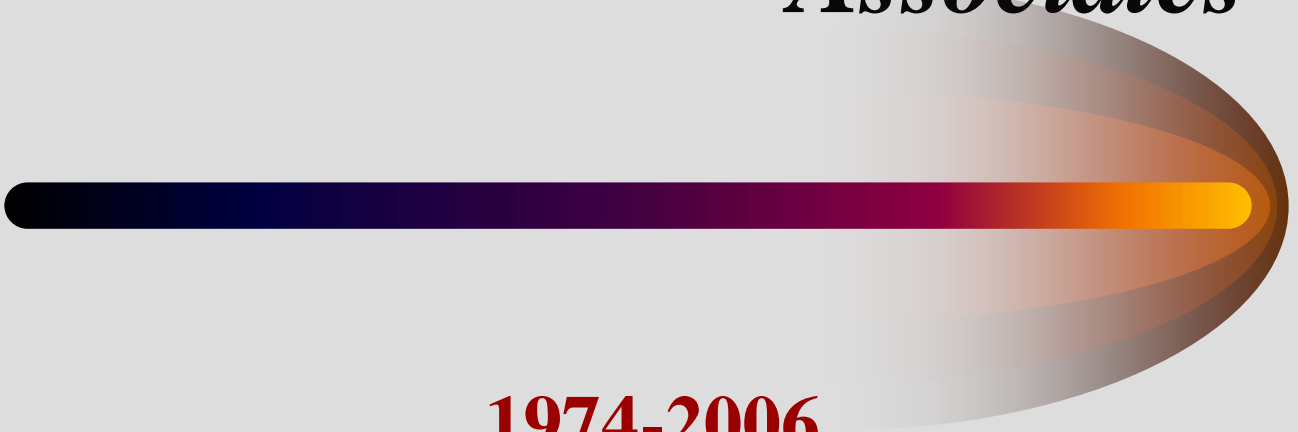


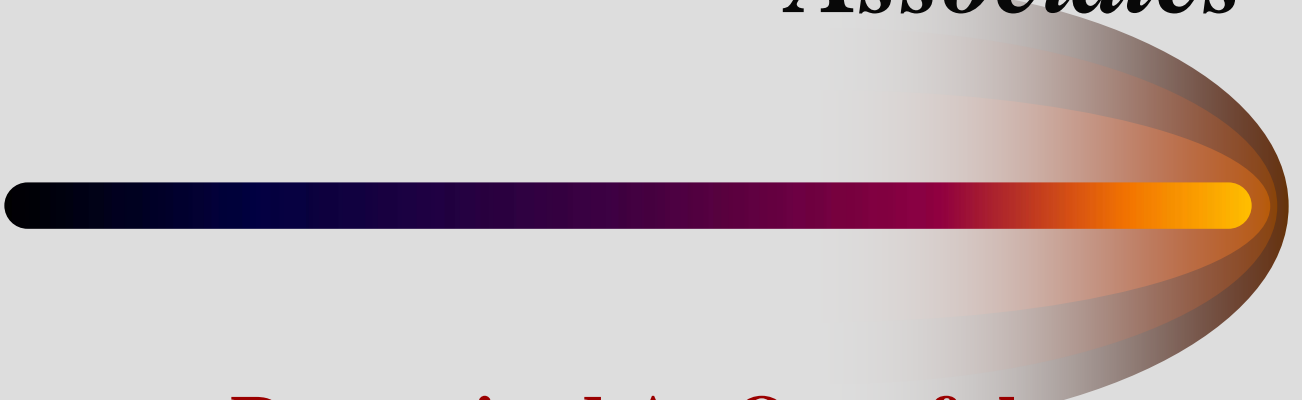
*Roberts-Roberts &
Associates*



1974-2006

**Thirty-two years of
M/W/DBE Program
Management**

*Roberts-Roberts &
Associates*



**Recognized As One of the
Nation's Premier M/W/DBE
Program Consultants**

Track Record of Success for 32 Years

**2003-
Present**

ISLE OF CAPRI CASINOS, INC.

