

**Policy 3330.1 Part II,
(All Other Industry Remedy resource matrix)
Exhibit 4**

Industry	#	Industry Specific Program	Disparity Study Recommendation	Requires Policy Change	Requires Procedure Change	Financial	Currently Performing at a level	Pro - Rationale	Con - Rationale	Same Remedy - Cross Industries
Race/Gender-Neutral Professional Services Industry	R/N-23	SBE Vendor Rotation	Page 9-78	Yes	Yes	Yes	No	Automated centralized bidder registration system combined with pre-qualification process will enable rotation of SBE firms to get a fair chance to prove capabilities on smaller projects and overcome bias against unknown firms. Facilitates building a track record and overcoming lack of SBBC experience barrier.	Reduces competition in the short-run and may adversely affect cost.	R/N-23, R/C-16, R/N-30, R/C-19, R/N-33, R/C-23
Race/Gender-Neutral Professional Services Industry	R/N-24	Evaluation Preferences for <u>New</u> SBE Prime Bidders	Page 9-78	Yes	Yes	No	No	Encourages more natural evolution of successful SBE M/WBE Professional Services Subconsultant firms into full-service Professional Services firms that bid as primes. Helps overcome natural bias in favor of incumbent firms that repeatedly perform Professional Services prime contracts for SBBC.	SBA size standards for SBEs may not be workable for Professional Services firms, which typically may have fewer employees.	R/N-24, R/N-27, R/C-14, R/C-24, R/N-34
Race/Gender-Neutral Professional Services Industry	R/N-25	Evaluation Panel Diversity	Page 9-78	Yes	Yes	No	Yes	Greater utilization of M/WBE subcontractors with disparity as prime consultants suggests bias against SBE and/or M/WBE primes that might be ameliorated with addition of diverse point of view.	A single evaluation panel representative with sensitivity towards the capabilities of SBE firms might not be sufficient to make a difference in overcoming advantages of incumbent firms; other panel members might resent new panel representatives with no experience.	R/N-25
Race/Gender-Neutral Professional Services Industry	R/N-26	SBE Reserve for Contracts Up to \$25,000 \$50,000	Page 9-78	Yes	Yes	No	No	Encourages more natural evolution of successful S/M/WBE Professional Services Subconsultant firms into full-service Professional Services firms that bid as primes. Helps overcome natural bias in favor of incumbent firms that repeatedly perform Professional Services prime contracts for SBBC.	SBA size standards for SBEs may not be workable for Professional Services firms, which typically may have fewer employees.	R/N-26, R/N-31

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Race/Gender-Neutral Professional Services Industry	R/N-27	Evaluation Preference for SBE Prime Bidders	*Note: Combined with R/N-24	N/A	N/A	N/A	N/A	N/A	N/A	R/N-24, R/N-27, R/C-14, R/C-24, R/N-34
Race/Gender-Neutral Professional Services Industry	R/N-28	SBE Subcontracting Goals for Professional Services	Pages 10-6 to 10-9	Yes	Yes	Yes	No	Enhances ability of S/M/WBE professional services firms to gain experience on larger contracts and establish a track record with SBBC. May also develop referral source with prime consultant.	Not all professional services contract have commercially useful subcontract opportunities, so Goal Setting Committee will need to carefully evaluate each prime contract opportunity. Also, SBA size standards may not effectively benefit M/WBE firms since professional services firms typically have relatively small numbers of employees and gross revenues.	R/N-28, R/C-15
Race/Gender-Conscious Professional Services Industry	R/C-13	Annual Aspirational M/WBE Goals	Pages 7-29 to 7-45	Yes	Yes	No	No	Provides a useful tool for evaluating success of program and making necessary adjustments to aggressiveness of remedies and outreach efforts.	Must guard against reflex to apply annual goals to specific projects without justification. If not updated periodically, can also provide another avenue of legal attack against the program on narrow tailoring grounds.	R/C 13, R/C 17, R/C 22
Race/Gender-Conscious Professional Services Industry	R/C-14	M/WBE Evaluation Preferences for Professional Services	Page 12-23	Yes	Yes	No	Yes	Encourages more natural evolution of successful M/WBE Professional Services Subconsultant firms into full-service Professional Services firms that bid as primes. Helps overcome bias in favor of incumbent firms that repeatedly perform Professional Services prime contracts for SBBC.	Requires careful compliance monitoring by SBBC to ensure that M/WBE team members get to perform agreed upon scope of work at agreed upon dollar value.	R/N-24, R/N-27, R/C-14, R/C-24, R/N-34

