



**Illinois Commission on Equity and Inclusion**

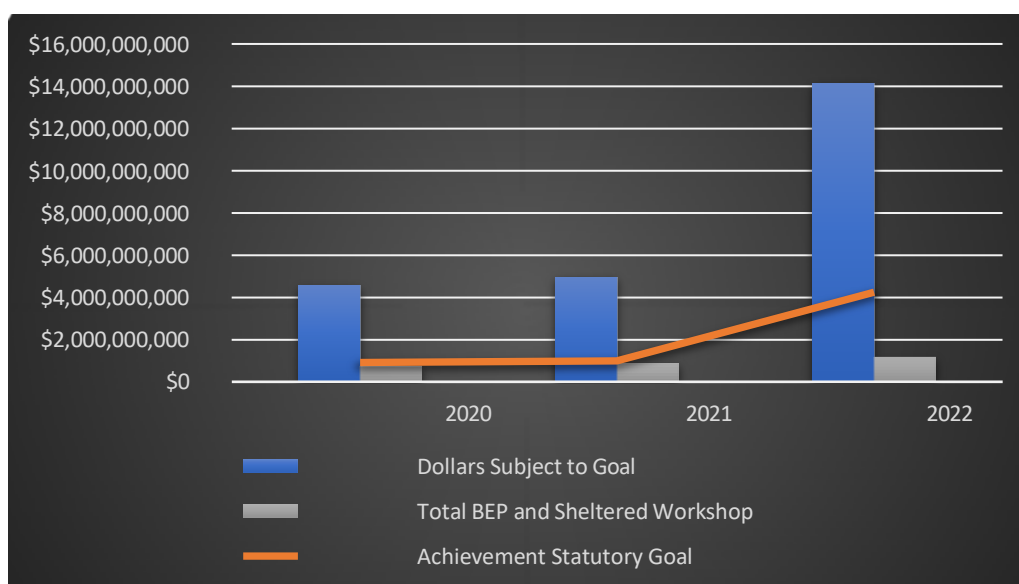
# Scorecard

## FY 2022

***An Analysis of the Illinois Diversity, Equity, and Inclusion Procurement  
Landscape***

## Scorecard Overview

The State of Illinois is committed to fostering an inclusive, equitable, and competitive business environment. The Illinois Commission on Equity and Inclusion (CEI) was created to promote diversity in the Illinois hiring process and champion the continuing economic development of minority-owned, women-owned, veteran-owned, and persons-with-disabilities-owned and operated businesses to participate and succeed in the State procurement process. CEI employs capacity-building and development strategies to ensure the statewide vertical and horizontal growth tactics needed to sustain and undergird the Illinois minority-owned business economic engine. In FY2022, the Statutory Business Enterprise Program (BEP) Goal for state agencies and public institutions for higher learning (Entities) rose from 20% to 30%. In addition, there was a noted increase in Dollars Subject to Goal from \$4.9b to \$14.1b, caused by fewer class exemptions being granted to agencies, as some of the larger agencies reduced the amount of their exemption request from the previous year.



CEI, as part of its responsibility to assess the State's progress toward reaching this goal, may create a scoring evaluation for State agencies and public institutions for higher learning. See 30 ILCS 574/40-10(2). In furtherance of this effort, CEI launched a participatory research initiative to serve as a barometer for building a greater understanding of equity in opportunity within Illinois' business support ecosystem. This landscape analysis measured the disparities or equality gaps between prime vendors and Business Enterprise Program (BEP) certified entities in accessing the State's procurement processes and systems. The research process included surveying stakeholders, including Illinois agencies and public institutions of higher

learning, as well as procurement-related councils and commissions. This report presents the findings of the analysis for each State agency and public institution for higher learning (“Entity”) for CEI’s 2022 fiscal year. It identifies areas of achievement, opportunities for growth, and recommendations for improvement to help enable the State to reach its aspirational goals for diversity in procurement. It also highlights instances of innovation in efforts to diversify procurement within our State.