Designed and Monitor M/WBE participation for Isle of Capri Casinos in various cities.

**2003-
2006**

ST. LOUIS CARDINALS NEW STADIUM PROJECT

Cardinals' Representative to ensure M/WBE participation achieves the commitment made by the Cardinals to the City of St. Louis.

**2003-
2004**

ROBERTS LOFTS ON THE PLAZA

Designed and Managed M/WBE participation on Project. Achieved 30% participation.

**2001-
2004**

LAMBERT-ST. LOUIS INTERNATIONAL AIRPORT

\$2 BILLION CAPITAL PROGRAM

Consulting contract to Design and Implement the Contractor Assistance Program for the Purpose of Building Capacity Among DBE firms.

Track Record of Success for 32 Years

1992-
2004

METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

Washington, DC

**\$7.0 Billion Capital Development Program at
Washington National & Dulles Airports
Manage DBE/MBE/WBE Utilization Programs**

1998-
2003

WOODROW WILSON BRIDGE PROJECT

Washington, DC

**Part of General Engineering Consultant Team.
Responsible for DBE/MBE/WBE participation on
\$2.5 Billion Bridge Replacement.**

1999-
2002

HISTORIC RESTORATIONS, INC.

**\$160 Million Downtown St. Louis Convention
Center Hotel. Responsible for MBE/WBE
Utilization.**

1999-
2000

MISSOURI DEPARTMENT OF TRANSPORTATION

**Consulting Contract to Provide Program
Enhancement Services for MoDOT's DBE
Program.**

Track Record of Success for 32 Years



**1983-
2003**

**ANHEUSER-BUSCH Cos
Nationally
\$2.2 Billion MBE/WBE Construction**

**1992-
1993**

**BELL ATLANTIC TELEPHONE,
WASHINGTON GAS COMPANY, POTOMAC
ELECTRIC POWER CO, Washington, DC
Created national M/WBE registries and designed
utilization program for all goods and services, all
three utility companies.**

1992

**LEHRER MCGOVERN BOVIS CONST
MGRS
New York, NY
Designed MBE/WBE Utilization & Affirmative
Action Programs**

**1993-
1994**

**ATLANTIC CITY (NJ) CASINOS: Trump Castle
& Taj, Showboat, Claridge, Merv Griffin's
Resorts, Sands. Designed and implemented
M/WBE Utilization Programs to Comply with New
Jersey Casino Licensing Regulations.**

Track Record of Success for 32 Years



**1974-
1980**

NOOTER CORPORATION
St. Louis, MO
\$12 Million MBE Construction & Supplies

**1974-
1983**

WETTERAU CORPORATION
St. Louis, MO
\$63 Million MBE Construction & Supplies

**1980-
1982**

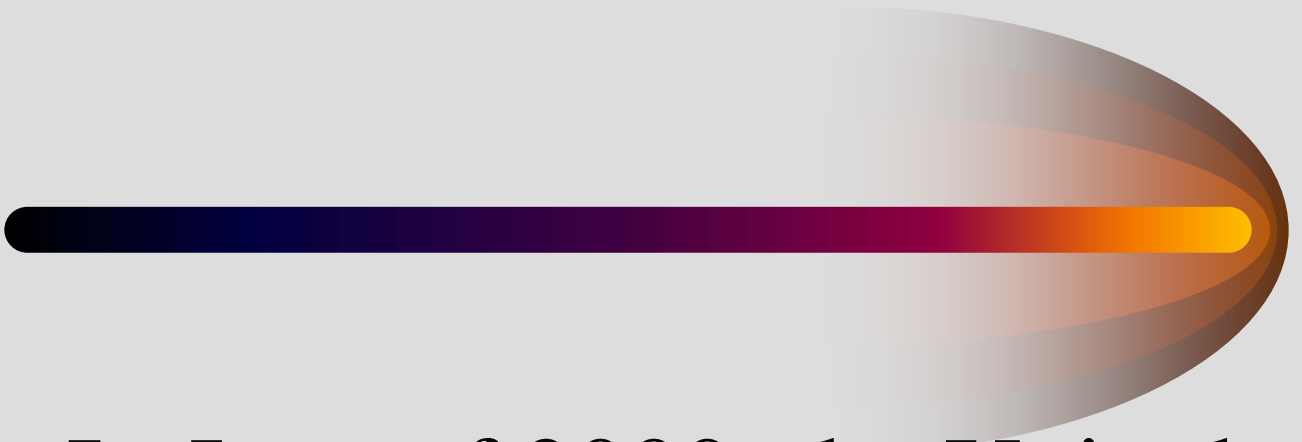
METROPOLITAN ST. LOUIS SEWER DIST
\$20 Million MBE Construction

