman-Owned Business Enterprise (M/WBE) Certification Program was implemented to increase and maintain the participation of certified socially and economically disadvantaged small businesses.

To become M/WBE certified with the State of Missouri the business must meet the following requirements:

- Be a minority and/or a woman with 51% or more ownership share(s)
- The minority and/or woman owner must be a U.S. citizen or lawfully admitted permanent resident of the U.S.
- The minority and/or woman owner must hold the highest position in the company and be capable of exercising direct control of daily operations, and management
- The business must be organized as a for-profit business.

If the company meets the requirements of listed above (1 CSR 10-17.040); then the company will be eligible to participate in the OEO M/WBE Certification Program.

A MINORITY BUSINESS ENTERPRISE (MBE) as defined by OEO is a firm that is at least 51% owned, managed and controlled by one or more minority individuals. A racial minority is, for the purposes of the State of Missouri's MBE program, defined as an individual who is a citizen or a lawfully admitted permanent resident of the United States and who is a member of one of the following groups: Black American, Hispanic American, Native American including Alaskan Native, Pacific Islander and Aleut, Asian-Pacific American, and Asian-Indian American, as well as any other similar racial minority groups identified in Chapter 37 of the Missouri Revised Statutes as listed in Section 37.013.

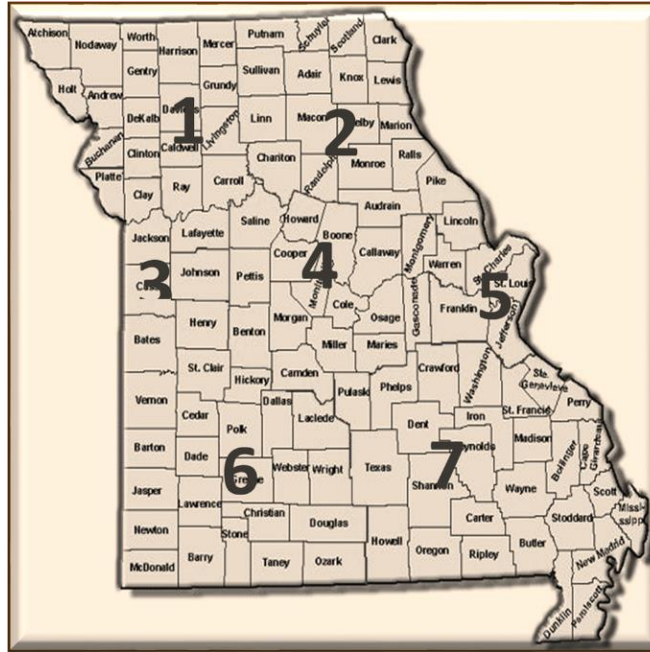
A WOMAN-OWNED BUSINESS ENTERPRISE (WBE) as defined by OEO is a business that is at least 51% owned, managed and controlled by one or more women.

Certification as an MBE and/or WBE provides opportunities for the certified business to bid on state contracts.

The OEO certified M/WBEs are listed in the online OEO Certified M/WBE Directory.

FY18 On-Site Report

The Office of Equal Opportunity certification program has seven (7) regions within the State of Missouri. The regions are as follows: Northwest (1), Northeast (2), Kansas City (3), Central (4) St. Louis (5), Southwest (6), and Southeast (7).



The OEO engages each applicant (owner) in these regions during the On-Site Review process for certification. The following table compares the number of on-site visits conducted in FY17 and FY18 by region. The results indicate that the largest increase of on-site visits conducted was in the Kansas City region. The data OEO gathers from these numbers assists the office in strategic planning and implementation of additional outreach efforts and resources.

FY16-FY17 ON-SITE VISITS COMPARISON		
REGION	FY17	FY18
Northwest	2	0
Northeast	1	5
Kansas City	43	18
Central	17	13
St. Louis	66	56
Southwest	15	15
Southeast	8	6
<i>Total</i>	<i>152</i>	<i>113</i>

Certification Process

Types of Certification

Standard Certification

The Standard Certification process applies to applicants whose principal place of business is within the State of Missouri. Applicants must meet the qualifications of the OEO M/WBE program (1 CSR 10-17.040) to be granted certification. Standard Certification applicants must complete the online M/WBE Certification Application, submit all required documentation, sign and notarize the OEO affidavit. Upon completion of the application process and the initial Desk Review, an on-site visit to the applicant's business may be conducted, lastly the Final Review will determine if certification will be granted or denied. The applicant is required to retain the original documentation in their records.

Rapid Certifications

The Rapid Certification process applies to applicants who are currently certified as an M/WBE by a recognized certifying entity in the State of Missouri, have been certified by their domicile state and or certifying entities that have current Memorandums of Understandings (MOU) with OEO.

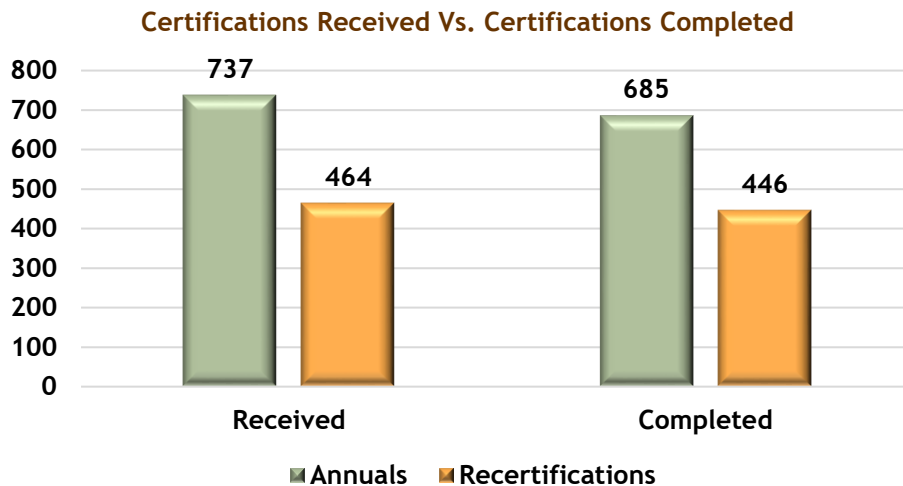
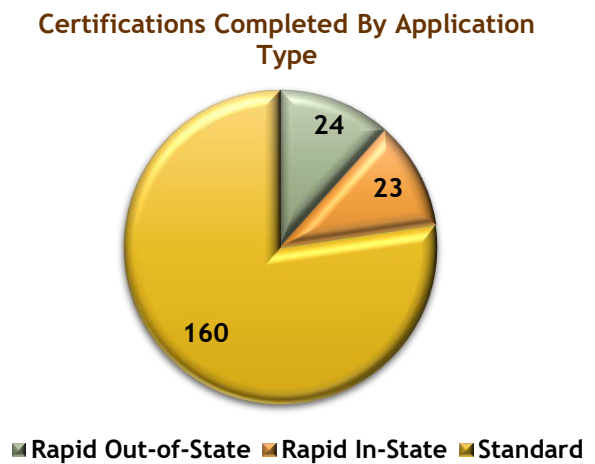
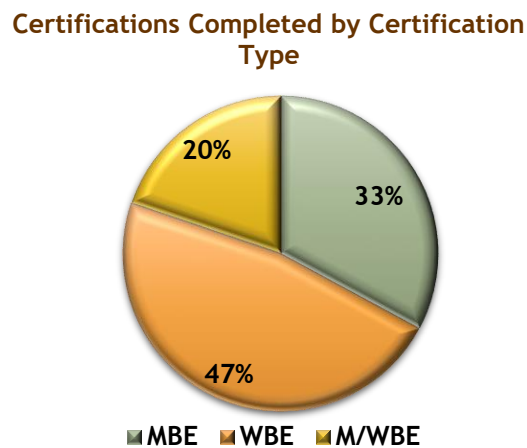
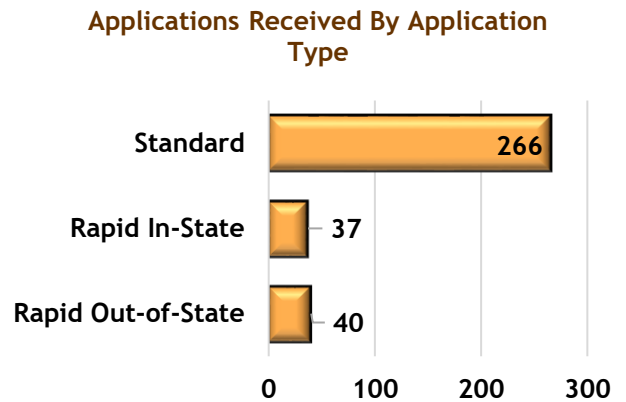
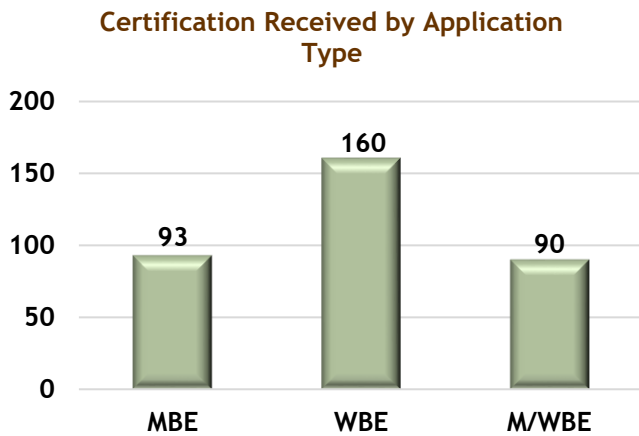
Applicants must meet the qualifications of the OEO M/WBE program (1 CSR 10-17.040), and must be certified by one of the programs listed below. The applicant must complete the online M/WBE Certification Application, submit all required documentation, sign and notarize the OEO affidavit. OEO will not conduct an on-site inspection with companies whose principal place of business is outside the State of Missouri.