## Scorecards

This report contains scorecards for each Entity for which CEI obtained sufficient data to complete its analysis. Due to a lack of substantial data provided in certain instances, some Entities were assessed based on the limited information provided. This is noted on individual scorecards. Where possible, CEI scored each Entity<sup>1</sup> based on achievements in three performance areas:

- **increasing capacity:** the existence of structured infrastructure dedicated to focusing on supplier diversity initiatives, strategies, and tactics deployed to strengthen non-BEP and BEP collaborative relations, bid solicitation diversity scoring structures, internal BEP relations (including financial outlay and satisfaction monitoring and tracking efforts), and individual and collaborative outreach activities.
- **growing revenue:** success in meeting the BEP aspirational goal performance of 30% during the fiscal year and a demonstrated increase in investing in BEP firms throughout a three-year period, the fiscal year 2020 through the fiscal year 2022.
- **enhancing credentials:** performance in developing and maintaining business mentor relations and opportunities that foster interaction and potential collaboration considerations.

Each State agency and public institution of higher learning received a tier assessment ranging from “I” to “IV” based on the quality of their survey responses to questions related to the performance areas. “Tier I” indicates excellent accomplishment in achieving BEP goal performance, establishing infrastructure, and engaging in a strategy that facilitates optimal BEP support. “Tier II” indicates good accomplishment with BEP performance goal achievement beyond average expectations and implementation of strategies to enhance performance and support the continued development of BEP firms. “Tier III” indicates satisfactory BEP goal performance and implementation of an underdeveloped strategy to foster BEP support. “Tier IV” indicates opportunities for the expansion of potential BEP procurement engagement activity were identified. For the Entities that are categorized in Tier IV, CEI will provide direct technical assistance to help the Entity

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<sup>1</sup> CEI employed a Convergent Design methodology for this analysis drawn from responses to a survey tool. This is mixed-methods research in which quantitative and qualitative data are collected simultaneously and analyzed separately.

work toward achieving at least satisfactory BEP goal performance and implementation of a developed strategy to foster BEP support. Many Tier IV entities rely extensively on procurement from master contracts and, as a result, have not developed significant programs to increase BEP engagement. CEI looks forward to working with these entities to develop strategies for use in expanding BEP procurement activity while continuing their reliance on master contracts.

Full-size scorecards are dedicated to Entities categorized as “Tier II” or above. These scorecards include analysis for all three performance areas. One-half-size scorecards are included for Entities categorized as “Tier III” or below. In such cases, Entities were assessed only on Increasing Capacity and Revenue Growth performance. Finally, an “Innovative Strategies” section is highlighted for Entities categorized as higher than “Tier II,” chronicling best practice strategies that can be replicated to foster impactful outcomes supporting BEP firms.

## Summary

Key highlights and overall takeaways were captured during the data analysis phase of this initiative. Overall, 61 out of 102 Entities participated in the research initiative survey, yielding a 59.8% participation rate. The organizational breakdown was as follows: 32 of 61 participating Entities were State agencies (yielding a rate of 52.5%), and 29 of 61 participating Entities were Public Institutions of Higher Learning (yielding a rate of 47.5%). Of note, survey responses from some Entities required further information to assess BEP performance fully. Several noteworthy developments in advancing equitable and inclusive systems were identified.

- Altogether, 32 (or 52.5% of) participating Entities experienced a favorable trend from FY2021 to FY 2022 regarding the percentage of BEP achievement.
- In addition, 37 (or 60.7% of) participating Entities experienced a favorable trend from FY2021 to FY2022 regarding percentage of revenue growth.
- Examples of concrete actions Entities have taken to increase equity and inclusion consisted of the following:
  - collaboration with Procurement Technical Assistance Center (PTAC) and Small Business Development Center (SBDC) to garner additional stakeholder support in launching development and strategic efforts to build BEP relations;
  - continuous outreach to firms that may qualify for BEP, encouraging firms to register, attend and hold BEP vendor informational events and train staff to search for vendors in the BEP database;
  - hosting pre-submission/pre-bid conferences for all solicitations, facilitating prime and subcontractor networking and relationship-building opportunities;
  - regular outreach to CEI's compliance unit, as needed, to garner

additional information and written support regarding the sheltered market program;