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Race/Gender-Conscious Professional Services Industry	R/C-15	M/WBE Subcontracting Goals for Professional Services	Pages 12-25 to 12-30	Yes	Yes	No	Yes	Enhances ability of M/WBE professional services firms to gain experience on larger contracts and establish a track record with SBBC. May also develop referral source with prime consultant.	Not all professional services contracts have commercially useful subcontract opportunities, so Goal Setting Committee will need to carefully evaluate each prime contract opportunity.	R/C-15, R/N-28
Race/Gender-Conscious Professional Services Industry	R/C-16	M/WBE Vendor Rotation	Pages 10-6 to 10-9	Yes	Yes	Yes	No	Automated centralized bidder registration system combined with pre-qualification process will enable rotation of M/WBE firms to get a fair chance to prove capabilities on smaller projects and overcome bias against unknown firms. Facilitates building a track record to overcome SBBC experience barrier.	Reduces competition in the short-run and may adversely affect cost.	R/N-23, R/C-16, R/N-30, R/C-19, R/N-33, R/C-23
Race/Gender-Neutral Commodities Industry	R/N-29	SBE Price Preferences for Commodities Contracts	Pages 9-80, 8-12 to 8-14	Yes	Yes	Yes	No	Enhances ability of small suppliers to compete against larger vendors and suppliers that may have cost advantages due to volume of commodities sold. Expansion of supplier base may ultimately increase competition and reduce prices.	May increase costs of SBBC for commodities purchases by up to 5%.	R/N-29, R/C-18
Race/Gender-Neutral Commodities Industry	R/N-30	SBE Vendor Rotation	Pages 9-80, 8-12 to 8-14	Yes	Yes	Yes	No	Automated centralized bidder registration system combined with pre-qualification process will enable rotation of SBE firms to get a fair chance to prove capabilities on smaller contracts and overcome bias against unknown firms. Facilitates building a track record and overcoming lack of SBBC experience barrier.	Reduces competition in the short-run and may adversely affect cost.	R/N-23, R/C-16, R/N-30, R/C-19, R/N-33, R/C-23

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Race/Gender-Neutral Commodities Industry	R/N-31	SBE Reserve for Contracts Up to \$50,000	Pages 9-80, 8-12 to 8-14	Yes	Yes	Yes	No	Helps overcome bias in favor of larger incumbent firms that repeatedly are awarded Commodities contracts for SBBC. Expansion of supplier base may ultimately enhance competition and lead to cost reductions for SBBC.	Reduces competition in the short-run and may adversely affect cost.	R/N-31, R/N-26
Race/Gender-Conscious Commodities Industry	R/C-17	Annual Aspirational M/WBE Goals	Pages 7-36 to 7-37	Yes	Yes	No	No	Provides a useful tool for evaluating success of program and making necessary adjustments to aggressiveness of remedies and outreach efforts.	Must guard against reflex to apply annual goals to specific projects without justification. If not updated periodically, can also provide another avenue of legal attack against the program on narrow tailoring ground.	R/C-17, R/C-13, R/C-22
Race/Gender-Conscious Commodities Industry	R/C-18	M/WBE Price Preferences for Commodities Contracts	Page 12-24	Yes	Yes	Yes	No	Enhances ability of M/WBE suppliers to compete against larger vendors and suppliers that may have cost advantages due to volume of commodities sold. Expansion of supplier base may ultimately increase competition and reduce prices.	May increase costs of SBBC for commodities purchases by up to 5%.	R/N-29, R/C-18
Race/Gender-Conscious Commodities Industry	R/C-19	M/WBE Vendor Rotation	Pages 9-80, 8-12 to 8-14	Yes	Yes	Yes	No	Automated centralized bidder registration system combined with pre-qualification process will enable rotation of M/WBE firms to get a fair chance to prove capabilities on smaller contracts and overcome bias against unknown firms. Facilitates building a track record and overcoming lack of SBBC experience barrier.	Reduces competition in the short-run and may adversely affect cost.	R/N-23, R/C-16, R/N-30, R/C-19, R/N-33, R/C-23

