



INTEROFFICE MEMO

Gary Grief, Executive Director

Alfonso D. Royal III, Charitable Bingo Operations Director

To: J. Winston Krause, Chairman
Carmen Arrieta-Candelaria, Commissioner
Peggy A. Heeg, Commissioner
Doug Lowe, Commissioner
Robert Rivera, Commissioner

From: Mike Fernandez, Director of Administration *MRF*
Eric Williams, HUB Coordinator *dp for EW*

Date: April 6, 2017

Re: Report, possible discussion and/or action on HUB and/or minority business participation, including approval of the agency's Fiscal Year 2016 Minority Business Participation Report

A copy of the **Fiscal Year 2016 Minority Business Participation Report** is attached for your review. This report, which is required by Section §466.107 of the State Lottery Act, must be made available annually to the Governor, Lieutenant Governor, Speaker of the House, and members of the Legislature.

The report will require Commission approval prior to being printed and published on the TLC Website. Should you have any questions, please contact Eric Williams at (512) 344-5241.

Attachments

cc: Gary Grief, Executive Director



2016

MINORITY BUSINESS PARTICIPATION REPORT

*For The Fiscal Year Ending
August 31, 2016*



AN AGENCY OF THE
STATE OF TEXAS

Commissioners:

J. Winston Krause,
Chairman

Carmen
Arrieta-Candelaria

Peggy A. Heeg

Doug Lowe

Robert Rivera



TEXAS LOTTERY COMMISSION

Gary Grief, *Executive Director*

Alfonso D. Royal III, *Charitable Bingo Operations Director*

April 6, 2017

The Honorable Greg Abbott
The Honorable Dan Patrick
The Honorable Joe Straus
Members of the 85th Legislature

Ladies and Gentlemen:

In accordance with Section 466.107 of the State Lottery Act, the Texas Lottery Commission is submitting its annual Minority Business Participation Report for fiscal year (FY) 2016.

During FY 2016, the agency achieved an overall participation of 13.34 percent in its minority/Historically Underutilized Business (HUB) contracting activity, which represented a slight decrease from FY 2015's performance of 14.20 percent. In addition, the agency continued to surpass its 20-percent goal for licensing minority retailers.

During FY 2017, the Texas Lottery will continue to implement initiatives designed to increase the minority/HUB participation in its business operations.

Should you have any questions regarding the report, please do not hesitate to contact our executive director, Mr. Gary Grief.

Sincerely,

J. Winston Krause
Chairman

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MINORITY BUSINESS PARTICIPATION REPORT

FISCAL YEAR 2016

INTRODUCTION

The Texas Lottery Commission (TLC) has prepared its annual Minority Business Participation Report for FY 2016 in accordance with Section 466.107 of the State Lottery Act. This report documents the agency's level of minority business participation both in its lottery and bingo contracting activity, and in the licensing of lottery retailers. It also provides recommendations for the improvement of lottery-related minority business opportunities.

As defined by the State Lottery Act, a "minority business" is a "business entity at least 51 percent of which is owned by minority group members or, in the case of a corporation, at least 51 percent of the shares of which are owned by minority group members." Minority group members include African Americans, American Indians, Asian Americans, Mexican Americans and other Americans of Hispanic origin. Throughout this report, the terms "minority-owned business" and "minority business" are used interchangeably.

Although it is not specifically addressed by the State Lottery Act, the TLC also has a strong commitment to including minorities in its business operations by maintaining a diverse workforce. Information about this area is included in Appendix D of the report (page 25).



BACKGROUND

TEXAS LOTTERY COMMISSION VISION

To be the preeminent Lottery and Charitable Bingo agency through innovative leadership.

TEXAS LOTTERY MISSION

The Texas Lottery is committed to generating revenue for the state of Texas through the responsible management and sale of entertaining lottery products. The Texas Lottery will incorporate the highest standard of security, integrity and responsible gaming principles, set and achieve challenging goals, provide quality customer service and utilize a TEAM approach.

CHARITABLE BINGO MISSION

Provide authorized organizations the opportunity to raise funds for their charitable purposes by conducting bingo. Determine that all charitable bingo funds are used for a lawful purpose. Promote and maintain the integrity of the charitable bingo industry throughout Texas.

CORE VALUES

The Texas Lottery Commission combines private business management principles with public service standards of conduct in all its operations. The following values guide us in our work:

- Integrity and Responsibility
- Innovation
- Fiscal Accountability
- Customer Responsiveness
- Teamwork
- Excellence

MINORITY/HUB COMMITMENT

The Texas Lottery Commission is committed to assisting and including minority-owned businesses and Historically Underutilized Businesses (HUBs) in its procurement opportunities. In accordance with the provisions of the State Lottery Act, Texas Government Code, Chapter 466, the agency and its contractors make a good faith effort to contract and subcontract with minority-owned businesses for the purchase of goods and services for the operation of the agency.

MINORITY/HUB PROGRAM

The TLC's Minority/HUB Program functions as part of the agency's Administration Division. The agency's HUB Coordinator is responsible for advising and assisting the TLC in complying with the requirements of the State Lottery Act and the state's HUB rules. The agency's Minority/HUB Program operates in three key areas to promote the inclusion and utilization of minority-owned businesses and HUBs: outreach activities, contract compliance and reporting.

OUTREACH ACTIVITIES

Outreach activities make up one of the most important components of the TLC's Minority/HUB Program. The purpose of these activities is to inform minority/HUB vendors about opportunities to provide goods and services to the agency and its contractors. Outreach is performed primarily by participating in business opportunity forums and other events throughout the state. The TLC HUB Coordinator may also assist in planning and cosponsoring statewide events in cooperation with other state agencies. In addition, the agency conducts an annual HUB Forum to inform minority/HUB vendors about TLC procurement processes and to provide networking opportunities. A chart listing the outreach events in which the agency participated during FY 2016 is available in Appendix C (page 24).

Other types of outreach activities include providing information to prospective vendors via the TLC website, coordinating meetings with individual minority/HUB vendors, administering the agency's Mentor-Protégé Program, and assisting eligible businesses with obtaining state HUB certification.

CONTRACT COMPLIANCE

The TLC's HUB Coordinator, Purchasing and Contracts staff, and administering divisions work collaboratively to maintain vendor compliance with contract terms relating to minority and HUB participation. The first step in this process involves assisting the agency with making HUB subcontracting determinations for contracts with an expected value of \$100,000 or more prior to releasing solicitations. Pre-bid and pre-proposal conferences are held to highlight the TLC's HUB policy and subcontracting plan requirements. The HUB Coordinator also assists evaluation teams by reviewing HUB Subcontracting Plans submitted with bids/proposals to determine whether good faith effort criteria were met. Finally, the agency's subcontracting plans are monitored for compliance following contract award.

REPORTING

The TLC's minority/HUB expenditures are monitored throughout the year. Monthly internal minority/HUB participation reports are distributed to agency directors, and periodic updates are provided to TLC commissioners. In addition, HUB subcontracting expenditures and supplemental information are reported twice annually to the Comptroller of Public Accounts (CPA) for inclusion in the Statewide HUB Reports. HUB participation information is included in the agency's Strategic Plan, Legislative Appropriations Request, and Annual Report of Non-Financial Data.