- routine NIGP code listing reviews to garner awareness of the availability of new BEP firms;
- collaboration with nearby institutions, state agencies, and business organizations for strategic partnerships, time-saving tactics and resource opportunities;
- publicizing solicitation opportunities through established social media platforms; participation in CEI's Mentor Protégé Program;
- implementing cross-agency relationships to collaborate in outreach efforts to expand prime and BEP networking opportunities;
- investing resources and efforts into developing platforms and protocols to track BEP performance and engage in tactics to foster sustainability among these businesses; and
- referring small businesses to CEI for assistance in obtaining BEP certification.

Many members of the CEI intra-stakeholder network of BEP service providers, including agencies, chief procurement offices, commissions and councils, and public institutions of higher learning, are engaged in unprecedented work through innovative strategies that fortify Illinois' business economic engine. There were approximately 30 innovative highlights featured within this scorecard report. Some examples include:

- Through dedicated direct service to BEP-certified firms, the **Toll Highway Authority** administers multiple procurement opportunities that span four operational areas, including a 5-pronged prime and BEP mentorship initiative with a Partnering for Growth program, technical assistance support, business initiatives, credential earning opportunities, and additional opportunities extended through external partnerships.
- The **Illinois Housing Development Authority** administers training for prime vendors to support development in strengthening BEP-certified firms through successful collaborative partnerships.
- The **Department of Innovation & Technology** routinely monitors prime vendors' BEP performance and plans to connect primes and BEP-certified firms through satisfaction surveys.
- The **Department of Central Management Services** hosts multiple webinars encouraging timely information sharing and innovative strategy with procurement professionals across Illinois to foster an exchange of ideas on best practices and diversity efforts.

Please take note of the "Innovative Highlights" contained within the scorecards with a tier "II" or higher for additional perspective on the groundbreaking work undertaken to support BEP-certified firms.

CEI thanks each of the Entities that participated and completed this survey as a demonstration of their support and commitment to addressing continued economic development of minority-owned, women-owned, veteran-owned, and persons-with-disabilities-owned and operated business participation and success in the State procurement process.

## **Recommendations**

Continued investment is necessary to maintain a growth mindset and enable unfettered progress toward achieving ambitious goals. A shared understanding helps to explore conditions and experiences of importance. It is incumbent upon all Entities to adopt an intentional process in creating a constructive approach in the journey forward. The required time and resource investment to realize such efforts, community benefit, and equity aims necessitate progression and innovation.

In furtherance of equitable and inclusive procurement practices, State agencies and public institutions of higher education should consider following common principles and practical strategies for sustained success:

- Identify the department within each respective Entity that addresses diversity, equity, and inclusion (DEI) and engage with that department to increase understanding of current State initiatives, pipeline, and community contacts and leverage their subject matter expertise to ensure an inclusive approach within the procurement space.
- Work with DEI departments to create an inclusive mission and vision, measurable short-term and long-term goals, tracking and trending methods, and a control plan to address goals below the established benchmark.
- Ensure visibility and understanding or awareness by developing a comprehensive communication plan that clearly identifies vital stakeholders, optimal modes of communication, and a determined re-occurring cadence to report out key metrics.
- Establish partnerships with pipeline programs, community resources, and sheltered markets, plan relationship-building, networking, and outreach events to develop an intentional and comprehensive internal and external marketing plan incorporating mixed-media modes to establish and attract BEP businesses.
- Identify and implement an evidence-based project methodology to ensure the success of the proposed future state, including setting executive-level sponsorship and alignment with the organization's or entity's key initiatives.
- Create a comprehensive and inclusive onboarding or orientation program that establishes clear expectations and includes the necessary information to ensure success in meeting the aspirational goal performance of 30%.