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Race/Gender-Conscious Commodities Industry	R/C-20	Voluntary M/WBE Distributorship Development Program	Pages 9-80, 8-12 to 8-14	Yes	Yes	Yes	No	Addresses relatively low availability of M/WBE suppliers and permits them to compete on an equal basis with other non-M/WBE suppliers.	Requires resources to carefully review M/WBE distributorship agreements to ensure M/WBE distributorships are treated equally as other distributorships issued by manufacturer in terms of advertising support, line of credit, geographic market, non-government accounts, etc.	
Race/Gender-Conscious Commodities Industry	R/C-21	Mandatory M/WBE Distributorship Development Program	Pages 9-80, 8-12 to 8-14	Yes	Yes	Yes	No	Addresses relatively low availability of M/WBE suppliers and permits them to compete on an equal basis with other non-M/WBE suppliers.	Requires resources to carefully review M/WBE distributorship agreements to ensure M/WBE distributorships are treated equally as other distributorships issued by manufacturer in term of advertising support, line of credit, geographic market, non-government	R/C-20, R/C-21
Race/Gender-Neutral Other Contractual Services Industry	R/N-32	Direct Contracting for Other Contractual Services	Page 12-44	Yes	Yes	No	No	This revised procurement method enhances opportunities for S/M/WBEs to get prime contracting experience.	Increases SBBC's administrative burden for contract management.	R/N-32
Race/Gender-Neutral Other Contractual Services Industry	R/N-33	SBE Vendor Rotation	Page 9-78	Yes	Yes	Yes	No	Automated centralized bidder registration system combined with pre-qualification process will enable rotation of SBE firms to get a fair chance to prove capabilities on smaller contracts and overcome bias against unknown firms. Facilitates building a track record and overcoming lack of SBBC experience barrier.	Reduces competition in the short-run and may adversely affect cost.	R/N-23, R/C-16, R/N-30, R/C-19, R/N-33, R/C-23

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Race/Gender-Neutral Other Contractual Services Industry	R/N-34	SBE Evaluation Preference for Prime Bidders	Page 9-78	Yes	Yes	Yes	No	Encourages more evolution of successful M/WBE Other Contractual Services subcontracting firms into full-service Other Contractual Services firms. Helps overcome bias in favor of incumbent firms that repeatedly perform Other Contractual Services prime contracts for SBBC.	SBA size standards for SBEs may not be workable for Professional Services firms, which typically may have fewer employees.	R/N-24, R/N-27, R/C-14, R/C-24, R/N-34
Race/Gender-Conscious Other Contractual Services Industry	R/C-22	Annual Aspirational M/WBE Goals	Pages 7-29 to 7-45	Yes	Yes	No	No	Provides a useful tool for evaluating success of program and making necessary adjustments to aggressiveness of remedies and outreach efforts.	Must guard against reflex to apply annual goals to specific projects without justification. If not updated periodically, can also provide another avenue of legal attack against the program on narrow tailoring ground.	R/C-17, R/C-13, R/C-22
Race/Gender-Conscious Other Contractual Services Industry	R/C-23	M/WBE Vendor Rotation	Page 9-78	Yes	Yes	Yes	No	Automated centralized bidder registration system combined with pre-qualification process will enable rotation of M/WBE firms to get a fair chance to prove capabilities on smaller contracts and overcome bias against unknown firms. Facilitates building a track record and overcoming lack of SBBC experience barrier.	Reduces competition in the short-run and may adversely affect cost.	R/N-23, R/C-16, R/N-30, R/C-19, R/N-33, R/C-23
Race/Gender-Conscious Other Contractual Services Industry	R/C-24	M/WBE Evaluation Preference for Prime Bidders	Page 9-78	Yes	Yes	No	Yes	Encourages more natural evolution of successful M/WBE Other Contractual Services subcontracting firms into full-service Other Contractual Services firms that bid as primes. Helps overcome natural bias in favor of incumbent firms that repeatedly perform Other Contractual Services prime contracts for SBBC.	SBA size standards for M/WBEs may not be workable for Other Contractual Services firms, which typically may have fewer employees.	R/N-24, R/N-27, R/C-14, R/C-24, R/N-34