

**Policy 3330 Part I, Continued from Workshop #1
(All Other Industry Remedy resource matrix)
Exhibit 3**

Industry	#	Industry Specific Program	Disparity Study Recommendation	Requires Policy Change	Requires Procedure Change	Financial	Currently Performing at a level	Pro - Rationale	Con - Rationale
Non-Industry-Specific Race-Neutral	R/N-8	Centralized Bidder Registration System/Data Extraction/and Data Management Enhancements	Pages 12-30 to 12-34	Yes	Yes	Yes	No	Strengthens defensibility of disparity study and program goal-setting; reduces administrative burden in setting goals and tracking payments; facilitates enforcement of prompt payment provisions on behalf of subcontractors; facilitates focused outreach efforts; enhances competition; levels playing field for smaller firms marketing efforts; and reduces time and expense for next disparity study.	None
Non-Industry-Specific Race-Neutral	R/N-9	Administrative Strategies / De-bundling	Pages 12-37 to 12-38	Yes	Yes	No	Yes	Smaller contracts enhance competition and give smaller firms and M/WBE firms a better opportunity to win contractors.	De-Bundling contracts increases the number of contracts that have to be advertised, issued, and monitored by SBBC staff. It is easier to administer and manage a single large contract versus several smaller ones. Sometimes, costs are adversely affected by de-bundling.
Non-Industry-Specific Race-Neutral	R/N-10	Supportive Services (Technical Assistance)	Page 12-44	Yes	Yes	Yes	Yes	Does not cost SBBC must to serve as a referral source for needed technical assistance. However, benefits include expanding the supplier base of ready, willing, and able contractors and vendors that can compete effectively for SBBC contracts.	SDOP must have at least one staff member capable of undertaking a needs assessment of contractors and vendors for various types of technical assistance.
Non-Industry-Specific Race-Neutral	R/N-11	Subcontract Remedies (Mobilization and Working Capital Payments)	Page 12-45	Yes	Yes	Yes	No	Minimizes potential for default due to slow payment and inability to finance projects.	Requires SBBC to issue payments in advance of delivery of goods or services. Undermines ability of SBBC to hold subcontractors and prime contractors accountable for performance.
Non-Industry-Specific Race-Neutral	R/N-12	Contract Monitoring & Reporting (Multi-year Contracts and Change Orders)	Page 12-46	Yes	Yes	Yes	Yes, manually	Monitoring and reporting is essential to contract compliance efforts. Tracking goals against utilization on prime contractors with multi-year terms, and unexpected change orders.	None
Non-Industry-Specific Race-Neutral	R/N-13	Website Enhancement Strategies	Pages 12-47 to 12-59	No	No	Yes	Yes	Enhances transparency and access to bidding process for SBE and M/WBE contractors and vendors; also enhances outreach and compliance monitoring capabilities for SDOP.	Short term costs to SBBC of a couple hundred thousand dollars, but these costs will be far outweighed by gained efficiencies through increased staff productivity and enhanced competition for contracts.
Non-Industry-Specific Race-Neutral	R/N-14	Enhance Lead Times for Bid Submittals	Page 12-40	No	No	No	No	Maximizes competition for SBBC contracts and better enables smaller SBE and M/WBE firms to compete.	May delay procurement of goods or services by modest period of time.

Non-Industry-Specific Race-Neutral	R/N-15	Debriefings for Unsuccessful Bidders	Page 12-41	Yes	Yes	No	No	Enhances transparency and bidder trust in fairness in the contract award process; also helps keep bid evaluators honest in knowing they will have to defend their contract award decisions.	May require some additional man hours from SBBC staff in meeting with, or providing written critiques to, unsuccessful bidders.
Non-Industry-Specific Race-Neutral	R/N-16	Establish Office of Contractor Dispute Resolution (Mediation / Arbitration)	Page 12-41	Yes	Yes	Yes	No	Enhances perceptions of fairness in procurement process; avoids severe financial stress for smaller contractors and vendors in resolving many disputes without exorbitant legal expenses.	It is sometimes difficult for SDOP or other SBBC officials stay neutral or to be able to lean heavily on both parties to come to a successful resolution.
Non-Industry-Specific Race-Neutral	R/N-17	Expedited Payment Program	Page 12-42	Yes	Yes	No	No	Streamlined payment process benefits contractors, small and large, improves local economy, and ultimately leads to lower prices for goods and services purchased by SBBC.	None. Either way, the expenditure occurs, but by spending it more quickly, costs to taxpayers and vendor community alike will ultimately be reduced. (Does not include retainage for latent defects.)
Non-Industry-Specific Race-Neutral	R/N-18	Disputed Invoice Five Day Notice Requirement	Page 12-42	Yes	Yes	No	No	Streamlined payment process benefits contractors, small and large, improves local economy, and ultimately leads to lower prices for goods and services purchased by SBBC.	None. Either way, the expenditure occurs, but by spending it more quickly, costs to taxpayers and vendor community alike will ultimately be reduced. (Does not include retainage for latent defects.)
Non-Industry-Specific Race-Neutral	R/N-19	Annual Contracting Trend Forecast	Page 12-44	No	No	No	No	Enhances likelihood of achieving diversity on larger and repetitive contracts; also, longer lead times for bid submittals likely boosts bidding volume and enhances competition for SBBC goods and services.	Requires additional advance work by SBBC staff to analyze procurement trends and needs.
Non-Industry-Specific Race-Neutral	R/N-20	Commercial Non-Discrimination Policy		Yes	Yes	No	No	Strengthen legal defensibility of program and simultaneously provides SBBC with a broader platform to change behavior in the marketplace by causing its vendors and contractors to be consciously inclusive in the way they conduct business.	None.
Non-Industry-Specific Race-Neutral	R/N-21	Goal Setting Committees		Yes	Yes	No	No	Strengthen legal defensibility of program by facilitating narrow tailoring of application of remedies on a case-by-case basis. Helps to build agency-wide buy-in and responsibility for administration of program. Tends to build consensus on which tools to use when in achieving program objectives.	Complicates administration of program and given Sunshine notice requirements may delay issuance of bids.
Non-Industry-Specific Race-Neutral	R/N-22	Direct Reporting of SDOP Office to Board Superintendent		TBD	TBD	No	No	Direct reporting minimizes possibility of suppression of truthful accounting of program's progress or lack thereof. Also significantly raises the profile and independence of the program while maintaining focus on economic inclusion mission and objectives throughout the organization.	Isolation of SDOP Office outside of traditional purchasing and contracting departments may weaken ability to stay on top of bid solicitations and may alienate key internal stakeholders.