## APPENDIX A

# A Toolkit for the Business Enterprise Program

CEI is committed to supporting all procurement agencies, organizations, and institutions in Illinois in achieving a high level of success and sustainability in onboarding businesses owned by minorities, women, persons with disabilities, and veterans, to build their businesses by providing fair access to contracting opportunities within the State of Illinois.

The roadmap to establishing a successful BEP implementation leverages information, resources, programs, and diverse strategies while being flexible in how they can be put into effective practice by both small and large buying State entities.

What follows is a guideline established to serve as a starting point for procurement professionals and their supporting outreach and engagement teams to utilize for reference, and idea generation, in support of adapting to each entity's unique needs based on size, scope, volume, and growth of their procurement department and program.

This listing of BEP program enablement tools and techniques is presented here for your "use where appropriate" consideration. CEI also encourages an ongoing conversation with agency, college, and university leadership and staff as we work, learn, and grow to empower our current and future diverse supplier community.

Designing, implementing, operating, monitoring, and evaluating an entity's BEP achievement must begin with a thoughtful and measured plan appropriate for each entity's goals and objectives.

### **There are several best practices for developing a successful supplier diversity program implementation:**

1. **Clearly defined goals and objectives:** The program should have clear and measurable goals and objectives to ensure that progress can be tracked and evaluated.
2. **Executive sponsorship:** The program should have support from senior leaders within the State agency, organization, or institution, who can provide the necessary resources and commitment to make the program successful.
3. **Collaboration with internal stakeholders:** The program should involve collaboration with internal stakeholders, including procurement, human resources, and diversity and inclusion teams, to ensure that the program aligns with the organization's overall diversity and inclusion goals.

4. **Supplier engagement and outreach:** The program should engage with a diverse range of suppliers, including minority-owned, women-owned, veteran-owned, and small businesses, to increase the pool of qualified suppliers and promote diversity in the supply chain.
5. **Supplier development and capacity building:** The program should provide support and resources to help diverse suppliers grow and develop their businesses, including training, mentorship, and access to capital.
6. **Monitoring and reporting:** The program should have a system for monitoring and reporting its progress and impact, including metrics on supplier diversity, spending with diverse suppliers, and supplier engagement.
7. **Continuous improvement:** The program should be reviewed and evaluated regularly to identify areas for improvement and ensure that it remains relevant and effective in meeting the organization's goals and objectives.

By implementing these best practices, state agencies can develop a solid and effective BEP achievement that promotes diversity and inclusion in their supply chain and delivers measurable benefits to internal and external stakeholders.

The next critical focus area is BEP marketing and outreach to current and new program participants. This outlines a marketing plan to attract and onboard potential suppliers to your Entity's purchasing opportunities.

### **Marketing Plan Executive Summary Example**

This marketing plan outlines the strategies and tactics that can be selectively used to attract and onboard existing and future BEP businesses to an Entity's procurement opportunities. The program should focus on the following key areas:

- **Education and awareness:** Raising awareness of BEP benefits among the broad minority business community in the Entity's service area.
- **Promotion:** Promoting the entity to BEP firms through various channels, including online, print, social media, and event marketing.
- **Onboarding:** Providing support and resources to help BEP firms navigate procurement.

The marketing plan should be implemented over a period of one year. The goals of the plan are to:

- Increase the number of BEP firms participating in the purchasing Entity's program.
- Increase the amount of procurement dollars awarded to BEP firms.
- Improve the visibility and reputation of the purchasing Entity and BEP.
- Attract and onboard new participants to BEP.



## Target Audience

The target audience for this marketing plan is certified BEP firms in the service radius of the State agency, public institutions of higher education, including community colleges, administering the supplier diversity participation efforts. The plan should also focus on reaching certified firms currently participating in BEP, as well as non-certified firms that are new to the BEP procurement process overall.