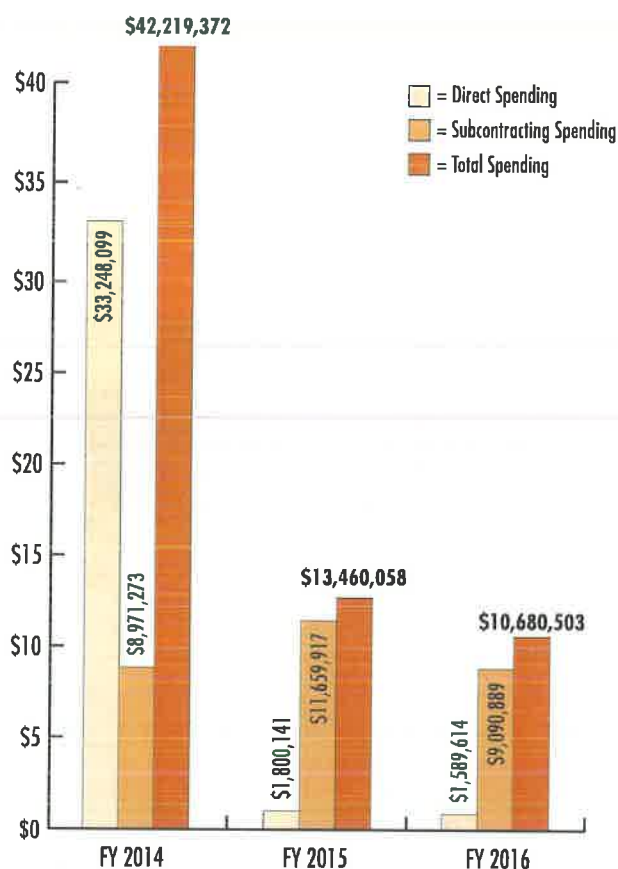


EXECUTIVE SUMMARY

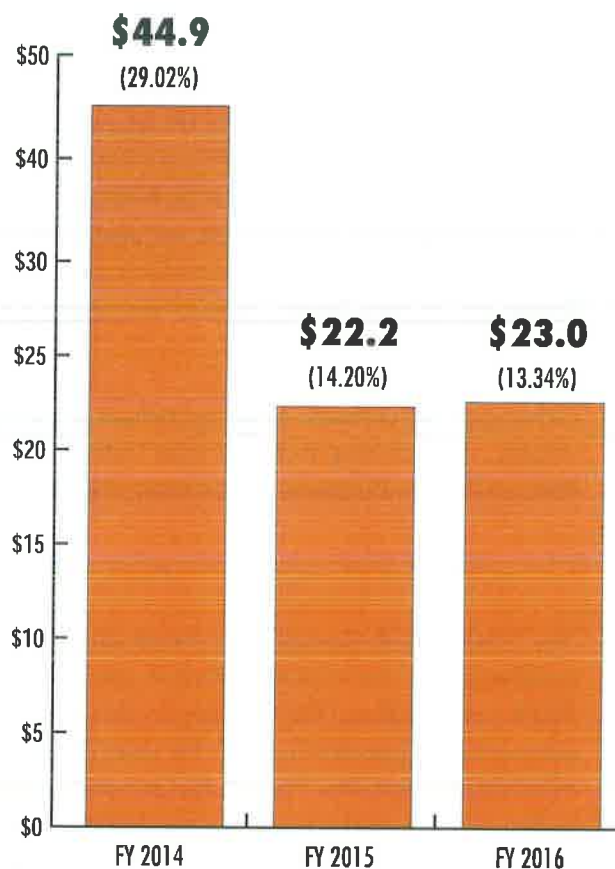
During FY 2016, the TLC continued its efforts to provide opportunities for minority-owned businesses to participate in its procurement processes. Developing contacts with minority-owned businesses in Texas and licensing minority retailers are essential to the agency's initiatives.

The TLC's overall expenditures, as captured by the CPA's *Fiscal Year 2016 Annual Statewide HUB Report*, increased from FY 2015 to FY 2016. During this reporting period, the Commission ranked 17th by overall expenditures among the 50 largest-spending agencies, which was the same ranking as in FY 2015.

**FIG. 2
MINORITY SPENDING**



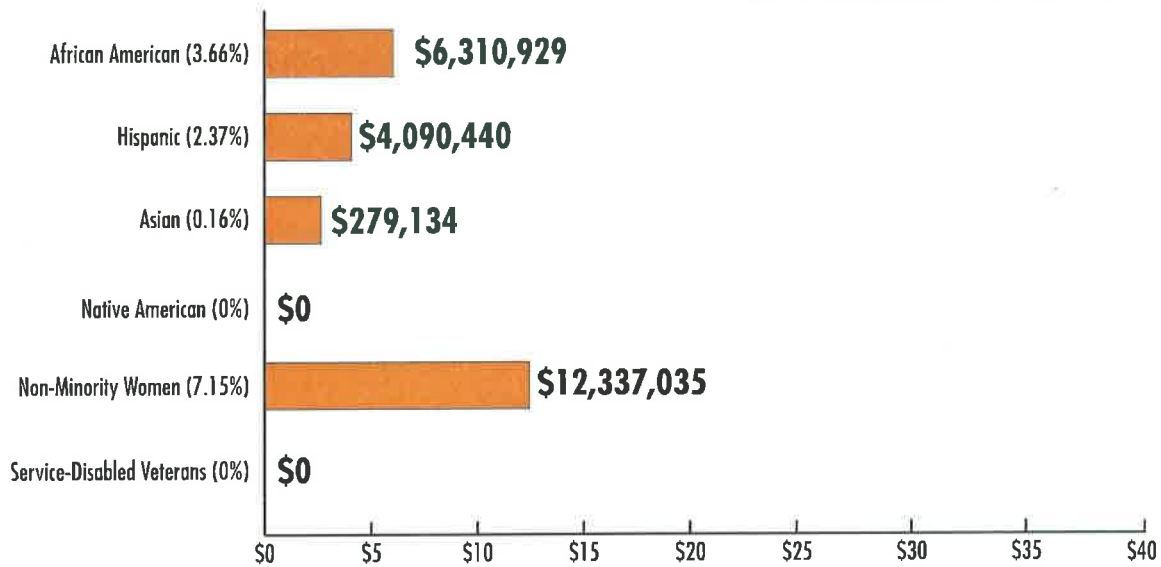
**FIG. 1
MINORITY/HUB SPENDING
(IN MILLIONS)**



During FY 2016, the TLC achieved an overall participation rate in its minority/HUB contracting activity of 13.34 percent. As shown in Figure 1, total expenditures paid to all minority/HUB vendors increased slightly from the previous fiscal year. Figure 2 summarizes payments made to minority-owned businesses only (not including non-minority women or service-disabled veterans*). During this reporting period, overall minority spending decreased, due to a reduction in both direct expenditures and subcontracting payments made to minority businesses. However, as noted in Figure 1, total expenditures paid to all minority/HUB vendors increased as a result of an increase in expenditures to non-minority women in both direct and subcontracting expenditure payments. Figure 3 shows the breakdown of FY 2016 minority/HUB spending by ethnic group.

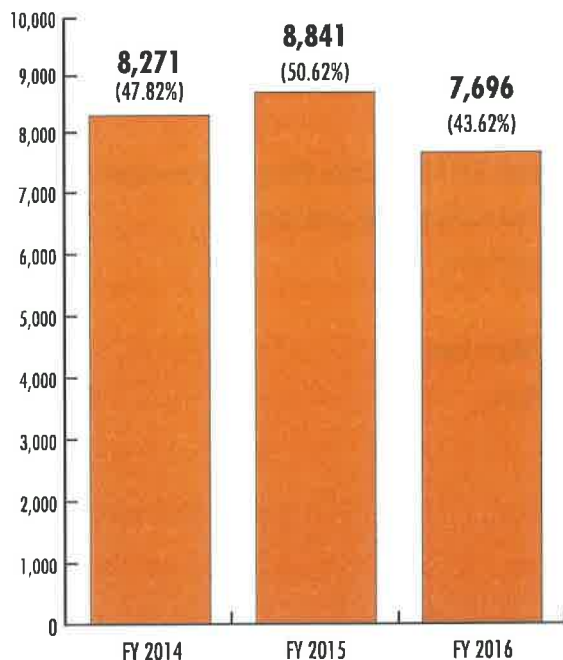
*Service-disabled veterans were added to the statewide HUB program, effective September 1, 2013 (see definition of "Economically disadvantaged person" in Appendix A).