The applicant is required to retain the original documentation in their records. Certification by one or more of these programs does not guarantee certification by OEO. The applicant's current certification must not be within 90 days of expiration to be considered.

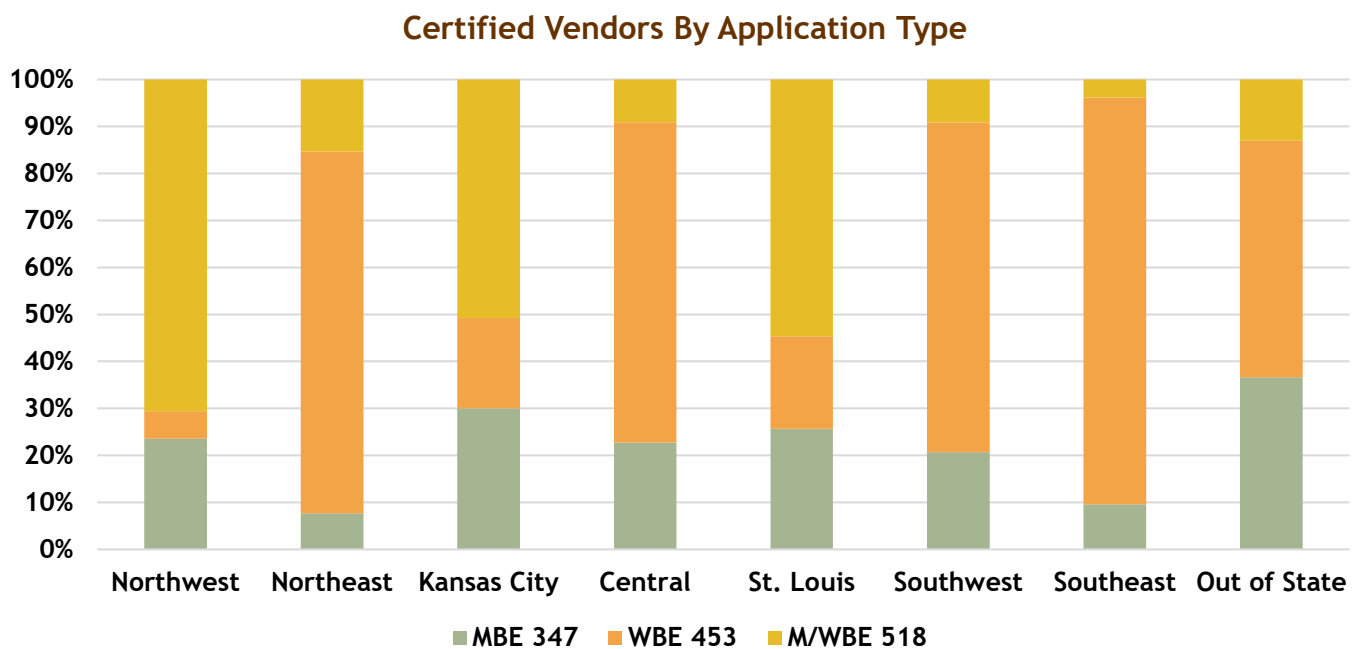
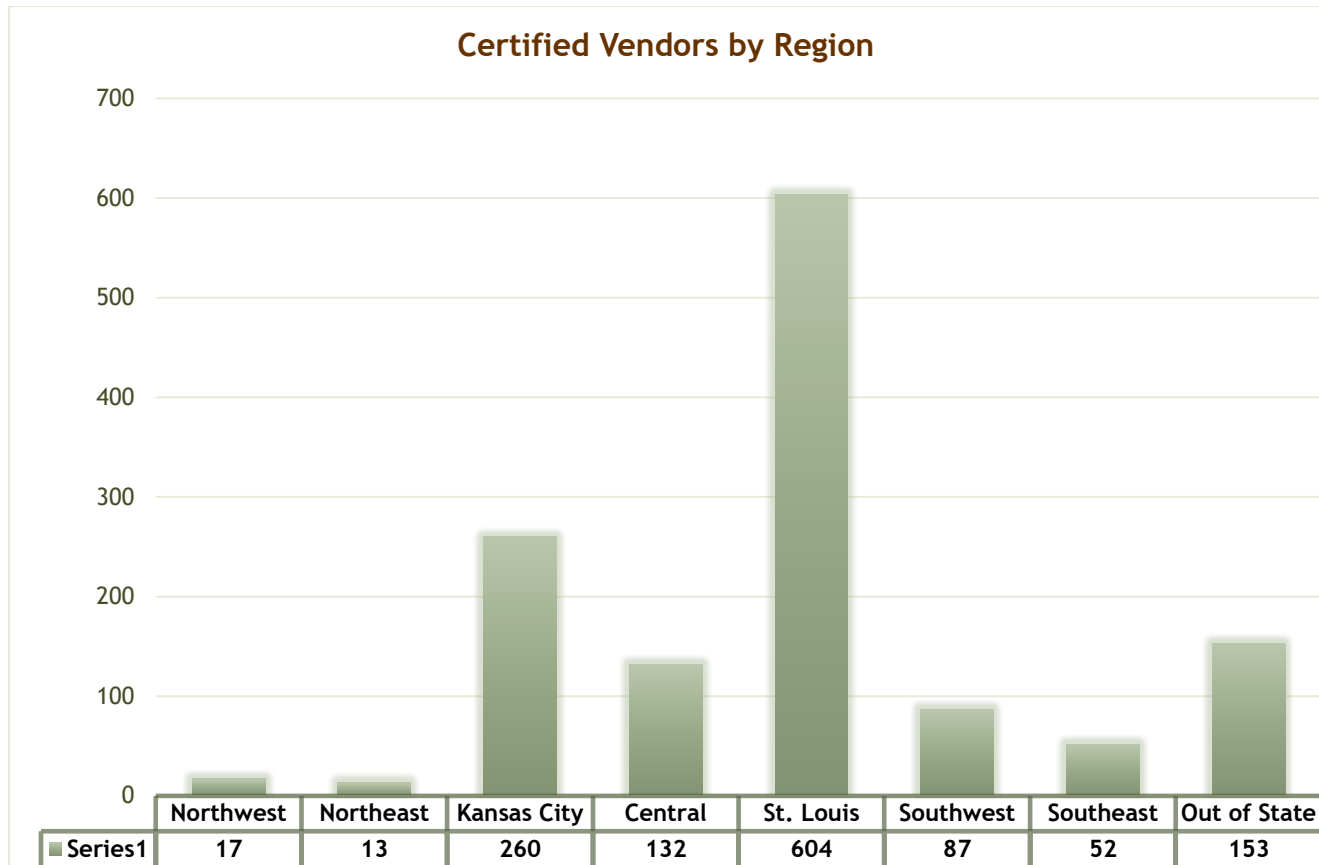
The following are certifying entities that are currently recognized by OEO:

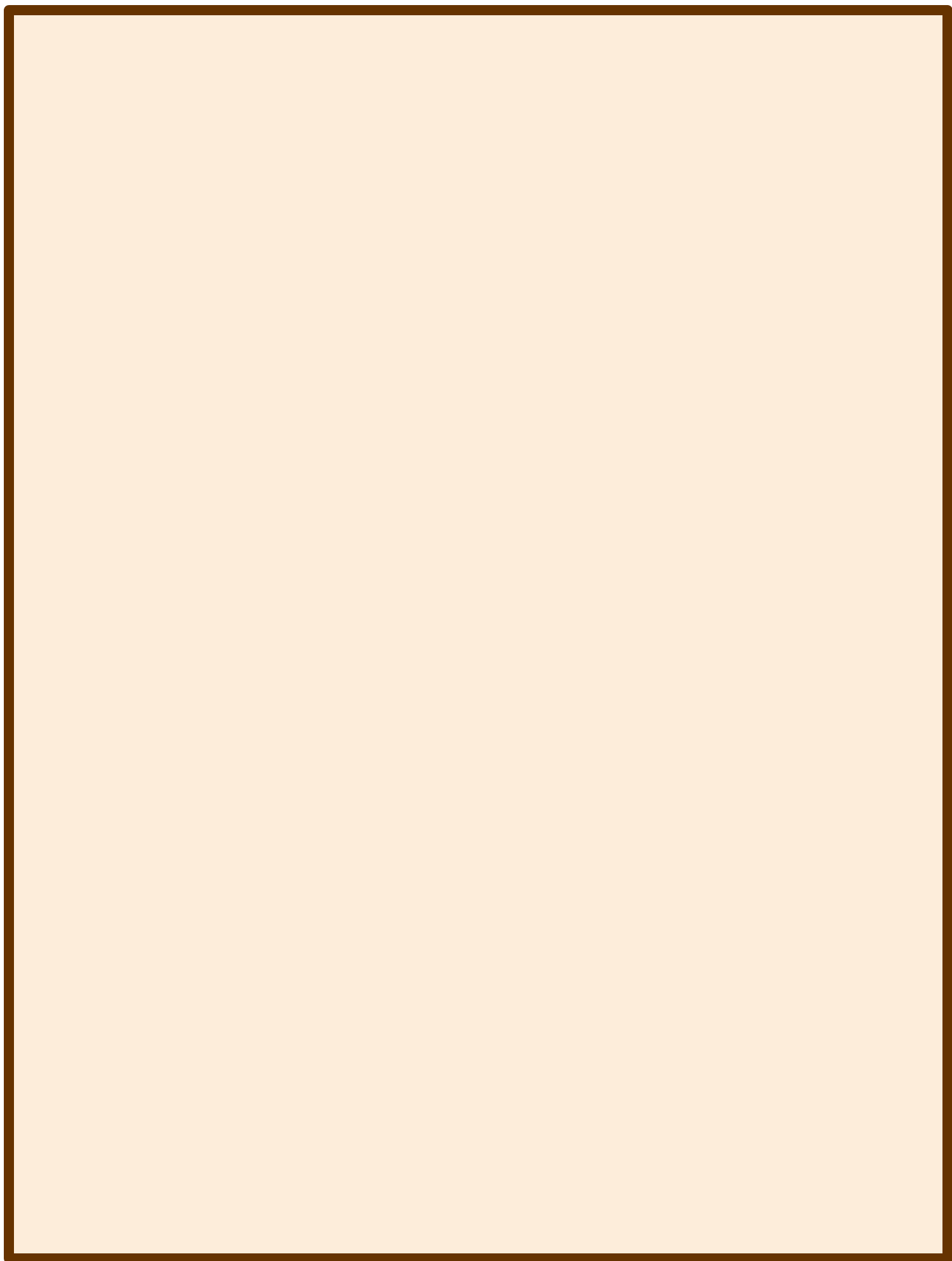
City of St. Louis - MRCC	Mid-States Minority Supplier Business Council	National Woman's Business Owners Corporation (NWBOC)
MoDOT/MRCC - (DBE Program)	Kansas City Human Relations Department	St. Louis Lambert International Airport Authority
Kansas City - MRCC	Mountain Plains Minority Supplier Development Council	Women Business Development Center (WBDC)

The following tables and corresponding pie charts summarize the FY18 OEO Minority and Woman-owned Business Enterprise Certification data.



The charts below represents the total number of OEO certified vendors by **Region** and by **Certification Type** for FY18.





***MBE / WBE
PROCUREMENT
REPORT***

FY18 Procurement Summary

Procurement can be a potentially powerful tool for governments to promote level economic opportunities and to counteract discrimination in the marketplace. Over the last several decades, federal, state and local governments throughout the nation including Missouri have developed programs with the express intent of increasing the number and value of government contracts awarded to **minority-owned business enterprises (MBEs)** and **woman-owned business enterprises (WBEs)**.

In the State of Missouri, each state agency plays a different role in addressing and supporting the needs of the State which dictates the nature and type of expenditure that is required in each situation. Some state agencies have a routine portfolio of contracts that provide a more predictable level of participation from year to year. Other agencies have major contracts that are awarded in one year and not in another as a result of variations in funding, inventory draw downs, or other unplanned circumstances. Some major contracts may provide an opportunity to involve additional participation.

The Department of Corrections, for example, may have multiple correctional and supervision centers throughout the entire state. Most of these facilities are located in small towns or rural communities where the department is committed to supporting the local economy. It is quite typical for a facility in the rural areas to support local vendors for expenditures under the \$3,000 bid threshold.

Similarly, the Department of Conservation may rely on local or rural retail outlets to supply grounds maintenance or feed supply products. These types of goods dictate the necessity for short-term, non-contractual relationships. The Department of Social Services may spend the bulk of its expenditures in partnership with non-profit agencies; while the Department of Elementary and Secondary Education may employ an abundance of independent contractors and service providers.