## Marketing Strategies

The following marketing strategies should be used to reach the target audience:

- **Education and awareness:** The plan should focus on educating BEP-certified and non-certified firms about the program and its benefits. This will be done through various online, print, and social media channels. The plan could also include a webinar series to provide BEP-certified and non-certified firms with information about the procurement process.
- **Promotion:** The plan can promote the program to BEP-certified and non-certified firms through various channels, including an entity's current online, print, and social media outlets. The plan could also include a targeted email marketing campaign.
- **Onboarding:** The plan should provide support and resources to help BEP-certified and non-certified firms navigate the procurement process. This will include providing BEP-certified and non-certified firms with access to the State's procurement portal, as well as offering one-on-one mentoring (such as connecting them to a local Illinois Small Business Development Center (SBDC) or Procurement Technical Assistance Center (PTAC) (<https://dceo.illinois.gov/smallbizassistance/beginhere/sbdc.html>)).

## Marketing Tactics

The following marketing tactics should be used to implement the marketing strategies:

- **Online:** The marketing plan should use the Entity's website to promote its support for BEP. The website can include information and links about the program, its benefits, and how to participate. The Entity can also promote its BEP efforts through social media if it uses such platforms.
- **Print:** The marketing plan may create print materials, such as brochures and flyers, to promote the program. These materials could be distributed at community-based small businesses and other events attended by BEP-certified and non-certified firms.
- **Social media:** The marketing plan may use social media to promote the program. The plan could create a social media presence for the program and use it to share information about the program, its benefits, and how to participate.

- **Email marketing:** The marketing plan should use email marketing to promote the program. The plan should create a list of BEP-certified and non-certified firms and send them regular emails about the program's new announcements.
- **One-on-one mentoring:** The plan can also offer one-on-one mentoring to BEP-certified and non-certified firms interested in participating in the Entity's program. Procurement professionals should provide mentoring with experience working with BEP-certified, non-certified firms and small business development.

## Evaluation

The success of the marketing plan should be evaluated based on the following metrics:

- **Number of BEP-certified and non-certified firms participating in the program.**
- **Amount of procurement dollars awarded to BEP-certified firms as prime and subcontractors.**
- **Visibility and reputation of the Entity and its BEP achievement.**

The plan should be evaluated every quarter. The evaluation results will be used to adjust the plan as needed.

**Another goal of a successful implementation is to foster constructive relationships between prime and BEP subcontractors leading to successful procurement engagements.**

Here are examples of several activities that Entity procurement and outreach teams can encourage to create business mentor relations between prime contractors and MBE subcontractors:

- **Mentorship programs:** An Entity can utilize CEI's Mentor/Protege program that matches BEP-certified firms with experienced prime contractors. This program can provide BEP-certified businesses with guidance and advice on competing for government contracts and help them develop the skills and knowledge they need to succeed.
- **Education programs:** The Entity can also provide education programs for BEP-certified and non-certified firms on how to bid on and win government contracts. These programs can cover the procurement process, contract law, and financial management.
- **Networking events:** The Entity can host or co-host networking and pre-bid events that bring together BEP-certified, non-certified firms and prime contractors. These events can provide opportunities for BEP-certified and non-certified firms to meet potential mentors and partners and to learn about new government contracting opportunities.

By encouraging these activities, state procurement agencies can help create a more diverse and inclusive government contracting marketplace. This can benefit BEP businesses, their employees, the community, and government stakeholders. These initiatives also lead to increased competition, innovation, and economic opportunity.

**Illinois is fortunate to have a unique resource that can be called upon to help build the capacity and enhance the credentials of many certified BEP and potential BEP vendors.**

Illinois Small Business Development Centers (SBDCs) and Procurement Technical Assistance Centers (PTACs) offer various services that can benefit purchasing organizations looking to expand their procurement with certified vendors and those seeking BEP certification.

