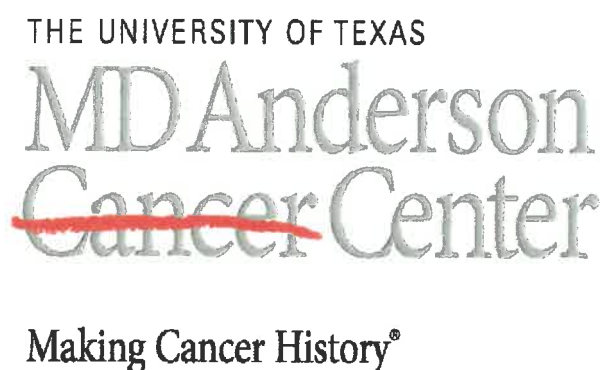


*The University of Texas MD Anderson Cancer Center*



*Historically Underutilized Business  
(HUB)  
Strategic Plan*

*Fiscal Years 2019 – 2020*

*Prepared October 2019*

## **EXTERNAL AND INTERNAL ASSESSMENT**

### ***The University of Texas MD Anderson Cancer Center***

The University of Texas MD Anderson Cancer Center (MD Anderson) commits to a good faith effort to maximize opportunities for Historically Underutilized Businesses (HUBs) and small business concerns (SBCs) (small, small-disadvantaged, woman-owned, HUBZone, veteran, service-disabled veterans, and Alaskan Native Indian small businesses) to provide materials, supplies, equipment, and services needed to support its mission and administrative and logistical operations of this Institution. MD Anderson strongly supports HUBs and small business concerns, whether on an ethnic or gender basis, under both state and federal guidelines.

The 71<sup>st</sup> Texas Legislative Session instilled the promulgation of policies by The University of Texas System Board of Regents, applicable to U. T. System Administration and its institutions, directing establishment of programs to assist minority and female-owned small businesses (MWBE), disadvantaged business enterprises (DBE), or HUB firms to participate as suppliers of goods and services purchased in support of MD Anderson's mission operations. The Institution also has significant business with non-certified small diverse firms which should be taken into consideration to more fully represent program performance.

Efforts to identify and utilize HUB vendors continue as priorities of the Program. However, effective financial management encourages more leverage of spend to obtain high quality goods at best value. A larger portion of MD Anderson's purchases are placed with Institutional contracts or with Premier, the cancer center's hospital group purchasing alliance. In addition, MD Anderson utilizes UT System Supply Chain Alliance contract leverage which directly supports HUB initiatives. Required volume, price competitiveness, as well as stringent delivery criteria create challenges to utilizing many smaller vendors.

The Institution's business focus on cancer research and treatment is highly specialized, and as such, limited in opportunity. Important considerations in evaluating program performance include measurements of variables in the marketplace including demand for goods/services for which limited HUB suppliers are available. In addition, there are fewer than 14,500 certified HUBs in the state of Texas, many of which not in categories applicable to this business. Therefore,

we have taken an aggressive approach to improve capacity with intent to grow qualified HUBs for their success and that of our program.

Extenuous efforts have been made in fiscal year 2020 to further enhance MD Anderson's HUB Program to grow the capacity of HUBs. Two key elements were put in place to increase HUB spend: 1.) A three-year contract with a HUB construction services team to identify and increase capacity of HUBs initially in construction and eventually in information technology services, and 2.) A Memorandum of Understanding (MOU) with The University of Texas System's HUB Program Office. The MOU will assist with training, customer interface and HUB identification. Both serve as extensions of and will operate under the management of MD Anderson's HUB Associate Director.

**The University of Texas MD Anderson Cancer Center HUB GOAL – Utilization of Historically Underutilized Business (HUB) Firms:**

MD Anderson commits to a good faith effort to increase purchases from, and contract awards to, HUB firms consistent with the state's goals for HUB participation and overall economic development (see *Regents Rules & Regulations, Rule 20701 Use of Historically Underutilized Businesses*, and amended April 12, 2018).

## **Historically Underutilized Businesses (HUB)**

### **A. GOAL**

We will administer the operations, structures and procedures necessary for effective and efficient management and awareness of the HUB and Federal Small Business Program (HFSB) within MD Anderson and the State and Federal government.