**1981-
1982**

USDOT/BI STATE TRANSIT
St. Louis, MO
\$66 Million MBE Construction

**1983-
1984**

SOUTHWESTERN BELL
St. Louis, MO
\$167 Million MBE/WBE Construction



In June of 2000, the United States Department of Transportation featured Roberts in their monthly newsletter, *Transportation Link*.



Return
to Issue



The Roberts Companies



Steve Roberts, Kay Gabbert, Mike Roberts

Kay L. Gabbert is the Senior Vice President of The Roberts Companies, a minority-owned company that has subsidiaries in Minority Business Enterprise (MBE), Disadvantaged Business Enterprise (DBE) and Women Business Enterprise (WBE) consulting; construction and property management; television broadcasting; wireless phone services; and restaurants. The company is owned by Mike and Steve Roberts, two African-American brothers.

The consulting firm, Roberts and Roberts Associates, was founded in 1974 and celebrated its 25th anniversary last year.

Ms. Gabbert started her career working as a congressional staff person and the Roberts started as City Council Members - all in St. Louis, Missouri. This background provided the three of them with a strong understanding of political issues.

Initially people started asking them for political advice, which led to the formation of their political consulting firm. The political work evolved into affirmative action initiatives in the commercial sector with clients such as the Anheuser Busch Company. Soon they were also involved in MBE/DBE consulting for state DOT projects and U.S. DOT-funded projects.

Next, Roberts-Roberts became aware that the New Jersey casinos were required to have MBE/WBE plans as part of their licensing requirements. Roberts-Roberts marketed the casinos and picked up contracts with seven of them. Ms. Gabbert proudly points out that these casinos had 5% minority participation before Roberts-Roberts helped them develop their MBE/WBE plans, but one year later they had 17% minority participation. One critical reason for this success was that Roberts-Roberts insisted that the MBE/WBE program be an integrated part of each corporation's overall planning process and that it come under the authority of the CEO's office.

Next, the firm competed for, and won, a contract with three D.C. utility companies under regulatory mandate to improve minority participation. They looked at what the utility companies procured from local, regional and

national markets and developed a national registry of minority firms. By translating these purchasing activities into SIC codes, they were able to determine what pool of minority firms was available for various purchasing activities. The end result was that the utility companies were able to significantly increase their minority participation.

In the early 90s, the Metropolitan Washington Airport Authority was beginning a large capital development project. Roberts-Roberts was selected through a competitive bid process to streamline outreach to MBEs/DBEs/ and WBEs. They enhanced the Authorities Race and Gender Neutral Program for projects financed with revenue funds, and a DBE program for projects financed with U.S. DOT funds - making them more aggressive with targeted outreach, and with comprehensive pre and post award compliance monitoring programs. These highly praised monitoring programs were designed with audit trails for participation at the first and second tier levels.



Roberts-Roberts has worked with the Missouri DOT on a number of initiatives.

Ms. Gabbert believes that this is a great time for minority businesses to grow because the economy is so strong.

She believes that their company has been very successful for the following three reasons:

- they are very aggressive
- they never say they can't do something
- they are always looking for opportunities.

Their grounding is in their political background. Working in political campaigns they learned how to take a loss and how to never miss a deadline. They also have an enormous amount of connections from their political experiences.