These services include:

- **Education and training:** SBDCs and PTACs can train purchasing organizations to identify and work successfully with certified BEP and potential BEP firms. This training can cover topics such as the benefits of supplier diversity, the procurement process, how to develop relationships with BEP firms, and navigating the BEP certification process.
- **Matchmaking:** SBDCs and PTACs can help purchasing organizations connect with BEP firms that are a good fit for their needs. This matchmaking can be done through online databases, trade shows, or other events.
- **Technical assistance:** SBDCs and PTACs can provide technical services to purchasing organizations on how to write and manage contracts with BEP firms. This assistance can cover contract compliance, payment terms, and dispute resolution topics.
- **Financial assistance:** Some SBDCs and PTACs offer financial aid to BEP firms looking to bid on government contracts. This assistance can be loans, grants, or other financial support.

In addition to these services, SBDCs and PTACs can also provide purchasing organizations with information on government procurement regulations, Minority Business Enterprise (MBE) certification programs, and other resources.

**Here are some specific examples of how SBDCs and PTACs can help State purchasing organizations expand their procurement with BEP-certified and non-certified firms:**

- An SBDC can help a purchasing organization develop a supplier diversity plan. The plan would outline the organization's goals for supplier diversity and the steps that the organization will take to achieve those goals.

- A PTAC can help a purchasing organization find BEP-certified or non-certified firms qualified to meet the organization's needs. The PTAC would use its BEP-certified and non-certified firms database to identify companies with the products or services the organization is looking for.
- An SBDC can train a purchasing organization's procurement team on how to write and manage contracts with BEP-certified and non-certified firms. The training would cover contract compliance, payment terms, and dispute resolution topics.
- A PTAC can help a purchasing organization get financial assistance for a BEP-certified or non-certified firm looking to bid on a government contract. The PTAC would work with the business to apply for a loan or grants that would provide the company with technical assistance in managing the funds.

By working with SBDCs and PTACs, purchasing organizations can increase their chances of success in expanding their procurement with BEP firms. These organizations offer various services to help purchasing organizations identify, connect, and work with BEP firms.

**Regular monitoring and reporting is the final step in managing a high-performing supplier diversity program. Here are some best practices for monitoring and reporting:**

1. **Establish clear metrics:** Establish clear metrics for tracking and reporting on the program's progress and impact, including spending with diverse suppliers, supplier diversity, and supplier engagement.
2. **Implement a tracking system:** Implement a tracking system for monitoring and reporting on the program's progress, including data on supplier demographics, spending with diverse suppliers, and supplier engagement.
3. **Regularly report results:** Regularly report results to internal stakeholders, including senior leaders, procurement, and diversity and inclusion teams, to keep them informed and engaged.
4. **Use data to drive continuous improvement:** Use the data collected through monitoring and reporting to drive continuous improvement and ensure that the program remains relevant and effective in meeting the organization's goals and objectives.
5. **Encourage transparency and accountability:** Encourage openness and accountability in the program by making data and results widely available and accessible to all stakeholders.
6. **Communicate the impact of the program:** Communicate the impact of the program to internal and external stakeholders, including customers and suppliers, to build awareness and support for the program.

By implementing these best practices, state agencies and public institutions of higher learning can ensure that their BEP participation is effectively monitored and reported on, which can help to drive continuous improvement and demonstrate the program's impact

and value to the entire organization and stakeholder community. Together we can accomplish the economically impactful goals and highest aspirations set forth by implementing the innovative Illinois procurement laws.

## APPENDIX B

# Scorecard Tier System

In reviewing the survey questions for the CEI Scorecard, it became clear that some of the questions were not applicable to all agencies or Public Institutions of Higher Learning (PIHL). For example, one question asks if the agency or PIHL has a unit dedicated to supplier diversity. Many smaller agencies do not. It becomes necessary, then, to weight the value of these questions based on agency size. Using this example, a small agency would have the answer to such question count towards 0% of their score in the respective cornerstone (i.e., Increasing Capacity, Revenue Growth, Enhancing Credentials).