**FIG. 3
MINORITY/HUB SPENDING BY ETHNICITY**

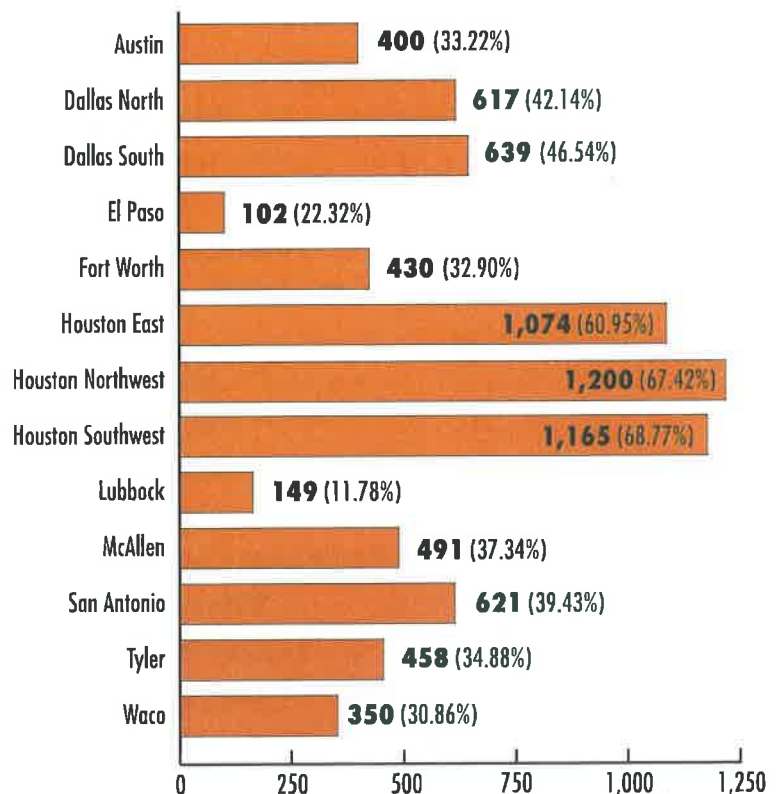


During FY 2016, the TLC continued to exceed the 20-percent goal for its minority retailer base which is set out in Texas Government Code Section 466.151. Minority retailers now number 7,696, representing 43.62 percent of the agency's total Texas Lottery retailer base (see Figures 4 and 5). More detailed information on minority retailers by county is located in Appendix B (page 18). In addition, the TLC has maintained a minority retailer percentage of more than 40 percent for ten consecutive years.

**FIG. 4
NUMBER OF
MINORITY RETAILERS**



**FIG. 5
MINORITY RETAILERS
BY DISTRICT**



KEY CONTRACTORS

The Commission's key contractors during FY 2016 for contracts estimated to be \$100,000 or more* included the following:

AGENCIES OF CHANGE, LLC DBA TECHNOLOGY SPA – Website hosting services

AUSTIN RIBBON AND COMPUTER SUPPLIES, INC.** – Uninterrupted power supply lease

BARKER & HERBERT ANALYTICAL LABORATORIES, INC. – Lottery products testing services

BEEHIVE SPECIALTY CO.** – Promotional products (primary)

BERRY MCNEIL & PARKER, LLC – Lottery Security Study Services

CANON SOLUTIONS AMERICA (FKA OCÉ IMAGISTICS, INC.) – Document management services

CFJ MANUFACTURING** – Promotional Products (secondary)

DELL MARKETING, LP – SAN Equipment Lease

DK PARTNERS, P.C. (FKA DAVILA, BUSCHHORN AND ASSOCIATES, P.C.)** – Lottery drawings CPA services

ELEPHANT PRODUCTIONS, INC. – Drawing studio and production services

ELSYM CONSULTING, INC. – Internal control system and related services

EUBANK AND YOUNG STATISTICAL CONSULTING – Statistical Consulting Services

GRANT THORNTON, LLP – Risk review and compliance monitoring services

IGT GLOBAL SOLUTIONS CORPORATION DBA IGT SOLUTIONS (FKA GTECH CORPORATION®) – Lottery operations and services

IGT GLOBAL SOLUTIONS CORPORATION DBA IGT SOLUTIONS (FKA GTECH PRINTING CORPORATION) – Instant ticket manufacturing and services

IPSOS-REID CORPORATION – Market research services

KEYSTONE US MANAGEMENT, INC. (TYCO INTEGRATED SECURITY, LLC) – Security Management and Monitoring services

KNIGHT SECURITY SYSTEMS, LLC – Surveillance camera products and services

LATINWORKS MARKETING, LLC – Advertising services

MCCONNELL AND JONES, LLP** – Internal audit services

MEYERTONS, HOOD, KIVLIN, KOWART AND GOETZEL, P.C. – Outside counsel intellectual property legal services

POLLARD BANKNOTE, LTD. – Instant ticket manufacturing and services

RFD & ASSOCIATES, INC.** – DBITS application development for Charitable Bingo Operations Division system

SCIENTIFIC GAMES INTERNATIONAL, INC. – Instant ticket manufacturing and services

SHI GOVERNMENT SOLUTIONS** – Microsoft enterprise agreement

SHI GOVERNMENT SOLUTIONS** – SAN equipment lease

SMARTPLAY INTERNATIONAL, INC. – *Lotto Texas* Drawing Machines

STRATEGIC RESEARCH PARTNERS – Market Research Services

SUMMUS INDUSTRIES** – Desktop Computer Lease

SUNGARD VERICENTER, INC. – Website hosting services

VETS SECURING AMERICA – Security officer services

WEAVER AND TIDWELL, LLP – Audit services

*List does not include interagency contracts, property leases or licensed property contracts.

**HUB certified contractors

FISCAL YEAR 2016 HIGHLIGHTS

- The Texas Lottery Commission's minority/HUB expenditures totaled more than \$23 million.
- For FY 2016, the TLC ranked 17th in terms of overall expenditures as captured by the CPA's *Fiscal Year 2016 Annual Historically Underutilized Business (HUB) Report*. Of the 17 largest-spending state agencies, the TLC ranked 12th by overall HUB percentage (see Table C, page 12).
- Three of the TLC's key contractors increased subcontracting payments to minority/HUB businesses.
- Eight HUB companies provided key contract services to the agency during FY 2016 (see page 6).
- The TLC awarded \$16,059 to HUBs at the "Doing Business Texas Style Spot Bid Fair" held in conjunction with ACCESS 2016 in Irving, Texas.
- The TLC continued to sponsor two mentor-protégé relationships during FY 2016.
- The TLC continued to assist vendors with the HUB subcontracting plan (HSP) process by offering one-on-one HSP workshops and reviews of draft HSPs. These efforts resulted in greater numbers of compliant HSPs and increased competition.
- The TLC participated in 11 economic opportunity forums and HUB-related outreach events statewide.
- The TLC conducted a successful annual HUB forum on July 21, 2016, which attracted minority/HUB participants from across the state. Roundtable networking sessions at this event allowed maximum interaction between attendees, agency staff and key TLC contractors.
- The TLC participated in HUB Discussion Workgroup meetings that were held during the fiscal year.
- The TLC maintained a minority retailer percentage of more than 40 percent for the 10th consecutive year. This represents a lottery retailer participation of more than twice the established goal.



FISCAL YEAR 2016 MINORITY/HUB EXPENDITURE SUMMARY

TABLE A

I. DIRECT MINORITY/HUB EXPENDITURES

MINORITY/HUB GROUP	DIRECT EXPENDITURES	% OF TOTAL	TOTAL EXPENDITURES
AFRICAN AMERICAN	\$291,955	0.17%	
HISPANIC AMERICAN	\$1,038,997	0.60%	
ASIAN AMERICAN	\$258,662	0.15%	
NATIVE AMERICAN	\$0	0.00%	
AMERICAN WOMEN	\$2,500,262	1.45%	
SERVICE DISABLED VETERANS	\$0	0.00%	
TOTAL	\$4,089,876	2.37%	\$172,467,340

II. MINORITY/HUB SUBCONTRACTING EXPENDITURES

MINORITY/HUB GROUP	SUBCONTRACTING EXPENDITURES	% OF NON-MINORITY / NON-HUB TOTAL	TOTAL NON-MINORITY / NON-HUB EXPENDITURES
AFRICAN AMERICAN	\$6,018,974	3.57%	
HISPANIC AMERICAN	\$3,051,443	1.81%	
ASIAN AMERICAN	\$20,472	0.01%	
NATIVE AMERICAN	\$0	0.00%	
AMERICAN WOMEN	\$9,836,773	5.84%	
SERVICE DISABLED VETERANS	\$0	0.00%	
TOTAL	\$18,927,662	11.24%	\$168,380,462

III. GRAND TOTAL OF MINORITY/HUB EXPENDITURES

MINORITY/HUB GROUP	MINORITY/HUB EXPENDITURES	% OF TOTAL	TOTAL EXPENDITURES
AFRICAN AMERICAN	\$6,310,929	3.66%	
HISPANIC AMERICAN	\$4,090,440	2.37%	
ASIAN AMERICAN	\$279,134	0.16%	
NATIVE AMERICAN	\$0	0.00%	
AMERICAN WOMEN	\$12,337,035	7.15%	
SERVICE DISABLED VETERANS	\$0	0.00%	
GRAND TOTAL	\$23,017,538	13.34%	\$172,467,340

NOTE: Fiscal Year expenditures were based on the reportable expenditure object codes utilized by the Comptroller of Public Accounts (CPA) for the State of Texas HUB Report. Totals may not sum exactly to CPA report due to rounding.