### **A.1. OBJECTIVE**

Maintain program compliance and increase awareness of HFSB Program within MD Anderson.

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### **OUTPUT MEASURE**

Program achieves objectives and increased HUB participation.

### **A.1.1. STRATEGY**

Administer HFSB structures, operating systems and procedures for maximum results.

### **OUTPUT MEASURES**

A.1.1.1 Participation on Institutional Diversity Committee increases awareness of HFSB Program within MD Anderson

A.1.1.2 HFSB Program reports through Sourcing and Contracts Management

### **A.1.2. STRATEGY**

Supports HUB utilization reporting system that serves both internal and external reporting requirements.

### **OUTPUT MEASURES**

A.1.2.1 Monthly; internal HFSB Program performance reports reflect HUB participation and good faith efforts

A.1.2.2 Reports required by the Texas Procurement & Support Services (TPASS) division of the Comptroller of Public Accounts (CPA) and MD Anderson executives

A.1.2.3 Other reports as requested that reflect HFSB Program results

A.1.2.4 HFSB Program reports are collaboratively prepared with Finance team of Supply Chain Management

**B. GOAL**

We will make a good faith effort to utilize HUB and SBC firms to supply the following percentages of the total purchased value of commodities, construction, professional and other services:

**Fiscal Year 2019**

	<b><u>Total Expenditures</u></b>	<b><u>HUB Expenditures</u></b>	<b><u>HUB Percentage</u></b>
<b><u>Building Construction</u></b>	\$ 66.8M	\$ 3.40M	5.2%
<b><u>Special Trade Construction</u></b>	\$ 23.3M	\$ 2.4M	10.5%
<b><u>Professional Services</u></b>	\$ 11.1M	\$ 1.1M	10.1%
<b><u>Other Services</u></b>	\$ 339.7M	\$ 55.6M	16.4%
<b><u>Commodities</u></b>	\$ 1.3B	\$ 21.9M	1.6%

**Fiscal Year 2020**

	<b><u>Anticipated Total Expenditures</u></b>	<b><u>Anticipated HUB Expenditures</u></b>	<b><u>Anticipated HUB Percentage</u></b>
<b><u>Building Construction</u></b>	\$ 200M	\$ 30M	15%
<b><u>Special Trade Construction</u></b>	\$ 40M	\$ 5M	13%
<b><u>Professional Services</u></b>	\$ 20M	\$ 3.5M	18%
<b><u>Other Services</u></b>	\$ 500M	\$ 90M	18%
<b><u>Commodities</u></b>	\$ 1.5B	\$ 25M	2%

**B.1 OBJECTIVE**

To include HUBs and SBCs in all phases of procurement opportunities, thus achieving procurement program goals through the total value of contracts and subcontracting opportunities awarded annually.

**OUTPUT MEASURE**

Percentage of Total Dollar Value of purchasing contracts and subcontracts awarded directly or indirectly to HUBs.

**B.1.1 STRATEGY**

Instruct HUB and SBC suppliers regarding agency business opportunities, practices and procedures.

**OUTPUT MEASURES**

- B.1.1.2 Contracted with HUB construction services firm to enhance HFSB Program efforts and develop capacity of HUBs including modelling of Program outreach efforts.
- B.1.1.3 MD Anderson engaged in a Memorandum of Understanding with UT System’s HUB Program Office to enhance training and development of HUBs.
- B.1.1.4 Liaison to and from local advocacy groups and organizations in the Division’s market area
- B.1.1.5 Attendance and participation in economic opportunity forums
- B.1.1.6 Sponsorship of supplier forums
- B.1.1.7 Administration of Mentor-Protégé Program
- B.1.1.8 Presentations to HUB and SBC supplier community on how to do business with MD Anderson
- B.1.1.9 Use of advertising and e-mails to promote the HFSB Program
- B.1.1.10 Inclusion of various local advocacy representatives at annual internal Supplier EXPO to liaise with HUBs and SBCs

**B.1.2 STRATEGY**

Solicit bids and proposals from HUB and SBC suppliers on a continuous and consistent basis.