The uniqueness of each agency's service offering, combined with the dynamics of each agency's contractual vs. discretionary expenditure needs, will determine what combination of expenditure transactions satisfy each unique situation. In an effort to provide an analysis that neutralizes these agency differences and makes the information more consistent and comparable among agencies, a variety of factors must be taken into consideration.

Agencies sometimes require specialized procurements and a sole source contract in which only one vendor can provide the requisite goods or services may offer limited minority or women opportunities.

This could be due to the size of the contract, the region of the state in which the contract is located, or the specific industry involved. For contractual situations such as these, agencies may utilize a Single Feasible Source (SFS). As defined in Section 34.044, RSMo, (SFS) procurement exists when:

- Supplies are proprietary and only available from the manufacturer or a single distributor; or
- Based on past procurement experience, it is determined that only one distributor services the region in which the supplies are needed; or
- Supplies are available at a discount from a single distributor for a limited period of time.

When agencies are required to use a specified vendor as a result of a statewide contract, the respective agency has limited control over the minority or woman participation on that contract. As a final example, contracts with not-for-profits cannot be counted towards minority and woman participation goals.

Only OEO certified vendors can be counted toward MBE and WBE targets and OEO only certifies "for profit" businesses.

Executive Order 05-30 states that "All agencies shall continue to make every feasible effort to target the percentage of goods and services procured from certified MBEs and WBEs to 10% and 5%, respectively".

The table below gives an overview of expenditures incurred by each executive department. Although the legislature, judicial and elected officials are not subject to this executive order, their M/WBE utilization is also included in FY18 State Procurement Summary Table below.

FY18 State Procurement Summary Table

Legislative, Elected Officials & Judicial Branches*	MBE SPEND	WBE SPEND	NON-MBE SPEND	TOTAL SPEND	TOTAL EXCLUDABLES	NET SPEND	MBE %	WBE %
	\$6,409,842.64	\$1,750,856.78	\$40,519,695.36	\$46,929,538.00	\$0.00	\$46,929,538.00	13.66%	3.73%
EXECUTIVE DEPARTMENTS								
OA	\$34,466,530.11	\$3,558,132.55	\$64,532,659.75	\$102,557,322.41	\$93,690.78	\$102,463,631.63	33.64%	3.47%
MDA	\$40,320.83	\$91,531.26	\$5,765,516.66	\$5,897,368.75	\$2,685,454.84	\$3,211,913.91	1.26%	2.85%
DIFP	\$16,115.75	\$133,727.00	\$2,441,403.09	\$2,591,245.84	\$1,061,664.11	\$1,529,581.73	1.05%	8.74%
MDC	\$5,271,389.03	\$780,106.18	\$38,560,036.12	\$44,611,531.33	\$234,821.72	\$44,376,709.61	11.88%	1.76%
DED	\$210,748.23	\$474,010.15	\$9,213,748.42	\$9,898,506.80	\$1,432,111.34	\$8,466,395.46	2.49%	5.60%
DESE	\$224,823.75	\$460,839.40	\$58,386,409.46	\$59,072,072.61	\$254,573.64	\$58,817,498.97	0.38%	0.78%
DHE	\$195,712.65	\$65,535.06	\$7,999,615.17	\$8,260,862.88	\$7,819,599.78	\$441,263.10	44.35%	14.85%
DHSS	\$1,045,525.77	\$666,224.20	\$17,619,380.54	\$19,331,130.51	\$11,991,823.16	\$7,339,307.35	14.25%	9.08%
MODOT	\$12,552,439.81	\$6,905,013.27	\$264,905,421.57	\$284,362,874.65	\$995,695.05	\$283,367,179.60	4.43%	2.44%
DOLIR	\$27,602.58	\$101,621.05	\$1,166,335.50	\$1,295,559.13	\$382,752.06	\$912,807.07	3.02%	11.13%
DMH	\$184,766.18	\$267,357.17	\$44,684,152.90	\$45,136,276.25	\$29,128,476.22	\$16,007,800.03	1.15%	1.67%
DNR	\$766,808.86	\$428,599.48	\$18,054,870.74	\$19,250,279.08	\$2,217,258.10	\$17,033,020.98	4.50%	2.52%
DPS	\$1,035,493.20	\$1,194,561.58	\$39,749,665.30	\$41,979,720.08	\$7,370,858.61	\$34,608,861.47	2.99%	3.45%
MSHP	\$9,578,282.94	\$756,173.04	\$39,967,376.70	\$50,301,832.68	\$8,849,200.29	\$41,452,632.39	23.11%	1.82%
DOR	\$762,463.00	\$387,404.00	\$10,111,443.00	\$11,261,310.00	\$0.00	\$11,261,310.00	6.77%	3.44%
LOTTERY	\$1,000,093.00	\$265,925.11	\$55,733,864.89	\$56,999,883.00	\$0.00	\$56,999,883.00	1.75%	0.47%
STC	\$813.00	\$1,115.51	\$105,317.49	\$107,246.00	\$0.00	\$107,246.00	0.76%	1.04%
DSS	\$11,399,149.88	\$6,566,687.15	\$170,288,884.67	\$188,254,721.70	\$153,968,544.49	\$34,286,177.21	33.25%	19.15%
DOC	\$4,740,142.91	\$7,609,952.06	\$214,157,859.63	\$226,507,954.60	\$151,886,102.66	\$74,621,851.94	6.35%	10.20%
SUB-TOTAL OF EXECUTIVE DEPARTMENTS	\$83,519,221.48	\$30,714,515.22	\$1,063,443,961.60	\$1,177,677,698.30	\$380,372,626.85	\$797,305,071.45	10.48%	3.85%
STATEWIDE TOTALS	\$89,929,064.12	\$32,465,372.00	\$1,102,212,800.18	\$1,224,607,236.30	\$380,372,626.85	\$844,234,609.45	10.65%	3.85%

The following key lists the Executive Departments' acronyms along with their names:

OA	Office of Administration	MDA	Dept. of Agriculture	MDC	MO Dept. of Conservation
DOC	Dept. of Corrections	DED	Dept. of Economic Development	DESE	Dept. of Elementary & Secondary Education
DHSS	Dept. of Health & Senior Services	DHE	MO Dept. of Higher Education	DIFP	Dept. of Insurance, Financial Institutions & Professional Reg.
DOLIR	Dept. of Labor & Industrial Relations	DMH	Dept. of Mental Health	DNR	Dept. of Natural Resources
DPS	Dept. of Public Safety	THE PATROL	MO State Highway Patrol	DOR	Dept. of Revenue
THE LOTTERY	MO State Lottery	STC	State Tax Commission	DSS	Dept. of Social Services
MoDOT	MO Dept. of Transportation				

M/WBE Utilization in the State of Missouri

The Office of Equal Opportunity (OEO) understands that the participation of Minority and Woman-owned Business Enterprises (M/WBEs) in the State of Missouri's procurement process is essential to the economic stability of our communities. Executive Order 05-30 states that the desirable M/WBE Utilization Percentages (UP) is 10% MBE and 5% WBE.

The OEO has a responsibility to explain to its constituents and stakeholders how the M/WBE Utilization Percentage is calculated at the end of each fiscal year. It is generally believed that M/WBE percentages should be applied to the total expenditures that the State of Missouri incurred during a particular fiscal year. However, this is not always the case.

Below are the steps used to arrive at the M/WBE utilization calculations:

Step 1: Total all the payments made to all vendors with includable object codes;

Step 2: Total the payments made to certified M/WBE vendors that provided goods and services; and

Step 3: Divide the payments made to certified M/WBE vendors by total payments made to all vendors to obtain a utilization percentage.