On a personal level, Ms. Gabbert feels that she and her partners have a great mix of personalities. Mike Roberts has great vision, while Kay Gabberts and Steve Roberts are good at implementing Mike's ideas. They all have worked together for twenty years and they are best friends. They believe in what they do, and they have great confidence and trust in each other.

Through the years they have branched off into a number of different fields, but Ms. Gabbert still feels that their work on MBE/DBE/WBE programs is the most significant way they affect people. They find that impact very rewarding.

*For more information on The Roberts Companies please call
(314) 367-4600 or e-mail rrakig@aol.com*

RRA Achievements



- **Metropolitan Washington Airports Authority**
 - Served as the Authority’s primary consultant for minority, woman-owned, and local small business participation for twelve years.
 - Managed over 500 M/W/D/LDBE subcontracts in \$7 billion+ of capital development and consistently achieved 25-30% participation.
 - Created the Authority’s pre and post award compliance (monitoring and reporting) programs.

- **St. Louis Cardinals New Ballpark**
 - Created a Mentor-Protégé Program that changes the typical prime-sub contractor relationship to one of a working partnership in the achievement of shared goals to build capacity among the M/WBE subcontractors and expand the prime’s universe of skilled subcontractors.
 - This program is so effective that the Cardinals New Ballpark will conclude as the most successful major city development in the area of M/WBE participation.

RRA Achievements

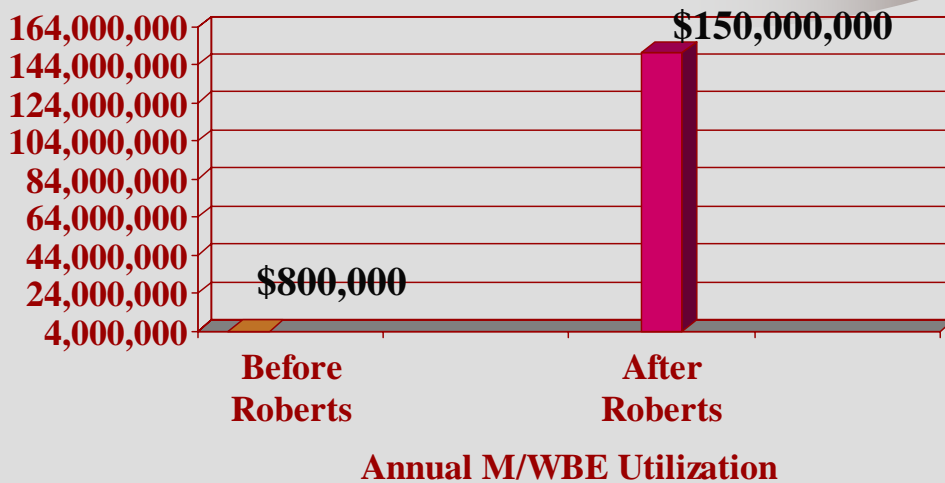


- **Downtown St. Louis Convention Center Hotel (The Renaissance)**
 - Resized projects to create opportunities for M/WBE contractors to perform on the project.
 - Provided technical assistance to M/WBE contractors in bid preparation and bonding.
 - First prime contract on the project was awarded to a MBE firm.

- **Atlantic City, NJ Casinos**
 - Consultant to seven Atlantic City casinos whose M/WBE participation was far below that required by state statute.
 - Worked closely with each Casino's Executive Team for a year to redesign their M/WBE programs.
 - End result: all seven Casinos achieved 17% or greater M/WBE participation in less than one year after implementation of RRA's programs.
 - New Jersey Casino Commission recognized RRA's programs as outstanding and the model for all casinos within their jurisdiction.