**OUTPUT MEASURES**

- B.1.2.1 Contracted with HUB construction services firm to enhance HFSB Program efforts and develop capacity of HUBs including modelling of Program outreach efforts.

- B.1.2.2 MD Anderson engaged in a Memorandum of Understanding with UT System's HUB Program Office to enhance training and development of HUBs.
- B.1.2.3 Current bid opportunities are distributed at HFSB networking events outside of MD Anderson
- B.1.2.4 Current bids distributed electronically on a monthly basis to local advocacy groups for distribution to their membership.
- B.1.2.5 Forecasts assembled and distributed several times a year to local advocacy group for distribution to their membership as well as provided at external networking events.
- B.1.2.6 HUBs contacted for each solicitation posted on the MD Anderson webpage
- B.1.2.7 Business procedures include providing inquiring HUBs and SBCs template e-mail on how to do business. Specific details are included re on-line registration, where to find bids and upcoming events, and personalized with whom to address within Sourcing and Purchasing,

### **B.1.3 STRATEGY**

Maintain a system to monitor individual buyer/sourcing specialist performance as relates to institutional HUB and Federal Small Business Program goals and objectives.

### **OUTPUT MEASURES**

- B.1.3.1 Inclusion of Purchasing and Sourcing teams in outreach events
- B.1.3.2 Track pro-activity of Sourcing teams to include HFSB Program team on front end of sourcing events
- B.1.3.3 Inclusion by Sourcing and Contracts team of HFSB Program team in formation of sourcing events and inclusion of HUB and SBC suppliers

### **B.1.4 STRATEGY**

Invite Historically Underutilized Businesses to deliver technical and business presentations that demonstrate their capability to do business with MD Anderson.

### **OUTPUT MEASURES**

- B.1.4.1 Contracted with HUB construction services firm to enhance HFSB Program efforts and develop capacity of HUBs including modelling of Program outreach efforts.

- B.1.4.2 MD Anderson engaged in a Memorandum of Understanding with UT System's HUB Program Office to enhance training and development of HUBs.
- B.1.4.3 Presentations by HUB and SBC suppliers scheduled in areas of building construction, special trade, professional services, other services or commodities
- B.1.4.4 Contract Managers, Sourcing and Purchasing personnel are invited to participate in HUB and SBC presentations
- B.1.4.5 Forums feature demonstrations highlighting HUBs to Sourcing and internal customer personnel
- B.1.4.6 HUB and SBC suppliers invited to participate in annual internal forum (HFSB Supplier EXPO)

**B.1.5 STRATEGY**

Provide training for small diverse businesses on best business practices.

**OUTPUT MEASURES**

- B.1.5.1 MD Anderson engaged in a Memorandum of Understanding with UT System's HUB Program Office to enhance training and development of HUBs.
- B.1.5.2 Contracted with HUB construction services firm to enhance HFSB Program efforts and develop capacity of HUBs including modelling of Program outreach efforts.
- B.1.5.3 Number of technical and business presentations received
- B.1.5.4 Number of forums held
- B.1.5.5 Number of HUB and SBC firms successful in doing business with MD Anderson indicative of the forums or presentations received

**B.1.6 STRATEGY**

Maintain current Mentor-Protégé Program to foster development of HUBs with potential for establishing long-term relationships between prime contractors and HUBs.

**OUTPUT MEASURES**

- B.1.6.1 Increased capacity of HUBs to do business with the state
- B.1.6.2 Number of HUBs receiving state contracts or subcontracts
- B.1.6.3 Number of Mentor-Protégé teams facilitated by MD Anderson; tracked by ethnic/gender group and protégé trade



- B.1.6.4 Success of Protégé to meet all goals identified in the contract
- B.1.6.5 Regular meetings held to facilitate progress and measure progress toward goals, usually on alternate months
- B.1.6.6 Meeting minutes reflect progress per goal and success of the team
- B.1.6.7 Mentoring teams recognized with award recognitions at annual internal HFSSB Program Supplier EXPO