FISCAL YEAR 2016 ACCOMPLISHMENTS

The Texas Lottery Commission promotes fair and competitive opportunities for minority/HUB vendors interested in doing business with the agency and its key contractors. The TLC conducted an effective program during FY 2016 to inform and educate minority businesses/HUBs about opportunities to provide supplies, equipment, and services for the operation of the agency and to serve as licensed lottery retailers. The following sections detail some of the TLC's achievements in FY 2016.

INCLUSION IN PROCUREMENTS

The TLC's procurement-related initiatives included:

- ✿ Participating in forums and other outreach events to inform minority/HUB vendors about the TLC's contracting and subcontracting opportunities.
- ✿ Hosting an annual HUB forum to present procurement-related information to minority/HUB vendors and provide networking opportunities.
- ✿ Determining the probability of subcontracting and identifying potential minority/HUB subcontracting opportunities for contracts with an expected value of \$100,000 or more.
- ✿ Providing vendor support by offering one-on-one HUB subcontracting plan (HSP) workshops and reviews of draft HSPs.
- ✿ Evaluating good-faith-effort compliance with HSP requirements as part of the bid/proposal process.
- ✿ Conducting post-contract award follow-up with awarded vendors to discuss HSP requirements; monitoring contracts to ensure compliance.
- ✿ Providing procurement opportunities at HUB forums and other outreach events.
- ✿ Hosting meetings with interested vendors to assist them in becoming familiar with the TLC's procurement processes.
- ✿ Assisting eligible vendors to become certified as HUBs.

FISCAL YEAR 2016 ACCOMPLISHMENTS

Bids/Proposals Received and Contracts Awarded:

During FY 2016, the TLC received 120 competitive bids and proposals from HUB vendors, which represented 67.42 percent of all responses. Overall, the agency awarded 224 total contracts to HUB vendors, 74 of which were awarded to minority-owned business. These included contracts resulting from noncompetitive “spot purchases,” informal and formal quotes, bids, offers and proposals received from HUB vendors.

OUTREACH ACTIVITIES

Advertisements: During FY 2016, the TLC ran print advertisements to promote its HUB program and to publicize minority/HUB outreach events in minority-owned newspapers. Examples of the types of advertising placed are available in Appendix E (page 27).

Outreach Materials: The TLC provided information to minority businesses and HUBs that were interested in doing business with the agency. This included information regarding the agency’s procurements, and contacts for both agency staff and key TLC contractors.

Website: Information about the TLC’s HUB Program is available via the agency’s website (txlottery.org), which also provides links to Statewide HUB Program information.

Forums: In accordance with legislative mandates, the TLC participated in conferences, forums and events to provide information regarding the agency’s procurement opportunities. As part of the TLC’s outreach program, staff attended Economic Opportunity Forums (EOFs) sponsored by state agencies and/or other governmental entities. These included forums presented by the Statewide Procurement Division (SPD) of the Comptroller of Public Accounts (CPA). In addition, the TLC participated in a number of forums, conferences and other vendor fairs coordinated by other state agencies and/or small, minority- and woman-owned business organizations. A summary of the agency’s outreach efforts is provided in Appendix C (page 24) of this report.

The TLC conducted its Annual HUB Forum on July 21, 2016, in Austin. The forum drew minority- and woman-owned companies from throughout the state. Texas Lottery Commission presenters provided an overview of the agency’s procurement opportunities and processes, as well as other information to assist HUBs. Roundtable networking sessions provided attendees with the opportunity to meet face-to-face with agency management/staff and representatives from some of the TLC’s largest contractors. Vendors who attend the TLC forum consistently provide positive feedback regarding the meeting format and the opportunity to directly network with agency staff and contractors.

Subcontracting Opportunities: In FY 2016, the TLC continued to identify subcontracting opportunities for minority/HUB vendors and to monitor HUB Subcontracting Plan requirements.

FISCAL YEAR 2016 ACCOMPLISHMENTS

MENTOR-PROTÉGÉ PROGRAM

In accordance with Texas Government Code, Section 2161.065, all state agencies with biennial budgets of more than \$10 million are required to have a Mentor-Protégé Program. The purpose of the Mentor-Protégé Program is to foster long-term relationships between prime contractors and HUBs. The ultimate goal of the program is to provide developmental assistance to HUBs that will potentially increase their ability to contract directly with the state and/or to obtain subcontract opportunities under a state contract. All relationships among mentors, protégés and the program sponsor are voluntary, and participation in the agency's Mentor-Protégé Program is neither a guarantee for a contract opportunity nor a promise of business.

The TLC continued to sponsor two mentor-protégé relationships during FY 2016. The Mentor-Protégé Program is an ongoing initiative, and the TLC will continue its efforts to form additional relationships during FY 2017.

HUB DISCUSSION WORKGROUP

The TLC participates in the HUB Discussion Workgroup, an established group of HUB Coordinators from state agencies and institutions of higher education that meets on a regular basis. The workgroup shares program practices and ideas, supports outreach events, and provides input to the CPA on methods for improving the state's HUB Program.

CONTRACTOR SUPPORT

Contractors are encouraged to include minority businesses and HUBs when purchasing goods and/or services related to the fulfillment of their contracts with the TLC. When the TLC determines that subcontracting is probable for contracts with an expected value of \$100,000 or more, respondents are required to submit a completed HUB Subcontracting Plan demonstrating evidence of good faith effort in developing the plan. The state's Centralized Master Bidders List and HUB Directory are key resources for identifying potential HUB subcontractors. Many of the TLC's largest contractors also participated in the TLC's FY 2016 HUB Forum, providing information and networking opportunities to HUBs. Through these efforts, the agency's key contractors who utilized minority and/or HUB subcontractors achieved the following results in FY 2016:

TABLE B

CONTRACTOR NAME	MINORITY/HUB SUBCONTRACTING EXPENDITURES*
LATINWORKS MARKETING, LLC	\$10,820,483
IGT CORPORATION	\$4,341,999
SCIENTIFIC GAMES INTERNATIONAL, INC.	\$2,156,588
POLLARD BANKNOTE, LTD.	\$1,192,807
DK PARTNERS, P.C. (FKA DAVILA, BUSCHHORN & ASSOCIATES, P.C.)	\$183,425
IGT CORPORATION (FKA GTECH PRINTING CORPORATION)	\$173,761
AGENCIES OF CHANGE DBA TECHNOLOGY SPA	\$75,918
ELEPHANT PRODUCTIONS, INC.	\$73,868
KEYSTONE US MANAGEMENT, INC. (TYCO INTEGRATED SECURITY, LLC)	\$72,470

*Amounts have been rounded to the nearest dollar.

FISCAL YEAR 2016 ACCOMPLISHMENTS

RANK AMONG LARGEST-SPENDING AGENCIES

The Texas Lottery Commission ranked 17th in terms of overall expenditures captured by the CPA's *Fiscal Year 2016 Annual Historically Underutilized Business (HUB) Report*. Of the 17 largest-spending agencies, the TLC ranked 12th by overall HUB percentage (see Table C).