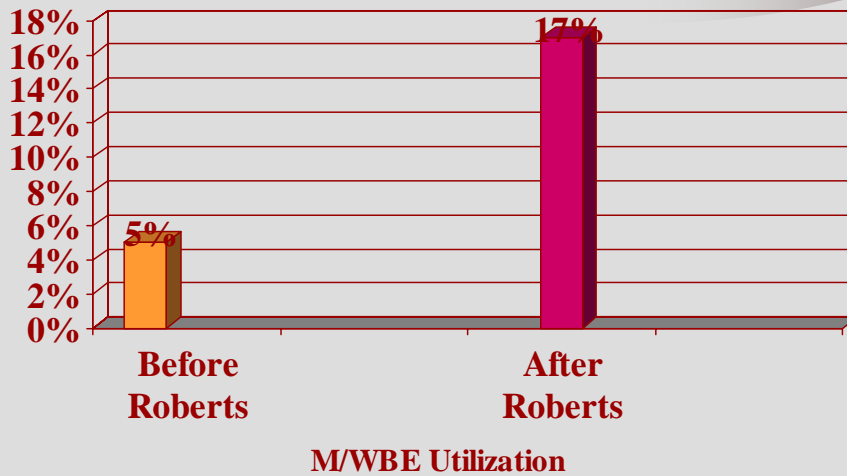
Achievements

Anheuser-Busch Companies



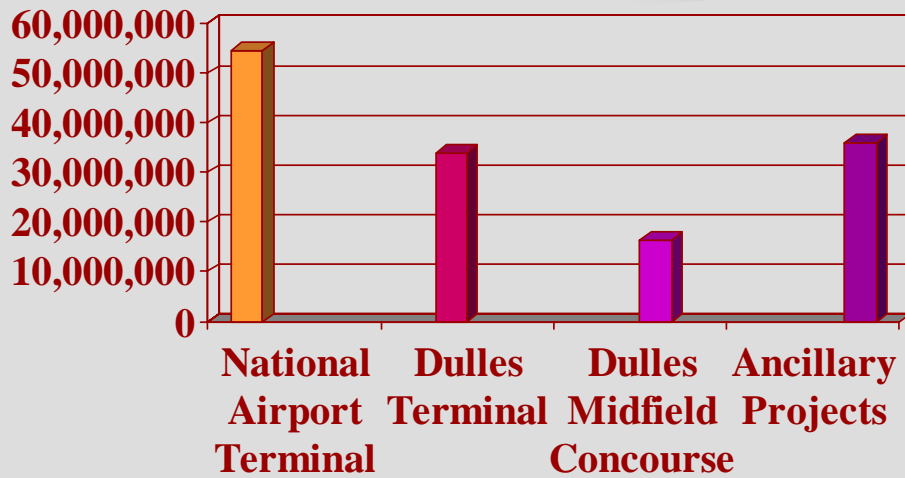
Achievements

Atlantic City Casinos



Achievements

Metropolitan Washington Airports Authority



MBE/WBE Contract Values

Scope of RRA Responsibilities

- **Metropolitan Washington Airports Authority**
 - Main Terminal Expansion, Dulles Intl Airport
 - \$123,880,650 Construction Project
 - M.A. Mortenson, Prime Contractor
 - \$33,838,820 in MBE/WBE/DBE Participation
 - 1st & 2nd Tier M/W/DBE Subcontractors
 - New Main Terminal, Reagan National Airport
 - \$200,000,000 Construction Project
 - Morganti, McGaughan & Dick, Prime Contractor
 - \$54,657,593 in MBE/WBE/DBE Participation
 - 1st & 2nd Tier M/W/DBE Subcontractors
 - New Midfield Concourse, Dulles Airport
 - \$59,010,048 Construction Project
 - Hensel-Phelps, Prime Contractor
 - \$16,552,813 in Local Small Business Participation
 - 1st & 2nd Tier M/W/LDBE Subcontractors
 - New Capital Program at Dulles Airport
 - Adding Two New Terminals (2001-2004)

\$474,867,000	People Mover Project
\$88,000,000	Four Gate Expansion
\$29,500,000	New ATCT
\$250,000,000	Other Construction
 - Terminal A Rehab at National Airport
 - \$250,000,000 of Vertical Construction beginning in 2002

Scope of RRA Responsibilities



- **Lambert-St. Louis Airport Authority**
 - Designed and Implemented the Contractor Assistance Program to Increase Capacity Among DBE Firms for the Authority's \$2 billion Capital Program.
 - Created Bonding Assistance Program
 - Created Revolving Loan Program
 - Designed and Conducted "How To Do Business At the Airport" Pre Award Seminars for D/M/WBEs
 - Designed and Conducted "How To Do Business At the Airport" Post Award Seminars for D/M/WBEs
 - Created a Mentor-Protégé Program for the purpose of building capacity among M/WBE firms.