For Purchasing Contract Purchases and Agency Purchases, the State of Missouri calculates the UP based on payments that all departments make on a list of codes, known as "includable object codes". This list can include, but is not limited to, office supplies; laboratory supplies; professional services or IT services. Some of the items or services that are excluded are lodging, natural gas, and utilities. Expenditures presented in this report include total expenses on "includable object codes". The UP is calculated in the following manner:

If an M/WBE vendor is participating as a subcontractor in a contract, the participation is calculated based on reports submitted by the prime contractors to Division of Purchasing. A percentage of the total payments to the prime contractor should equal the percentage specified in the contract. These expenditures are combined and the utilization percentages for M/WBE vendors are calculated.

The following are definitions of some key terms utilized throughout this report:

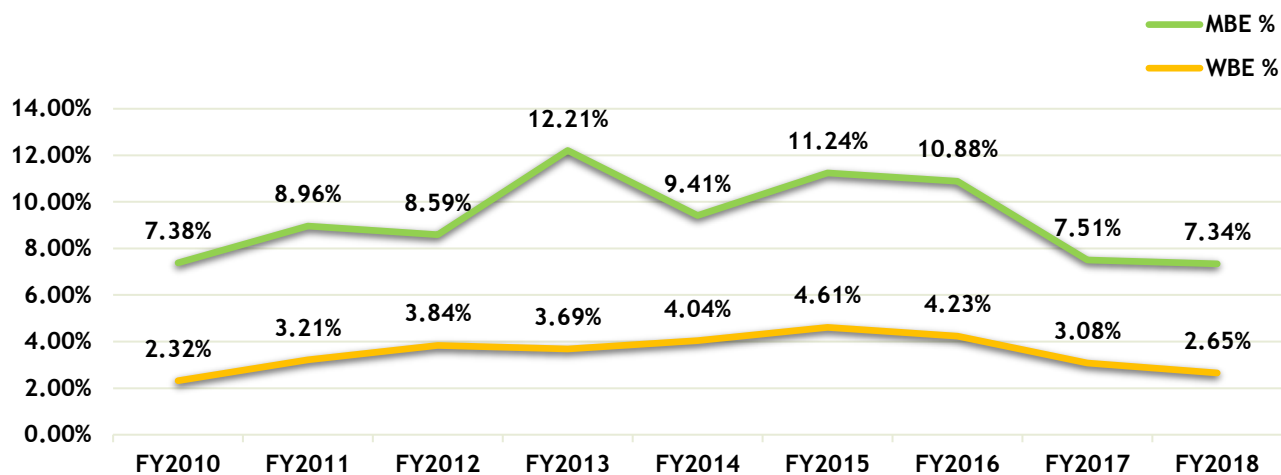
Purchasing Contracts- when an agency makes a purchase with the use of a contract set up by the Division of Purchasing.

Agency (Discretionary) Purchases- when an agency purchases directly from a vendor without the use of a contract.

The table and graphs below represent a summary of **M/WBE Utilization in the State of Missouri Procurement** from **FY2010 to FY2018**:

Fiscal Year	MBE Expenditures	WBE Expenditures	Non M/WBE Expenditures	Total Expenditures	MBE %	WBE %
FY2010	\$77,502,335.96	\$23,639,682.37	\$1,055,859,652.18	\$1,157,001,670.51	6.70%	2.04%
FY2011	\$83,572,567.89	\$29,935,849.94	\$818,744,077.24	\$932,612,455.07	8.96%	3.21%
FY2012	\$82,581,945.33	\$37,460,849.32	\$843,988,566.80	\$964,031,361.45	8.57%	3.89%
FY2013	\$118,016,625.83	\$35,640,536.44	\$781,729,416.51	\$935,386,578.78	12.62%	3.81%
FY2014	\$110,191,770.00	\$47,379,004.00	\$1,013,907,727.00	\$1,171,478,501.00	9.41%	4.04%
FY2015	\$129,086,788.46	\$52,932,642.49	\$1,033,723,624.50	\$1,215,743,055.45	10.62%	4.35%
FY2016	\$138,081,911.05	\$53,643,888.17	\$1,076,855,760.65	\$1,268,581,559.87	10.88%	4.23%
FY2017	\$92,403,679.45	\$37,903,001.59	\$1,099,759,269.76	\$1,230,065,950.80	7.51%	3.08%
FY2018	\$89,929,064.12	\$32,465,372.00	\$1,102,212,800.18	\$1,224,607,236.30	7.34%	2.65%

The M/WBE Utilization graph below shows the percentages of **M/WBE participation in State Procurement** from **FY2010 to FY2018**.



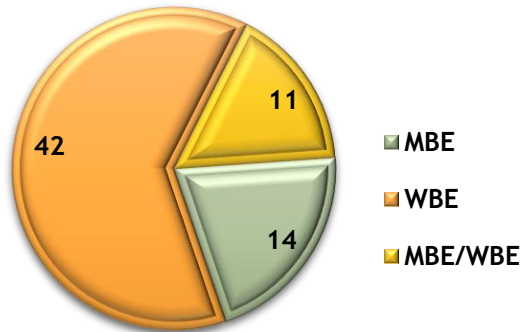
¹ Expenditures include only those goods and services that are available for purchase from vendors. Colleges and universities are excluded. Leasing expenditures are excluded. Journal vouchers are not captured in the MBE/WBE report.

² Contracts are set up by the OA-Division of Purchasing on behalf of a particular agency or to be used statewide contract by all state agencies.

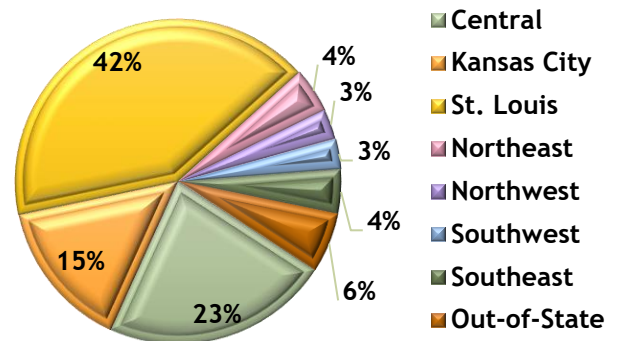
³ Discretionary expenditures are created when an agency purchases directly from a vendor without the use of a contract. These expenditures are below the \$24,999 threshold.

Breakdown of State Contracts to Prime Minority and Woman-Owned Business Enterprises Vendors