TABLE C
ANNUAL FISCAL YEAR 2016 HUB REPORT

SEVENTEEN LARGEST-SPENDING AGENCIES RANKED BY OVERALL HUB PERCENTAGE

RANK	AGENCY NAME	TOTAL EXPENDITURES	HUB EXPENDITURES	HUB PERCENTAGE
1	TEXAS TECH UNIVERSITY	\$202,209,747	\$43,733,741	21.63%
2	UNIVERSITY OF TEXAS SYSTEM	\$759,225,936	\$140,216,552	18.47%
3	TEXAS A&M UNIVERSITY (MAIN UNIVERSITY)	\$382,225,457	\$67,415,515	17.64%
4	HEALTH AND HUMAN SERVICES COMMISSION	\$943,936,210	\$165,762,319	17.56%
5	UNIVERSITY OF TEXAS AT AUSTIN	\$412,989,755	\$62,388,009	15.11%
6	UNIVERSITY OF HOUSTON	\$273,811,715	\$40,995,447	14.97%
7	TEXAS DEPARTMENT OF CRIMINAL JUSTICE	\$254,105,915	\$37,693,472	14.83%
8	DEPARTMENT OF AGING AND DISABILITY SERVICES	\$199,811,747	\$29,522,551	14.78%
9	TEXAS A&M UNIVERSITY SYSTEM	\$451,338,108	\$63,943,331	14.17%
10	DEPARTMENT OF STATE HEALTH SERVICES	\$411,424,104	\$57,171,648	13.90%
11	DEPARTMENT OF PUBLIC SAFETY	\$188,513,588	\$25,433,100	13.49%
12	TEXAS LOTTERY COMMISSION	\$172,467,341	\$23,007,435	13.34%
13	UNIVERSITY OF TEXAS SOUTHWESTERN MEDICAL CENTER	\$688,005,198	\$67,542,533	9.82%
14	GENERAL LAND OFFICE	\$266,131,998	\$19,607,297	7.37%
15	TEXAS DEPARTMENT OF TRANSPORTATION	\$7,509,835,954	\$545,408,453	7.26%
16	UNIVERSITY OF TEXAS MEDICAL BRANCH AT GALVESTON	\$453,563,080	\$29,897,854	6.59%
17	UNIVERSITY OF TEXAS M.D.ANDERSON CANCER CENTER	\$1,510,283,715	\$60,535,705	4.01%

Note: The largest-spending agencies are determined by total expenditures made for object codes which are reportable in the CPA's *Fiscal Year 2016 Annual Historically Underutilized Business (HUB) Report*. The state does not have an overall HUB goal, but utilizes six procurement category goals, in accordance with the State Disparity Study. These figures are unaudited and have been rounded to the nearest dollar.

MINORITY RETAILERS

The Texas Lottery Commission's minority retailer base consistently exceeds its statutory goal of 20 percent. In FY 2016, the agency's minority retailers numbered 7,696, which represented 43.62 percent of the Texas Lottery's total retailer base (see Figure 4 and Appendix B). The agency has maintained a minority retailer percentage of more than 40 percent for the past 10 years.

FISCAL YEAR 2017 RECOMMENDED IMPROVEMENTS

- Develop a Frequently Asked Question (FAQ) page regarding the HSP process.
- Work with TLC technical staff to improve internal HUB reporting capabilities.
- Track expenditures made to graduated HUBs.
- Attend at least one outreach event that includes the veteran population.
- Continue providing bid opportunities at the “Doing Business Texas Style” Spot Bid Fair.
- Include TLC Purchasing staff in additional HUB outreach events.
- Maintain active participation in the HUB Discussion Workgroup.



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APPENDICES

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DEFINITIONS

MINORITY BUSINESS: As defined in Texas Government Code §466.107 (b), “Minority Business” means a business entity at least 51 percent of which is owned by minority group members or, in the case of a corporation, at least 51 percent of the shares are owned by minority group members, and that:

- 1) is managed and, in daily operations, is controlled by minority group members; and
- 2) is a domestic business entity with a home or branch office located in this state and is not a branch or subsidiary of a foreign corporation, firm or other business entity.

“MINORITY GROUP MEMBERS” include African Americans, American Indians, Asian Americans, and Mexican Americans and other Americans of Hispanic origin.

HISTORICALLY UNDERUTILIZED BUSINESS (HUB): As defined in Texas Government Code, §2161.001 subdivisions (2) and (3), “historically underutilized business” means an entity with its principal place of business in the state of Texas that is:

- 1) a corporation formed for the purpose of making a profit in which 51 percent or more of all classes of the shares of stock or other equitable securities are owned by one or more economically disadvantaged persons who have a proportionate interest and actively participate in the corporation’s control, operation and management;
- 2) a sole proprietorship created for the purpose of making a profit that is completely owned, operated, and controlled by an economically disadvantaged person;
- 3) a partnership formed for the purpose of making a profit in which 51 percent or more of the assets and interest in the partnership are owned by one or more economically disadvantaged persons who have a proportionate interest and actively participate in the control, operation and management;
- 4) a joint venture in which each entity in the venture is a historically underutilized business, as determined under another paragraph of this subdivision; or
- 5) a supplier contract between a historically underutilized business determined under another paragraph of this subdivision and a prime contractor under which the historically underutilized business is directly involved in the manufacture or distribution of the goods or otherwise warehouses and ships the goods.

“ECONOMICALLY DISADVANTAGED” PERSON means a person who is economically disadvantaged because of the person’s identification as a member of a certain group, including Black Americans, Hispanic Americans, women, Asian Pacific Americans, Native Americans, and veterans as defined by 38 U.S.C. Section 101(2) who have suffered at least a 20 percent service-connected disability as defined by 38 U.S.C. Section 101(16), and who has suffered the effects of discriminatory practices or other similar insidious circumstances over which the person has no control.

DEFINITIONS

COMMISSION: As defined in Texas Government Code, §466.002(1), “Commission” means the Texas Lottery Commission.

HUB SUBCONTRACTING PLAN: As defined by Texas Administrative Code Title 34, Part 1, Chapter 20, Subchapter D, Division 1, Rule §20.282, a HUB subcontracting plan is “written documentation regarding the use of subcontractors, which is required to be submitted with all responses to state agency contracts with an expected value of \$100,000 or more where subcontracting opportunities have been determined by the state agency to be probable. The HUB subcontracting plan subsequently becomes a provision of the awarded contract, and shall be monitored for compliance by the state agency during the term of the contract.”

LOTTERY: As defined in Texas Government Code, §466.002(5), “lottery” means the procedures operated by the state under this chapter through which prizes are awarded or distributed by chance among persons who have paid, or unconditionally agreed to pay, for a chance or other opportunity to receive a prize.

SALES AGENT OR SALES AGENCY: As defined in Texas Government Code §466.002(9), “sales agent” or “sales agency” means a person licensed under this chapter to sell tickets. Throughout this report, sales agents are referred to as “retailers.”

SUBCONTRACTOR: As defined in Texas Government Code §2251.001, “subcontractor” means a person who contracts with a vendor to work or contribute toward completing work for a governmental entity.

LOTTERY OPERATOR: As defined in §466.002(7), “lottery operator” means a person selected under §466.014(b) to operate a lottery.

VENDOR: As defined in Texas Government Code §2251.001, “vendor” means a person who supplies goods or a service to a governmental entity or another person directed by the entity.