- **Atlantic City (NJ) Casinos**
 - Designed MBE/WBE Participation Programs for Seven Casinos That Resulted in Increase in Participation From 5% to 17% In One Year
 - Designed Affirmative Action Programs Including Long Term Technical Training To Increase Minority and Female Representation In Professional and Semi-Professional Positions

Scope of RRA Responsibilities



- **Washington, DC Utility Companies**
 - Designed a National Outreach Program To Identify MBEs and WBEs That Provided All Goods and Services Purchased by Each Utility Company
 - Created Database of MBEs/WBEs Coded by SIC and Cross Referenced With Each Utility's Unique Product Code
 - Created Computer Program That Allowed Purchasing Agents to Request List of MBEs/WBEs By Unique Product Code and Fax Request for Quote
- **Woodrow Wilson Bridge Project**
 - Responsible for Compliance With MBE/WBE/DBE Participation Goals for Four Different Entities on \$2.5 Billion Bridge Replacement Project
 - Maryland Department of Transportation
 - Virginia Department of Transportation
 - District of Columbia Department of Public Works
 - Federal Highways Administration
- **Downtown St Louis Convention Center Hotel**
 - Responsible for Compliance With City of St. Louis MBE/WBE Participation Requirements of 25% MBE, 5% WBE
 - Responsible for Project Compliance with Section 3 Regulations
 - Responsible for First Prime Contract (\$3 Million Demolition & Abatement) Being Awarded to Woman-Owned Minority Business

Scope of RRA Responsibilities



- **St. Louis Cardinals New Ballpark**
 - **Responsible for Compliance With City of St. Louis MBE/WBE Participation Requirements of 25% MBE, 5% WBE**
 - **Responsible for developing new and innovative methods to achieve M/WBE participation and build capacity among M/WBEs.**
 - **RRA's Mentor-Protégé Program is on track to make this one of the City's most successful projects in terms of M/WBE participation.**

Scope of RRA Services



- **Design and Implement Outreach Programs**
- **Process Certification Applications**
- **Maintain Computer Databases**
- **Write Solicitation Language**
- **Size Construction Projects To Ensure Opportunity for MBEs and WBEs**
- **Develop Computer Program to Perform Goal Analysis: Determine Availability and Capability of MBEs and WBEs for Specific Projects and Establish Contract Goals**
- **Perform Statistical Analysis For Use In Reporting Achievements in MBE/WBE Participation**
- **Design Pre-Award and Post-Award Contract Compliance Monitoring and Reporting; Ensuring That MBEs and WBEs are Actually Paid for Work Performed**
- **Conduct Project Site Visits and Compliance Audits of Prime Contractors**
- **Design and Implement Comprehensive Technical Support Programs for M/W/DBEs**

Mentor-Protégé Program



1. Prime Contractors Provide Developmental Assistance to M/WBE Proteges

2. Increase M/WBE Protege Technical and/or Business Management Capabilities

Build the Capacity of M/WBE Firms

4. Increase the Number and Dollar Value of Contracts Awarded to M/WBE Proteges by Entities Other Than the Mentor

3. Foundation for On-Going Business Relationship Between Mentor and Protege

Mentor-Protégé Program



Purpose and Goals of the Program:

- An increase in the quality of the technical capabilities of the protégé firms;
- An increase in the number and dollar value of prime contract and subcontract awards to protégé firms since the time of their entry into the program (under contracts awarded by governmental agencies and under commercial contracts);
- An increase in the number and dollar value of subcontracts awarded to a protégé firm by its mentor firm under other agency and/or commercial contracts;
- An increase in subcontracting with protégé firms in industry categories where the mentor firm has *not* traditionally subcontracted to minority or woman-owned business enterprises.