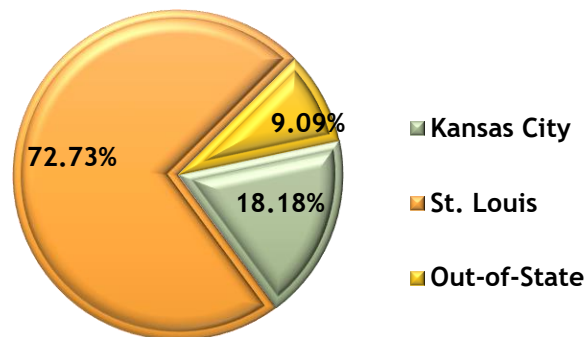
M/WBE Prime Vendors



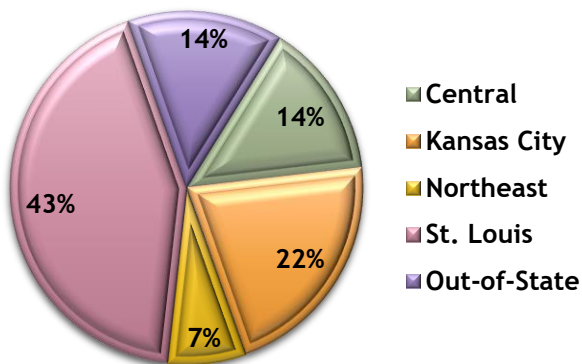
Prime Vendors by Location



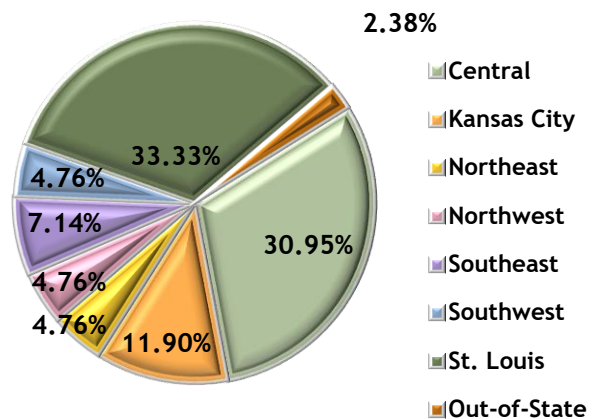
MBE/WBE by Location



MBE by Location



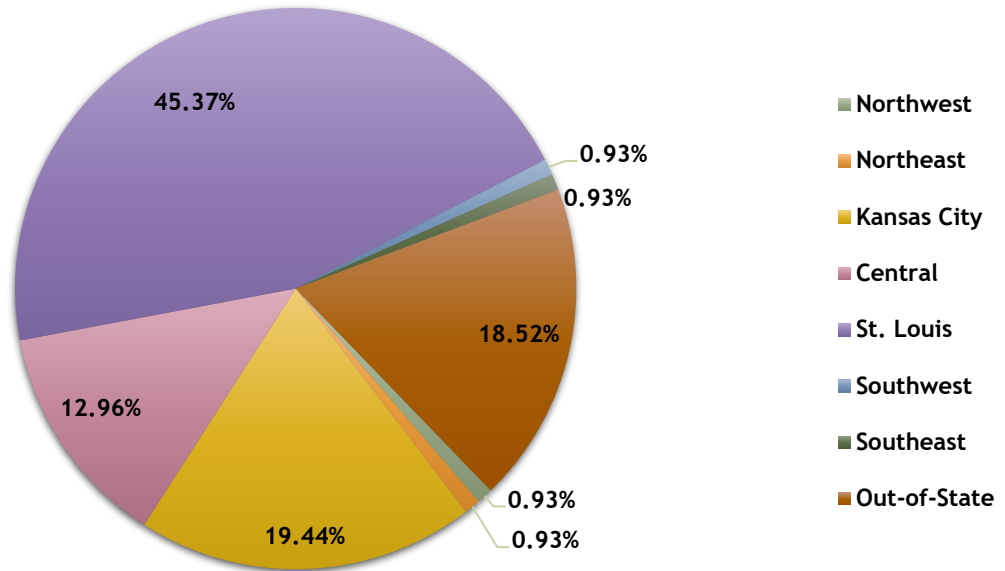
WBE by Location



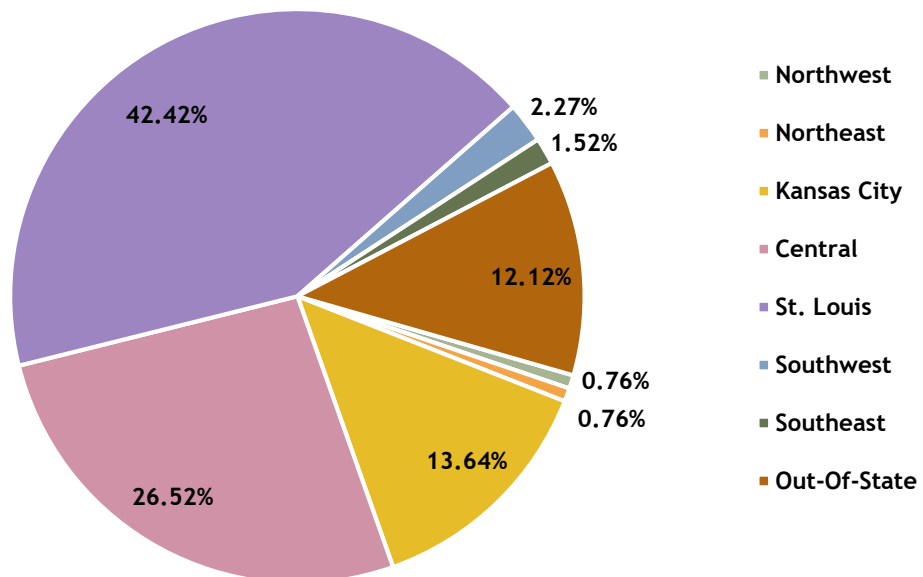
Minority and Woman-Owned Business Enterprises (M/WBE) Sub-Contractors Report

(Breakdown of M/WBE Vendors by Region)

MBE Sub-Contractors by Region



WBE Sub-Contractors by Region



Executive Departments MBE Expenditures on Top 20 Object Codes

Object Code	Object Code Description	MBE Total Spend
2577	Comp Software Maintenance License & Subscriptions	\$22,287,909.75
2697	Non Mainframe Comp Equip Over Threshold	\$14,890,974.95
2676	Under Threshold-Off Equip & Furniture	\$10,818,370.06
2541	Info Technology Consult & Services	\$9,245,536.04
2705	Non Mainframe Software Consult & Development	\$3,153,934.50
2469	Temporary Personnel Services	\$3,149,508.54
3108	Rebill - Software Maintenance License & Subscription	\$2,562,450.54
2544	Other Professional Services	\$1,794,339.56
2250	Office Supplies	\$1,411,833.81
3085	Rebill Under Threshold Comp Equipment	\$1,032,834.74
2373	Information Technology Supplies	\$988,198.23
2694	Under Threshold-Other Equip	\$636,073.55
2849	Communications Infrastructure	\$619,320.96
2514	Hazard Waste Disposal Services	\$535,329.11
3086	Rebill Under Threshold- Non Mf Com Software	\$484,427.53
2540	Information Technology Outsourcing	\$449,405.72
2491	IT Provided Asset & Service	\$426,096.00
3100	Rebill-Over Threshold IT Net. & Comp. Equipment	\$346,456.22
2400	Telecommunication Supplies	\$327,225.50
3106	Rebill - Non Mainframe Computer Software	\$246,126.68
Total MBE Spend on Top 20 Object Codes		\$75,406,351.99

Executive Departments WBE Expenditures on Top 20 Object Codes

Object Code	Object Code Description	WBE Total Spend
2544	Other Professional Services	\$3,808,121.04
2466	Advertising Services	\$3,688,088.44
2583	Comp Software Maintenance, License & Subscriptions	\$2,850,210.92
2469	Temporary Personnel Services	\$2,097,936.63
2580	Comp Hardware Repair & Maintenance	\$669,035.09
2337	Food & Dietary Supplies	\$560,816.42
2457	Express & Freight Services	\$532,153.28
2805	Other Specific Use Equipment	\$467,556.50
2838	Minor Repairs, Maintenance & Improvement Services	\$379,533.90
2331	Other Repair & Maintenance Supplies	\$318,257.99
2541	Info Technology Consult & Services	\$307,298.85
2250	Office Supplies	\$271,723.87
2301	Promotional Supplies	\$215,054.40
2592	Communication Equipment R&M	\$182,456.98
2481	Food Services	\$158,589.53
2574	Electrical Rep & Maintenance Services	\$155,433.57
2835	Building/Facility Construction Services	\$144,422.30
2505	Professional Court Services	\$137,419.81
2496	Other Business Services	\$92,677.26
2373	Other Specific Use Supplies	\$91,411.29
Total WBE Spend on Top 20 Object Codes		