APPENDIX B

MINORITY RETAILERS BY COUNTY

COUNTY	TOTAL RETAILERS	MINORITY RETAILERS	PERCENTAGE
ANDERSON	104	38	37%
ANDREWS	9	0	0%
ANGELINA	65	34	52%
ARANSAS	21	6	29%
ARCHER	12	0	0%
ARMSTRONG	3	0	0%
ATASCOSA	38	18	47%
AUSTIN	35	25	71%
BAILEY	7	0	0%
BANDERA	12	3	25%
BASTROP	66	29	44%
BAYLOR	4	0	0%
BEE	20	6	30%
BELL	217	72	33%
BEXAR	971	454	47%
BLANCO	14	7	50%
BORDEN	0	0	0%
BOSQUE	27	11	41%
BOWIE	52	9	17%
BRAZORIA	182	125	69%
BRAZOS	124	81	65%
BREWSTER	10	1	10%
BRISCOE	2	0	0%
BROOKS	6	2	33%
BROWN	38	1	3%
BURLESON	25	13	52%
BURNET	33	16	48%
CALDWELL	28	9	32%
CALHOUN	19	8	42%
CALLAHAN	13	1	8%
CAMERON	180	48	27%
CAMP	12	4	33%
CARSON	6	0	0%
CASS	24	3	13%
CASTRO	7	0	0%
CHAMBERS	52	32	62%
CHEROKEE	39	17	44%
CHILDRESS	7	0	0%
CLAY	5	1	20%
COCHRAN	5	1	20%
COKE	4	2	50%
COLEMAN	9	1	11%
COLLIN	341	125	37%

APPENDIX B

MINORITY RETAILERS BY COUNTY

COUNTY	TOTAL RETAILERS	MINORITY RETAILERS	PERCENTAGE
COLLINGSWORTH	2	0	0%
COLORADO	33	18	55%
COMAL	70	8	11%
COMANCHE	15	2	13%
CONCHO	6	0	0%
COOKE	40	7	18%
CORYELL	34	8	24%
COTTLE	2	0	0%
CRANE	5	1	20%
CROCKETT	7	2	29%
CROSBY	9	1	11%
CULBERSON	7	2	29%
DALLAM	11	0	0%
DALLAS	1,633	815	50%
DAWSON	8	1	13%
DEAF SMITH	14	1	7%
DELTA	3	1	33%
DENTON	321	123	38%
DE WITT	16	4	25%
DICKENS	3	0	0%
DIMMIT	15	8	53%
DONLEY	6	1	17%
DUVAL	12	4	33%
EASTLAND	25	2	8%
ECTOR	101	15	15%
EDWARDS	3	1	33%
ELLIS	99	27	27%
EL PASO	372	93	25%
ERATH	29	9	31%
FALLS	17	8	47%
FANNIN	26	11	42%
FAYETTE	25	6	24%
FISHER	4	0	0%
FLOYD	5	0	0%
FOARD	2	0	0%
FORT BEND	296	183	62%
FRANKLIN	7	2	29%
FREESTONE	24	7	29%
FRIO	19	5	26%
GAINES	8	1	13%
GALVESTON	282	190	67%
GARZA	4	0	0%
GILLESPIE	11	0	0%

APPENDIX B

MINORITY RETAILERS BY COUNTY

COUNTY	TOTAL RETAILERS	MINORITY RETAILERS	PERCENTAGE
GLASSCOCK	1	0	0%
GOLIAD	4	0	0%
GONZALES	19	7	37%
GRAY	20	2	10%
GRAYSON	108	32	30%
GREGG	130	36	28%
GRIMES	30	20	67%
GUADALUPE	76	21	28%
HALE	23	2	9%
HALL	4	0	0%
HAMILTON	11	2	18%
HANSFORD	4	0	0%
HARDEMAN	8	0	0%
HARDIN	49	6	12%
HARRIS	3,326	2,389	72%
HARRISON	46	16	35%
HARTLEY	0	0	0%
HASKELL	5	0	0%
HAYS	89	26	29%
HEMPHILL	6	0	0%
HENDERSON	67	25	37%
HIDALGO	372	160	43%
HILL	44	9	20%
HOCKLEY	15	1	7%
HOOD	47	8	17%
HOPKINS	28	9	32%
HOUSTON	35	23	66%
HOWARD	27	1	4%
HUDSPETH	4	1	25%
HUNT	71	30	42%
HUTCHINSON	17	1	6%
IRION	5	1	20%
JACK	10	1	10%
JACKSON	18	7	39%
JASPER	39	2	5%
JEFF DAVIS	2	0	0%
JEFFERSON	265	69	26%
JIM HOGG	5	2	40%
JIM WELLS	39	20	51%
JOHNSON	110	28	25%
JONES	11	1	9%
KARNES	16	3	19%
KAUFMAN	91	31	34%

APPENDIX B

MINORITY RETAILERS BY COUNTY

COUNTY	TOTAL RETAILERS	MINORITY RETAILERS	PERCENTAGE
KENDALL	25	9	36%
KENEDY	0	0	0%
KENT	0	0	0%
KERR	35	1	3%
KIMBLE	12	1	8%
KING	0	0	0%
KINNEY	4	0	0%
KLEBERG	28	15	54%
KNOX	4	0	0%
LAMAR	41	7	17%
LAMB	13	0	0%
LAMPASAS	15	4	27%
LA SALLE	11	2	18%
LAVACA	22	5	23%
LEE	22	6	27%
LEON	27	10	37%
LIBERTY	80	46	58%
LIMESTONE	24	11	46%
LIPSCOMB	3	0	0%
LIVE OAK	20	3	15%
LLANO	21	3	14%
LOVING	0	0	0%
LUBBOCK	163	38	23%
LYNN	3	0	0%
MADISON	12	7	58%
MARION	16	6	38%
MARTIN	1	0	0%
MASON	5	1	20%
MATAGORDA	41	26	63%
MAVERICK	29	14	48%
MCCULLOCH	7	1	14%
MCLENNAN	189	78	41%
MCMULLEN	4	0	0%
MEDINA	30	7	23%
MENARD	4	1	25%
MIDLAND	80	2	3%
MILAM	25	2	8%
MILLS	4	0	0%
MITCHELL	7	0	0%
MONTAGUE	20	7	35%
MONTGOMERY	340	207	61%
MOORE	23	5	22%
MORRIS	8	3	38%

APPENDIX B

MINORITY RETAILERS BY COUNTY

COUNTY	TOTAL RETAILERS	MINORITY RETAILERS	PERCENTAGE
MOTLEY	3	0	0%
NACOGDOCHES	58	27	47%
NAVARRO	48	19	40%
NEWTON	14	2	14%
NOLAN	20	1	5%
NUECES	233	78	33%
OCHILTREE	9	0	0%
OLDHAM	2	0	0%
ORANGE	91	14	15%
PALO PINTO	41	3	7%
PANOLA	17	4	24%
PARKER	60	24	40%
PARMER	8	0	0%
PECOS	19	3	16%
POLK	38	24	63%
POTTER	106	41	39%
PRESIDIO	7	1	14%
RAINS	11	5	45%
RANDALL	55	10	18%
REAGAN	4	0	0%
REAL	6	1	17%
RED RIVER	12	5	42%
REEVES	12	1	8%
REFUGIO	12	4	33%
ROBERTS	2	0	0%
ROBERTSON	23	9	39%
ROCKWALL	39	9	23%
RUNNELS	12	0	0%
RUSK	27	5	19%
SABINE	15	1	7%
SAN AUGUSTINE	13	3	23%
SAN JACINTO	18	15	83%
SAN PATRICIO	64	21	33%
SAN SABA	7	1	14%
SCHLEICHER	4	0	0%
SCURRY	15	0	0%
SHACKELFORD	5	0	0%
SHELBY	23	6	26%
SHERMAN	3	0	0%
SMITH	152	80	53%
SOMERVELL	11	0	0%
STARR	49	29	59%
STEPHENS	10	4	40%

APPENDIX B

MINORITY RETAILERS BY COUNTY

COUNTY	TOTAL RETAILERS	MINORITY RETAILERS	PERCENTAGE
STERLING	2	0	0%
STONEWALL	1	0	0%
SUTTON	9	0	0%
SWISHER	5	0	0%
TARRANT	1,189	434	37%
TAYLOR	103	5	5%
TERRELL	3	0	0%
TERRY	9	0	0%
THROCKMORTON	2	0	0%
TITUS	28	9	32%
TOM GREEN	72	4	6%
TRAVIS	638	163	26%
TRINITY	17	8	47%
TYLER	18	1	6%
UPSHUR	24	7	29%
UPTON	6	1	17%
UVALDE	29	5	17%
VAL VERDE	21	5	24%
VAN ZANDT	38	12	32%
VICTORIA	68	20	29%
WALKER	52	34	65%
WALLER	35	23	66%
WARD	14	1	7%
WASHINGTON	33	11	33%
WEBB	114	40	35%
WHARTON	47	27	57%
WHEELER	9	0	0%
WICHITA	108	35	32%
WILBARGER	11	2	18%
WILLACY	13	6	46%
WILLIAMSON	193	48	25%
WILSON	28	8	29%
WINKLER	7	0	0%
WISE	46	17	37%
WOOD	27	9	33%
YOAKUM	8	0	0%
YOUNG	18	4	22%
ZAPATA	13	9	69%
ZAVALA	13	8	62%
TOTAL	17,643	7,696	43.62%