Mentor-Protégé Program

DEVELOPMENTAL ASSISTANCE

The forms of developmental assistance a Mentor firm can provide to a Protégé firm include Management guidance related to:

- **Financial Management**
- **Organizational Management**
 - **Overall Business Management/Planning**
 - **Business Development**
 - **Transfer of Expertise in Disciplines Unique to the Project**
 - **Engineering and other technical assistance**
 - **Rent-free use of facilities and/or equipment**
 - **Temporary assignment of personnel to the Protégé firm for the purpose of training.**

BASIC PROGRAM COMPONENTS

- **Mentor and Protégé Applications**
- **Assessment of Protégé Needs**
- **Developmental Assistance Written Plan Including Milestones**
- **Monthly or Bi-Weekly Progress Reports Based on Milestones**
- **Monthly Meetings with Mentor and Protégé to Review Progress and Identify Potential Obstacles**
- **Bi-Monthly Meetings With Protégé to Measure Progress**

Minority and women firms set record at new stadium

When the new Cardinals ballpark opens, it will not only bring St. Louis an outstanding new and beautiful sports venue, it will be a benchmark for minority and women participation by which all future construction projects will be measured.

"This is the first time in St. Louis history that a project of this size has made this level of commitment and created such a positive outcome for minority and women-owned businesses," said April Hendricks-Brown of Kwame Building Group, the Mentor Protégé Program Manager.

Minority and women contracts on the new ballpark total \$76,334,950, which is nearly 28 percent of total contract dollars, a record in this area for minority and women participation on large construction projects.

Of the total dollars, \$18,252,010 represents Protégé subcontracts, which range from \$200,000 to \$4,200,000. Among the most successful Mentor-Protégé teams are: SBC (Mentor) and Midwest Trenching (WBE Protégé); Sachs Electric (Mentor) and Renaissance Electric (MBE Protégé); Rock Hill Mechanical (Mentor) and MJ Mechanical (MBE Protégé); and DVS Sign-Systems (Mentor) and Ingram Studio (MBE Protégé).

The story behind that suc-



HENDRICKS-BROWN

cess reflects the desire by Cardinals management to commit to an Executive Order by Mayor Francis Slay that set a goal of 25 percent minority-owned business participation and 5 percent woman-owned business participation in the project's design and construction contracts.

One of the first steps the organization took was to hire Roberts-Roberts & Associates (RRA) as their "owner's rep" for minority and women participation. RRA is owned by local entrepreneurs Michael and Steven Roberts. Their firm has been helping corporations recruit minorities for over thirty years.

Cardinals President Mark Lampong says their guidance was crucial to the success of the program.

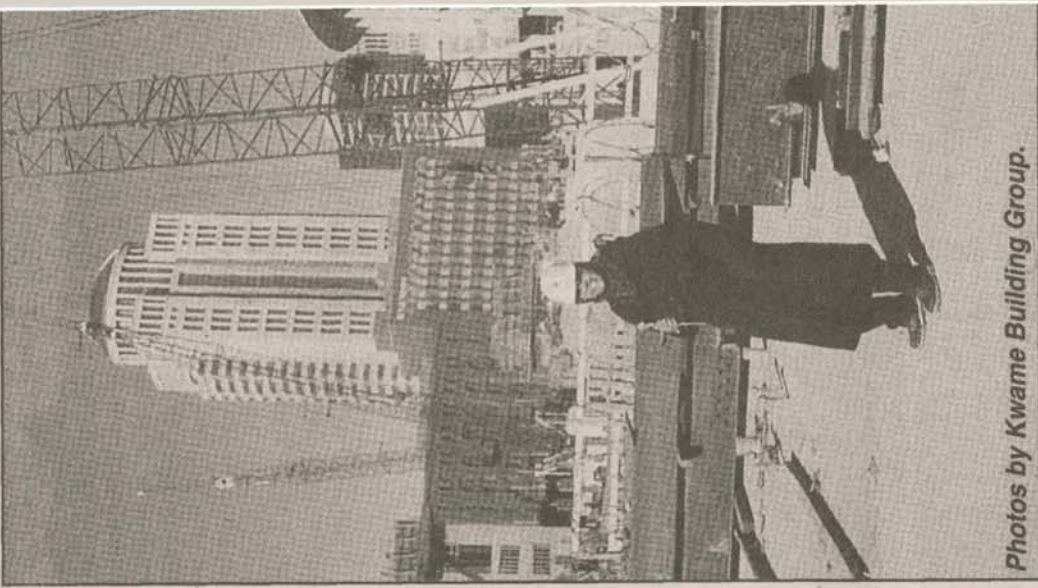
Among RRA's strategies is its Mentor-Protégé program, created by Kay Gabbert, the firm's principal in charge of minority and women program development. The Cardinals incorporated the program into the solicitation language for construction contracts. The program's mission is to build capacity among minority and woman-owned firms, the majority of whom are small contractors. In all cases, the Protégé is a subcontractor to the Mentor.