Executive Departments Top 20 MBE Vendors

Vendor Name	MBE Total Spend
World Wide Technology INC	\$47,472,053.57
Shi International Corporation	\$13,197,223.60
Rose International INC	\$5,109,965.50
Rose Imaging	\$2,669,975.29
Tshibanda & Associates	\$2,414,302.00
Information Resource Group	\$1,546,953.07
COOLSOFT LLC	\$955,054.97
Woodley Building Maintenance	\$943,035.92
Nextgen Information Services	\$305,522.00
The Chad Carden Group	\$296,400.00
Cable Dahmer Chevrolet LLC	\$277,061.83
Philips & Associates INC	\$198,924.11
Diggit LLC	\$167,866.00
Engineering Design Source	\$142,500.75
Riteway Maintenance and Supply	\$136,124.21
Gonzalez Companies LLC	\$128,916.00
Talisen Technologies INC	\$117,301.99
Hg Consult INC	\$112,987.95
Olivetti Enterprises LLC	\$109,590.26
Centrex Electrical Supply	\$86,750.00
Total Spend on Top 20 MBE Vendors	\$76,388,509.02

Executive Departments Top 20 WBE Vendors

Vendor Name	WBE Total Spend
Huber And Associates, INC	\$3,568,971.98
Bucket Media, INC	\$3,373,584.46
C&S Business Services, INC	\$2,061,773.95
Lock & Security, INC	\$1,117,994.97
The Hoosier Company, INC	\$917,392.26
EFK Moen, LLC	\$906,156.06
Lan-Tel Communications	\$864,299.03
JV Provisions, LLC	\$559,707.52
Stat Courier Service, INC	\$531,857.29
Donna M. Gray	\$351,077.09
Schriefer's Office Equipment	\$332,022.41
Aggrecon Crushing & Recycling	\$327,830.25
Verslues Construction Co, INC	\$317,392.11
Custom Meeting Planners	\$306,016.06
Midwest Advertising	\$270,401.19
Prestige Trucking, INC	\$194,185.33
Health Technologies, INC	\$159,051.53
Civil Design, INC	\$148,911.55
Powell CWM, INC	\$116,049.45
Leigh & Okane, LLC	\$113,173.47
Total Spend on Top 20 WBE Vendors	\$16,537,847.96

Moving Forward: Future Plans to Increase/Improve on M/WBE Participation in Executive Departments Expenditures.

Office of Administration (OA)

To increase MBE/WBE utilization, OA will continue to do the following:

- Purchasing Buyers are making sure to add certified M/WBEs to their bid solicitation list before the bid document is posted.
- OEO is notified when a new bid solicitation is released.
- OA Purchasing has an Upcoming Bid Opportunity link that informs all vendors when a bid will include the M/WBE participation language. This information is posted before the bid is released in order to give M/WBEs and prime contractors the opportunity to discuss possible contract relationships.
- When Pre-Bid/Proposal Conferences are held, Purchasing uploads the attendance list after the conference. The list includes contact information for all attendees and identifies MBE/WBE vendors to promote networking between potential prime bidders and MBE/WBE suppliers.

Missouri Department of Agriculture (MDA)

MDA will diligently seek M/WBE vendors that could potentially supply the Department in areas such as Laboratory Supplies, Motor Fuel, and Vehicles that lacks significant M/WBE participation. The Department continues to seek additional efficient ways to incorporate M/WBE vendors into their internal procurement process.

Missouri Department of Conservation (MDC)

MDC will continue in its efforts to increase MBE/WBE participation as follows:

- Purchasing staff will continue to educate staff when local purchase authority is used for agency bids to include viable MBE/WBE vendors who are located on OEO's MBE/WBE website: <https://apps1.mo.gov/MWBCertifiedfirms/>
- New employees are required to attend a Purchasing training as part of their NEO (New Employee Training) that includes discussion on MBE/WBE goals; emphasis is placed on seeking minority and women owned business when bidding.
- Review past expenditures with appropriate staff to identify more opportunities for MBE/WBE utilization.
- Identify and encourage staff to seek viable MBE/WBE vendors for purchases that do not require bidding.
- MDC includes MBE/WBE subcontracting language in capital improvement bids valued at \$100,000 or more and in bids using local purchasing authority.
- MDC will continue to utilize statewide contracts with MBE/WBE vendors

Department of Economic Development (DED)

Currently, DED sends out e-mails to procurement staff with official procurement guidelines bi-annually. DED utilizes and will continue to utilize the OEO Directory when searching for vendors for discretionary expenses.

Department of Elementary & Secondary Education (DESE)

DESE will continue in its efforts to increase MBE/WBE participation as follows:

- Conduct monthly accounting and procurement meetings with key finance staff. At each monthly meeting, a report is provided to track our DESE's progress with M/WBE expenditures.
- DESE has M/WBE information available to all staff on the intranet. The information on the intranet provides employee access to search for certified M/WBE vendors by name, commodity or service code or city/state.
- Also available on DESE's intranet is information how to become a registered M/WBE. Staff are encouraged to share with potential vendors who qualify.

Department of Health and Senior Services (DHSS)

DHSS will continue in its efforts to increase MBE/WBE participation as follows:

- Ensure procurement staff are utilizing the Minority and Women Business Enterprise (M/WBE) directory to identify M/WBE vendors that can provide the goods and services that the department procures.
- Use training opportunities to remind department staff of the M/WBE directory for purchases for goods and services less than \$3,000 that do not require a competitive bid process.

Missouri Department of Higher Education (MDHE)

MDHE will continue to make the following improvements in its efforts to increase MBE and WBE participation expenditures:

- A link to the OEO's M/WBE Certified Vendors database will be added to the purchase requisition template used by MDHE staff as encouragement to seek out M/WBE vendors when purchasing goods and services. We will also add a check box to the requisition for the staff to indicate that there is either no acceptable vendor in the M/WBE data base that they can use or that the non-M/WBE vendor they have chosen must be used to meet their specific needs.
- Specific language will be added to procedures that require review and use of qualified Missouri certified vendors in all bid and quote requests.
- Verification will be monitored by maintaining a record of quotes obtained for applicable purchase opportunities. In addition, MDHE will implement annual staff procurement training. The most attention will be targeted towards the largest expenditure areas; however all purchases will be targeted no matter how small the amount.
- MDHE will continue to work with the OEO to recruit more MBEs and WBEs to become certified by the OEO Certification Program that could provide some of the services and products the department procures.

Department of Insurance, Financial Institutions and Professional Registration (DIFP)

DIFP uses the following methods to increase MBE and WBE utilization:

- The Department works with OA-Purchasing to help to identify and utilize vendors that are MBE or WBE.
- The Department often checks OEO's website to solicit bids from vendors that are listed as MBE or WBE. The department also solicits bids from vendors that have submitted bids or obtained contracts in the past and are known MBE or WBE vendors.
- DIFP posts bids on MissouriBuys, sends the notices of bid opportunity to OEO to post on OEO's webpage, advertises in newspapers when needed, and sends notices of bid opportunity to applicable vendors.

Department of Labor and Industrial Relations (DOLIR)

DOLIR will continue to:

- Seek more certified vendors in the following areas: transcription services, shredding services, actuarial services, office supplies and data entry services.
- Request that OA Purchasing include MBE/WBE participation language/criteria in all bid documents/contracts that OA Purchasing completes for the DOLIR.
- Reach out to potential MBE/WBE vendors that the DOLIR encounters when purchasing services/commodities that are not available on contract to help them become certified with OEO.
- Participate in vendor fairs to promote OEO certification.