It is worth noting that small entities work off master contracts and, as a result, there is no need to issue an RFP/IFB/bid as purchases are maintained within the parameters of the master contract catalog. While the existence of master contracts is acknowledged, agencies are reminded of the need to consider BEP/VBP contractual partnerships and the importance of ensuring vendor awareness of and efforts to engage in the same. CEI took this consideration into account when scoring agencies and PIHL.

For purposes of Scorecard analyses, data utilized in measuring organizational performance was derived from the following sources: CEI Scorecard Survey and Business Enterprise Program (BEP) Annual Reports. BEP achievement and revenue growth metrics were obtained from BEP Annual Reports [FY22 Business Enterprise Program Annual Report.pdf \(illinois.gov\)](#), while all other metrics for analysis were obtained via self-reported information provided by each respective agency through the CEI Scorecard Survey.

In order to measure agencies and PIHL progress, entities were categorized into the following groups: large and small. These groupings were based upon entity size and resources available. Performance for each agency and PIHL were subsequently analyzed in the following cornerstone areas: Growing Revenue, Increasing Capacity and Enhancing Credentials. This analysis took into consideration a 3-year performance window (i.e., FY20, FY21, FY22) and entities received a weighted average, based upon survey questions and results from the annual reports.

The Revenue Growth metric was comprised of the following weights, reflected below: 65% BEP grade, 25% revenue growth, 5% each for two survey questions. Scores were based upon a 0–4-point scale, with the weights reflected in the overall total score. Each Entity was subsequently categorized utilizing a Revenue Growth metric, based upon a system comprised of the following: Tier I, Tier II, Tier III, Tier IV.

The Increasing Capacity metric was comprised of a scoring system that entailed a weight adjustment factor, based upon entity size (large or small). Small entities (i.e., agencies and PIHL) were scored based upon answers that were provided to questions posed in the CEI Survey. For small entities, the overall percentage of weights were broken down as follows: Question 1 accounted for a 0% overall weight; Question 2 accounted for a 0% overall weight; Question 3 accounted for a 28% overall weight; Question 4 accounted for a 27% overall weight; Question 5 accounted for a 15% overall weight; Question 6 accounted for a 20% overall weight; Question 7 accounted for a 10% overall weight. For large entities, the overall percentage of weights were broken down as follows: Question 1 accounted for a 3% weight; Question 2 accounted for a 2% weight; Question 3 accounted for a 25% weight; Question 4 accounted for a 25% weight; Question 5 accounted for a 15% weight; Question 6 accounted for a 20% weight and Question 7 accounted for a 10% weight. Each of these weights was combined for all respective entities to form an overall point system utilized in scoring the Increasing Capacity cornerstone.

The Enhancing Credentials metric was comprised of a scoring system that measured performance solely based upon the answer provided to one question of the CEI Survey. Entity size was not a distinguishable factor in measuring the Enhancing Credentials cornerstone. As such, the overall score for this cornerstone was based upon 100% weight to the answer provided.

The following charts show how much a question is valued and includes values for two quantitative measures for the Growing Revenue cornerstone – whether the 30% BEP goal is met, and the quantity of dollars invested in BEP or VBP contracts compared to the previous years.

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## Growing Revenue

### **BEP Goal %**

*Weight: 65%*

- 4 – met the 30% BEP goal or higher
- 3 – 20-20%
- 2 – 10-19%
- 1 – 5-9%
- 0 – Less than 5% of the goal

### **Revenue Growth**

*Weight: 25%*

- 4 – Demonstrated significant revenue growth over the past three years
- 3 –
- 2 – Demonstrated small revenue growth over the past three years
- 1 –
- 0 – No demonstrated revenue growth for BEP firms

**1. What types of sheltered market contracting opportunities (if applicable) are offered by your agency?**

*Weight: 5%*

- 4 – Released Sheltered Market opportunities of 4 or >
- 3 – Released 3 Sheltered Market opportunities
- 2 – Released 2 Sheltered Market opportunities
- 1 – Released 1 Sheltered Market opportunity
- 0 – Have never released any Sheltered Market opportunities