Among the most difficult challenges for small, minority and woman-owned contractors when participating in large construction projects

are the resources needed, just to keep pace with the project from week to week. Planning, estimating and financial management are frequently the most difficult challenges because the scope of each is much greater than small contractors are accustomed to managing. The Mentor-Protégé Program is designed to address these challenges. The Mentor is required to provide help in the form of: Management Assistance (financial, organizational, back office, transfer of expertise in specific disciplines); Engineering and other technical assistance; Rent free use of facilities or equipment; Temporary assignment of personnel for the purpose of training Protégé's key people.

The Mentor and Protégé are required to work together to create a plan that will focus on helping the Protégé build a stronger business. In the case of the Cardinals new ballpark, Hunt Construction and Kwame Building Group, the construction managers, accepted the responsibility of meeting with the Mentor-Protégé teams on a regular basis to review their progress toward goals each had agreed to. These regular meetings kept everyone on track throughout the construction process.

"The Cardinals broke new ground on the stadium, in more ways than one," said



Photos by Kwame Building Group.

Hendricks-Brown. "This program has developed the M/WBE companies so they're now capable of doing more work and growing their firms. Unlike other programs, the Busch Stadium Mentor-Protégé Program has built capacity and acted in a way that prioritized and subcontractors traditionally relate."

Contractor Assistance Program



Contractor Assistance Program



Pre-qualification: Bond Readiness

- **Determine Current Bond Readiness**
- **Provide Assistance in Completing Bond Package**
- **Provide Assistance in Securing Bond**
- **Identify Strengths & Weaknesses of Internal Controls**
- **Assist in Developing Accurate Financial Reporting Tools**

Contractor Classification:

- **Class I: Limited Support Required**
- **Class II: Comprehensive Support Required**
- **Class III: Additional Review Required**
- **Class IV: Additional Services Required**

Provide Management Consulting Services

- ✓ **Interpret Bid Solicitation Requirements**
- ✓ **Assess Internal Capacity**
- ✓ **Safety Management Training**
- ✓ **Field Monitoring**
- ✓ **Quality Control**

Roberts-Roberts & Associates



Principals:

- **Michael V. Roberts, JD**
- **Steven C. Roberts, JD LLM**
- **Kay L. Gabbert, BA**



References

Pattie Tom, Manager
Equal Opportunity Programs
Metropolitan Washington Airports Authority
#1 Aviation Circle
Washington, DC 20001
703-417-8625

John Loyd
Owner's Rep
St. Louis Cardinals
Ballpark Project Office
527 Spruce St
St. Louis MO 63102
314-982-7892

Ron Silverman, Project Manager
St. Louis Convention Center Hotel
911 Washington Ave, Suite 201
St. Louis MO 63101
314-436-8161

F. Lee Kling, Commissioner
Missouri Department of Transportation
PO Box 270
Jefferson City, MO 65102
573-526-4096