APPENDIX C

FISCAL YEAR 2016 HUB, MINORITY AND SMALL BUSINESS OUTREACH EVENTS

I. STATE ECONOMIC OPPORTUNITY FORUMS	LOCATION
2 ND ANNUAL SOUTH TEXAS BUSINESS OPPORTUNITY FORUM	MERCEDES
2016 INTERAGENCY HUB VENDOR FAIR	AUSTIN
2016 PROCUREMENT CONNECTION SEMINAR AND EXPO	BEAUMONT
"DOING BUSINESS TEXAS STYLE" AT ACCESS 2016	IRVING
GOVERNOR'S SMALL BUSINESS FORUM	BRENNHAM
HHSC HUB FORUM	AUSTIN
TEXAS PROCUREMENT AND SUPPORT SERVICES 2016 PROCUREMENT CONNECTION SEMINAR AND EXPO	AUSTIN
II. TEXAS LOTTERY COMMISSION FORUMS	
TEXAS LOTTERY COMMISSION ANNUAL HUB FORUM	AUSTIN
III. VENDOR FAIRS, CONFERENCES & PROCUREMENT EVENTS	
41 ST ANNUAL TEXAS ASSOCIATION OF MEXICAN AMERICAN CHAMBERS OF COMMERCE CONVENTION AND BUSINESS EXPO	EL PASO
BEXAR COUNTY 15 TH ANNUAL SMALL, MINORITY, WOMAN AND VETERAN BUSINESS OWNER'S CONTRACTING CONFERENCE	SAN ANTONIO
HOUSTON MINORITY BUSINESS SUPPLIER DEVELOPMENT COUNCIL EXPO	HOUSTON
TEXAS ASSOCIATION OF AFRICAN AMERICAN CHAMBERS OF COMMERCE	ROUND ROCK

APPENDIX D

FISCAL YEAR 2016 WORKFORCE DIVERSITY HUMAN RESOURCES STATEMENT

The Commission strives to ensure that its employee population reflects the ethnic and gender composition of the state of Texas. A workforce comprising **over 59 percent** women and **46 percent** minorities is the result of our positive approach to equal opportunity practices (see table below).

The Commission takes great pride in its workforce diversity. Efforts to maintain and enhance this diversity are apparent in the open and fair availability of employment opportunities to all members of the public, as well as to Commission employees. Commission staff is expected to treat others with respect, regardless of individual differences and lifestyle choices. The Commission recognizes that maintaining a diverse workforce plays a role in reaching our goal of increased minority participation. This recognition of the value of employee uniqueness is an important factor in the Commission's overall effectiveness.

Programs and policies that aid in accomplishing the goal of workforce diversity include:

- Encouraging a TEAM Approach
- Emphasizing employment recruiting and retention
- Monitoring workforce demographics
- Defining management roles and responsibilities
- Equal Employment Opportunity (EEO) training for management

TEXAS LOTTERY COMMISSION WORKFORCE

TEXAS LOTTERY EMPLOYEES BY ETHNICITY
FISCAL YEAR 2016

ETHNICITY	NUMBER OF EMPLOYEES	% OF AGENCY EMPLOYEES
AFRICAN AMERICAN	43	12.84%
HISPANIC AMERICAN	100	29.85%
ASIAN AMERICAN	9	2.69%
NATIVE AMERICAN	4	1.19%
TOTAL MINORITIES	156	46.57%
CAUCASIAN	179	53.43%
TOTAL EMPLOYEES	335	100%

TEXAS LOTTERY EMPLOYEES BY GENDER
FISCAL YEAR 2016

ETHNICITY	NUMBER OF MALES	% OF AGENCY EMPLOYEES
AFRICAN AMERICAN	12	3.58%
HISPANIC AMERICAN	35	10.45%
ASIAN AMERICAN	5	1.50%
NATIVE AMERICAN	4	1.19%
CAUCASIAN	81	24.18%
TOTAL MALES	137	40.90%
ETHNICITY	NUMBER OF FEMALES	% OF AGENCY EMPLOYEES
AFRICAN AMERICAN	31	9.26%
HISPANIC AMERICAN	65	19.40%
ASIAN AMERICAN	4	1.19%
NATIVE AMERICAN	0	0%
CAUCASIAN	98	29.25%
TOTAL FEMALES	198	59.10%
TOTAL AGENCY EMPLOYEES	335	100%

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APPENDIX E

SAMPLE ADVERTISEMENTS IN MINORITY NEWSPAPERS

SAMPLE ADVERTISEMENTS IN MINORITY NEWSPAPERS

HUB CERTIFICATION

IT'S A WINNING IDEA!

The Texas Lottery Commission is committed to including Historically Underutilized Businesses (HUBs) in its procurement opportunities. Your minority or woman-owned company may qualify to be certified as a Historically Underutilized Business (HUB) with the State of Texas.

For information about state certification and Texas Lottery opportunities, contact our HUB Coordinator, Joyce Bertolacini at (512) 344-5293 or joyce.bertolacini@lottery.state.tx.us

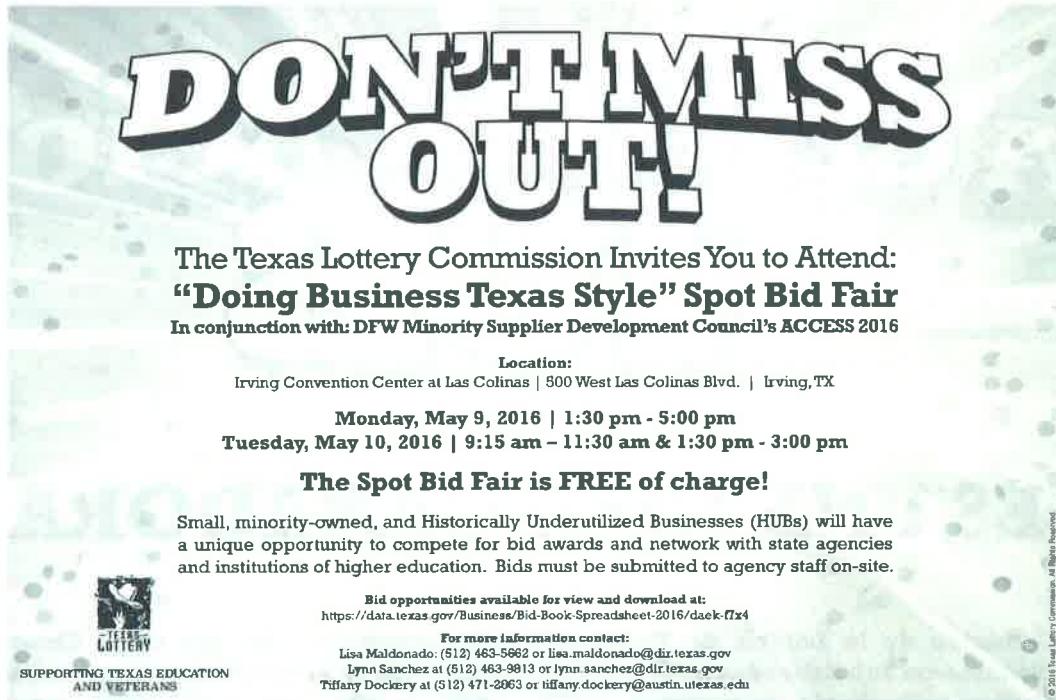
To learn more about the State of Texas HUB Program, visit the Texas Procurement and Support Services web page at: <http://www.window.state.tx.us/procurement/prog/hub/>



SUPPORTING
TEXAS EDUCATION
AND VETERANS

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SAMPLE ADVERTISEMENTS IN MINORITY NEWSPAPERS



DON'T MISS OUT!


The Texas Lottery Commission Invites You to Attend:
"Doing Business Texas Style" Spot Bid Fair
In conjunction with: DFW Minority Supplier Development Council's ACCESS 2016

Location:
Irving Convention Center at Las Colinas | 500 West Las Colinas Blvd. | Irving, TX

Monday, May 9, 2016 | 1:30 pm - 5:00 pm
Tuesday, May 10, 2016 | 9:15 am - 11:30 am & 1:30 pm - 3:00 pm

The Spot Bid Fair is FREE of charge!