Department of Mental Health (DMH)

DMH employs a variety of strategies in continuing efforts to increase spend and improve participation rates. Such strategies include:

- Ongoing communication with DMH staff regarding progress towards MBE/WBE goals.
- Regular interaction with facility staff to identify opportunities for growth in MBE/WBE utilization.
- Analysis of expenditures to identify additional opportunities for MBE/WBE vendors.
- MBE/WBE expenditure reports made available for leadership and facility staff.
- Identification of potential MBE/WBE vendors for specific procurement opportunities.
- Promoting use of MBE/WBE vendors for discretionary purchases that do not require a bid.

Department of Natural Resources (DNR)

To increase MBE and WBE utilization, the Department is moving procurement activities from a decentralized function to a centralized function. To date, we have centralized procurement functions for all divisions of our organization with the exception of Missouri State Parks. Centralizing this function for Parks is scheduled to occur over the next six months. The Department will continue to advise staff to include MBE/WBEs when procuring commodities and services; promote MBE/WBE vendors when made aware of their existence; educate staff on the importance of including MBE/WBEs in the procurement process; and continue to require our partners (financial assistance recipients) to utilize M/WBEs when using DNR's financial assistance.

Department of Public Safety (DPS)

- Continue to encourage M/WBEs to participate in the State of Missouri's purchasing program.
- Encourage field staff to seek and utilize M/WBEs for the various products and services it procures.
- Continue to seek M/WBE vendors that offer goods and services that are competitive with OA Purchasing contracts.
- Continue to use current M/WBE vendors for goods and services procured.
- Internally track M/WBE expenditures and ensure procurement staffs continue to validate prospective bidders/vendors with the OEO M/WBE directory.
- Refer any potential candidates for MBE/WBE certification to OEO.

Missouri State Highway Patrol (The Patrol)

The Patrol will:

- Make every effort to utilize M/WBE vendors in our local purchasing authority.
- Continue to seek out qualified M/WBE vendors to include in the quote process.
- Continue to evaluate purchasing documentation to assure that invoices are processed accurately to show the Patrol's full use of M/WBE vendors.

Department of Revenue (DOR)

The Department's Purchasing Section is cognizant of their responsibility to promote and increase M/WBE participation in DOR's procurement process.

- DOR's buyers include M/WBE language in all RFP's and award points for certified vendors. Buyers primarily use the OEO's M/WBE Directory and other sources in the Kansas City and St. Louis area to search for possible vendors on all bids and purchases. DOR hopes that MissouriBUYS will identify and contact more M/WBE vendors on DOR's procurement opportunities.
- DOR solicits bids for statewide license offices to process motor vehicle and driver license transactions. The license offices collect and retain fees mandated by statute to offset the costs associated with operating the office in lieu of payments from the state.
- The Department also solicits bids for non-state banking services. The contractor is paid from interest earnings. Points are awarded in the evaluation process for any direct or sub- contracted M/WBE work.

Missouri Lottery Commission (The Lottery)

To increase MBE/WBE participation in all expenditures, the Lottery will continue to incorporate the following:

- 10% and 5% are included as a preference in all Lottery procurements over \$25k and included as evaluation criteria.
- Advertise over \$25k procurements in minority publications - KC Call, St. Louis American.
- Posting of bids to Missouri Office of Equal Opportunity (OEO) website. Posting of bids to MOLottery.com.
- Quarterly reporting to the Lottery Commission of MWBE expenditures and percentages.
- Regular performance monitoring and reporting systems to ensure contractor compliance.
- Notification to contractors when subcontractors have let their certifications expire and partnering with the contractors and OEO to facilitate the recertification process.
- Regular updating of established vendor lists to include minority and women-owned businesses. Lists are shared with Lottery vendors who subcontract with minority and women-owned businesses.
- Lottery staff uses the M/WBE Directory regularly to update established vendor lists prior to soliciting bids, to assist contractors in finding subcontracting opportunities, and on a monthly basis to determine that MWBE expenditures reported by contractors are with certified vendors.
- The Lottery's largest M/WBE expenditure area is commissions and incentives retained by our minority- and women-owned retailers from ticket sales. Lottery initial retailer license applications and annual renewal applications require self-identification as a minority or a woman and attestation and signature by the owner. Lottery sales representatives are involved in the application and renewal processes and service the retailers on a regular, in-person basis. In accordance with RSMo 313.255, "at least ten percent of all licenses awarded to lottery game retailers..." in the cities of Kansas City and St. Louis "shall be awarded to minority-owned and -controlled business enterprises". As of July 2, 2018, 164 of 388 (42.3%) Lottery retailers in Kansas City were classified as minority owned and 105 of 210 (50.0%) Lottery retailers in St. Louis were classified as minority-owned. In fiscal year 2018, 1,348 retailers classified as minority- and women-owned received approximately \$15.8 million in sales commissions and cashing incentives from

the Missouri Lottery. The sales commissions and cashing incentives earned for these retailers represented approximately 19.3% of the \$82 million total sales commissions and cashing incentives for all retailers for the fiscal year, or 14.6% in minority-owned expenditures and 4.7% in women-owned expenditures.

In addition, the Lottery requires at least three informal bids for purchases between \$3,000 and \$10,000, and at last three written bids for purchases between \$10,000 and \$25,000, unless the item is available under a current Lottery contract, a statewide contract or MVE. These procurements are included in the quarterly reporting to the Lottery Commission, and utilize established vendor lists that are regularly updated to include minority and women-owned businesses.

State Tax Commission (STC)

To increase MBE/WBE participation in all expenditures, STC will continue to:

- Utilize the P-Card (UMB) for 64% of our supply, vehicle maintenance, and other miscellaneous expenditures.
- Strive for increased M/WBE participation in STC's expenditures.

Department of Social Services (DSS)

DSS continues to strive to increase its MBE/WBE participation rates through a variety of initiatives. Such initiatives include:

- Detailed analysis of expenditures to identify additional opportunities for MBE/WBE vendors;
- Identifying and soliciting MBE/WBE vendors for specific procurement opportunities;
- Promoting the use of MBE/WBE vendors for discretionary purchases that do not require a bid;
- Outreach to certified MBE/WBE vendors to encourage their participation in DSS and other state procurement opportunities.

Missouri Department of Transportation (MoDOT)

- MoDOT reviews progress towards utilization of M/W/DBE firms in relation to both Office of Administration Office of Equal Opportunity (OA OEO) and Missouri Regional Certification Committee (MRCC) certified vendors.
- The statewide Tracker is shared with executive management, senior management, multiple statewide stakeholders and statewide procurement staff during the quarterly meetings. The statewide measure tracks expenditures utilizing M/W/DBE vendors.
- Prior to implementation of MissouriBUYs, the Department tracked three solicitation measures in its divisional tracker on a quarterly basis. This information is circulated to all statewide procurement staff.
- MoDOT procurement participates with other MoDOT divisions and external resources to provide Community Outreach and Education opportunities to connect with M/W/DBE Vendors. An example is the annual DBE meeting hosted by MoDOT's Equal Opportunity Division.
- Procurement staff solicits known M/WBE vendors for products.
- Procurement staff are provided with the flexibility to call or email M/WBE vendors for quotes less than \$25,000.
- Individuals with discretionary spend authority less than \$3,000 are encouraged to contact M/WBE vendors for those goods and services.

OA Facilities Management, Design and Construction (FMDC) MBE/WBE Report