The University of Texas MD Anderson Cancer Center  
 Supply Chain Management  
 HUB and Federal Small Business Program  
 Strategic Plan Supplement FY 2020

	BUILDING		SPECIAL TRADE		PROFESSIONAL SERVICES		OTHER SERVICES		COMMODITY	
	HUB Participation	Total Expenditures	HUB Participation	Total Expenditures	HUB Participation	Total Expenditures	HUB Participation	Total Expenditures	HUB Participation	Total Expenditures
<b>2019</b>	\$3,472,730 5.20%	\$66,844,828	2,464,207 10.50%	\$23,385,651	\$1,117,104 10.10%	\$11,076,660	\$55,680,804 16.40%	\$339,713,228	\$21,973,356 1.60%	\$1,386,372,225
<b>2018</b>	HUB Participation \$3,428,315 3.10%	Total Expenditures \$111,944,622	HUB Participation \$2,867,961 12.80%	Total Expenditures \$22,355,335	HUB Participation \$2,459,879 38.00%	Total Expenditures \$6,474,087	HUB Participation \$34,627,365 12.00%	Total Expenditures \$287,593,830	HUB Participation \$12,744,025 1.10%	Total Expenditures \$1,131,577,669
<b>2017</b>	HUB Participation \$5,654,311 5.70%	Total Expenditures \$99,728,564	HUB Participation \$1,977,486 9.50%	Total Expenditures \$20,925,409	HUB Participation \$4,146,678 43.20%	Total Expenditures \$9,597,965	HUB Participation \$23,185,162 8.00%	Total Expenditures \$291,030,331	HUB Participation \$9,890,129 1.00%	Total Expenditures \$977,267,887
<b>2016</b>	HUB Participation \$7,017,905 44.60%	Total Expenditures \$15,746,642	HUB Participation \$5,768,113 8.00%	Total Expenditures \$72,158,138	HUB Participation \$2,920,937 67.90%	Total Expenditures \$4,300,261	HUB Participation \$28,287,681 6.80%	Total Expenditures \$414,618,588	HUB Participation \$16,550,633 1.60%	Total Expenditures \$1,003,460,084
* Median	HUB Participation \$4,563,520 13.25%	Total Expenditures \$294,264,656	HUB Participation \$2,666,084 11.65%	Total Expenditures \$138,824,533	HUB Participation \$2,690,408 52.95%	Total Expenditures \$31,448,993.00	HUB Participation \$31,457,523 9.40%	Total Expenditures \$1,332,955,977	HUB Participation \$14,647,329 1.35%	Total Expenditures \$4,500,677,865
<b>State Goals</b>	<b>21.10%</b>		<b>32.90%</b>		<b>23.70%</b>		<b>26.00%</b>		<b>21.10%</b>	
**Adjusted Goals	<b>17.18%</b>	<b>\$50,554,667.90</b>	<b>22.29%</b>	<b>\$30,937,047.18</b>	<b>38.28%</b>	<b>\$12,038,674.52</b>	<b>17.70%</b>	<b>\$235,933,207.93</b>	<b>11.23%</b>	<b>\$505,426,124.24</b>
***Projected Goals	<b>9.00%</b>		<b>12.00%</b>		<b>15.00%</b>		<b>20.00%</b>		<b>2.00%</b>	

\* Median - Eliminate high and low percentages; average the two remaining for the Median %

\*\*Adjusted Goals - "Closing the Gap" between current agency Median HUB participation and assumptive state goals  
 (Establishes an Agency Goal by averaging the Median and the State Goal)

Note: Heavy Construction Totals = \$0.00 for all years.  
 Projected Forecasts for FY2020

CC: Pharmaceutical spend accounts for 41% of all CC spend. FY19 was >\$15.8M over FY18 and up \$319M over FY14 or 57% increase in 6 years.

BC: Construction is in growth mode with \$1.3B projected spend over next few years. New 3-year contract with HUB Constr. Serv. firm as well as MOU with UTS HUB Prog. Office to maximize HUB capacity and spend.

ST: Special trade and building construction expenses are closely related.

OS: IT spend down for past 4 years. Budget FY20 for IT remains curtailed.