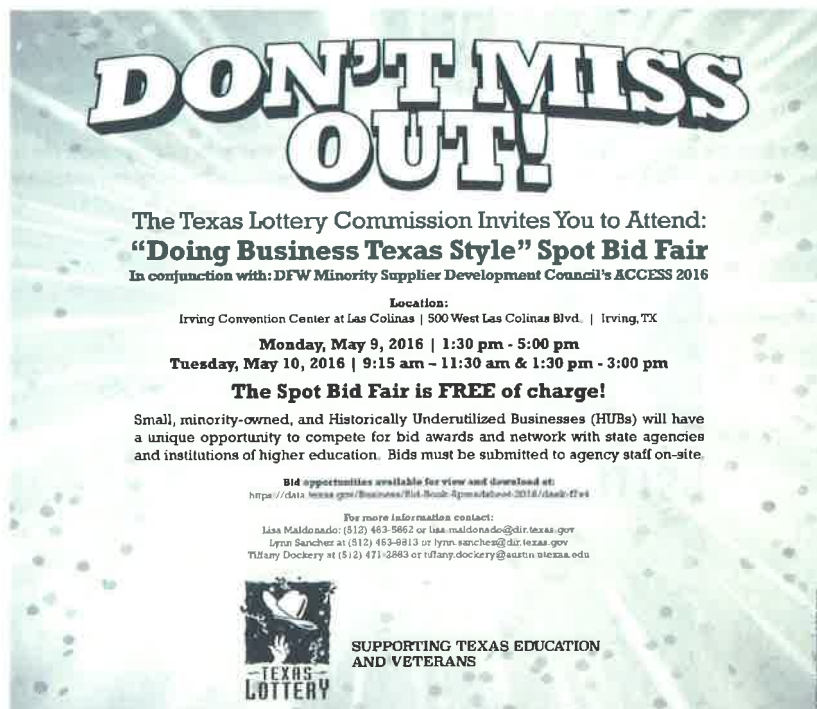
Small, minority-owned, and Historically Underutilized Businesses (HUBs) will have a unique opportunity to compete for bid awards and network with state agencies and institutions of higher education. Bids must be submitted to agency staff on-site.


SUPPORTING TEXAS EDUCATION
AND VETERANS

Bid opportunities available for view and download at:
<https://data.texas.gov/Business/Bid-Book-Spreadsheet-2016/daek-ftx4>

For more information contact:
Lisa Maldonado: (512) 463-5862 or lisa.maldonado@dir.texas.gov
Lynn Sanchez at (512) 463-5813 or lynn.sanchez@dir.texas.gov
Tiffany Dockery at (512) 471-2863 or tiffany.dockery@austin.utexas.edu

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SAMPLE ADVERTISEMENTS IN MINORITY NEWSPAPERS

LA CERTIFICACIÓN HUB

¡ES UNA IDEA GANADORA!

La Comisión de la Lotería de Texas está comprometida a incluir a las Empresas Históricamente Subutilizadas (HUB) en las oportunidades de adquisición. Las compañías de dueños minoritarios o mujeres podrán calificar para ser certificadas como las Empresas Históricamente Subutilizadas (HUB) por el Estado de Texas.

Para más información acerca de la certificación del estado y las oportunidades de la Lotería de Texas, contacte a Joyce Bertolacini al (512) 344-5293 o joyce.bertolacini@lottery.state.tx.us


Para saber más acerca del programa HUB del Estado de Texas, visite la página web de información y soporte de los servicios de adquisiciones: <http://www.window.state.tx.us/procurement/prog/hub/>



APOYAMOS
LA EDUCACIÓN
Y A LOS VETERANOS
EN TEXAS

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SAMPLE ADVERTISEMENTS IN MINORITY NEWSPAPERS



¡NO TE LO PIERDAS!

La Comisión de la Lotería de Texas te invita a asistir a la
Feria de Licitaciones para “Hacer Negocios al Estilo Texano”
En conjunto con: **ACCESS 2016 del DFW Minority Supplier Development Council**

Lugar:
Irving Convention Center en Las Colinas | 500 West Las Colinas Blvd. | Irving, TX

Lunes, 9 de mayo de 2016 | 1:30 pm - 5:00 pm
Martes, 10 de mayo de 2016 | 9:15 am - 11:30 am y 1:30 pm - 3:00 pm

¡La Feria de Licitaciones es GRATUITA!

Las Empresas Pequeñas, propiedad de minorías e Históricamente Subutilizadas (HUBS, por sus siglas en inglés) tendrán la oportunidad de concursar por proyectos y de hacer valiosos contactos con instituciones de educación superior y agencias estatales. Las propuestas deberán entregarse al personal de la agencia presente en el evento.

Puedes ver y bajar las oportunidades de propuestas disponibles en:
<https://data.texas.gov/Business/Bid-Book-Spreadsheet-2016/daek-ftx4>

Para más información contacta:
Lisa Maldonado: (512) 463-5862 or lisa.maldonado@dir.texas.gov
Lynn Sanchez at (512) 463-9813 or lynn.sanchez@dir.texas.gov
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**APOYAMOS LA EDUCACIÓN
Y A LOS VETERANOS EN TEXAS**



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**APOYAMOS LA EDUCACIÓN
Y A LOS VETERANOS EN TEXAS**

SAMPLE ADVERTISEMENTS IN MINORITY NEWSPAPERS

HUB 认证

这是一个必赢的好主意!

德州乐透委员会在其进行采购时, 致力为“历史上未充分利用的企业”(HUB)提供机会。
如果您的公司是由少数族裔或女性所拥有, 可能有资格获得德州认证为“历史上未充分利用的企业”(HUB)。

查询州认证及德州乐透委员会的机会, 请联络HUB协调员
Joyce Bertolacini : (512) 344-5293 或 joyce.bertolacini@lottery.state.tx.us

查询德州HUB计划的信息, 请访问德州采购及支援服务网页:
<http://www.window.state.tx.us/procurement/prog/hub/>



德州乐透彩券支助德
州教育及退伍军人

SAMPLE ADVERTISEMENTS IN MINORITY NEWSPAPERS

良機勿失!

德州樂透委員會邀請您參加:
“德州式營商”現場暗標交易會
聯辦單位:DFW少數族裔供應商發展委員會 ACCESS 2016

地點:
Irving Convention Center at Las Colinas | 500 West Las Colinas Blvd. | Irving, TX

2016年5月9日(星期一) 下午1:30-5:00
2016年5月10日(星期二) 上午9:15-11:30 及下午 1:30-3:00

免費參加現場暗標交易會!

小型、少數族裔擁有及在歷史上未被充分利用的企業(HUB)可藉此難得的機會競投各項目。並與州及高等教育機構建立聯繫，暗標必須交給在現場的機構工作人員。

查看及下載暗標項目請訪問:
<https://data.texas.gov/Business/Bid-Book-Spreadsheet-2016/daek-ftx4>

詳情請聯絡:
Lara Maldonado (512) 463-9682 ✉ lara.maldonado@dir.texas.gov
Lynn Sanchez at (512) 463-9613 ✉ lynn.sanchez@dir.texas.gov
Tiffany Dockery at (512) 471-2863 ✉ tiffany.dockery@austron.uconn.edu


支持德州體育及退伍軍人

良机勿失!

德州乐透委员会邀请您参加:
“德州式营商”现场暗标交易会
联办单位:DFW少数族裔供应商发展委员会 ACCESS 2016

地点:
Irving Convention Center at Las Colinas | 500 West Las Colinas Blvd. | Irving, TX


2016年5月9日(星期一) 下午1:30-5:00
2016年5月10日(星期二) 上午9:15-11:30 及下午 1:30-3:00

免费参加现场暗标交易会!

小型、少数族裔拥有及在历史上未被充分利用的企业(HUB)可借此难得的机会竞投各项目，并与州及高等教育机构建立联系。暗标必须交给在现场的机构工作人员。

查看及下载暗标项目请访问:
<https://data.texas.gov/Business/Bid-Book-Spreadsheet-2016/daek-ftx4>

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