**2. Does your agency internally assess/track BEP goal performance results (prime and subcontractor spend)? If yes, how often are results analyzed (at what intervals)?**

*Weight: 5%*

- 4 – Internal tracking system in place and results\* are assessed monthly
- 3 – Internal tracking system in place and results are assessed quarterly
- 2 – Internal tracking system in place and results are assessed semi-annually
- 1 – Internal tracking system in place and results are assessed annually
- 0 – Do not have an internal tracking system in place aside from statewide platform, results are considered during the completion of the CEI Annual Compliance plan

*\*Critical component of metric is frequency of spend analysis*

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## Increasing Capacity

**1. Does your agency operational structure include a dedicated supplier diversity (Business Enterprise Program-BEP and Veteran Business Program-VBP) unit?**

*Weight: 0% for small agencies, 3% for large agencies*

- 4 – Operational structure in place and impactful/results oriented
- 3 – Operational structure in place and meeting expectations
- 2 – Operational structure in place and taking longer to reach results with >2 realized
- 1 – Operational structure in place and delivered a result
- 0 – BEP capacity building strategy not in place

**2. If yes, what is the current quantitative and qualitative staffing capacity (i.e., position titles, etc.)?**

*Weight: 0% for small agencies, 2% for large agencies*

- 4 – BEP team of 4 or >
- 3 – BEP team of 3
- 2 – BEP team of 2
- 1 – BEP-focused professional of 1
- 0 – No professionals engaged in BEP efforts

**3. What strategies or tactics are employed – agency-led and collaboratively with the community (corporations, vendors, firms, companies, etc.) - to build the capacity of certified BEPs?**

*Weight: 28% for small agencies, 25% for large agencies*

- 4 – Currently facilitating mentoring partnerships, events, or activities to link vendors and subcontractors or have done so 4 or more times or with 4 or more BEPs or have referred the same to the CEI MPP
- 3 – Currently facilitating mentoring partnerships, events, or activities to link vendors and subcontractors or have done so 3 times or with 3 BEPs or have referred the same to the CEI MPP
- 2 – Currently facilitating mentoring partnerships, events, or activities to link vendors and subcontractors or have done so 2 times or with 2 BEPs or have referred the same to the CEI MPP
- 1 – Currently facilitating mentoring partnerships, events, or activities to link vendors and subcontractors or have done so 1 time or with 1 BEP or have referred the same to the CEI MPP
- 0 – Not currently or have not facilitated mentoring partnerships, events, or activities to link vendors and subcontractors or referred the same to the CEI MPP

*\*Partnerships equate to vendor/subcontractor collaborative pursuit of solicitations or knowledge of past endeavors in this regard*

**4. Are BEP capacity-building initiatives included in the scoring component of solicitation (Request for Proposal-RFP) opportunities?**

*Weight: 27% for small agencies, 25% for large agencies*

- 4 – Yes, includes option to earn points for BEP capacity-building through the solicitation process
- 0 – No, does not include option to earn points for BEP capacity-building through the solicitation process

**5. What tactics exist to assess timely expenditure payments to BEPs, accurate spend reporting and timely report submission?**

*Weight: 15%*

- 4 – Internal tracking system existent including monthly BEP communication/check-in/satisfaction surveillance



- 3 – Internal tracking system existent including quarterly BEP communication/check-in/satisfaction surveillance
  - 2 – Internal tracking system existent including semi-annual BEP communication/check-in/satisfaction surveillance
  - 1 – Internal tracking system existent including annual BEP communication/check-in/satisfaction surveillance
  - 0 – Do not employ BEP communication strategy or engage BEPs in this area
- 6. During RFP review, does your agency consider historical demonstrated BEP partner performance in the Diversity Scoring component?**  
*Weight: 20%*
- 4 – Agency scoring criteria includes consideration of Vendor BEP Compliance Performance
  - 0 – Agency scoring criteria does not include consideration of Vendor BEP Compliance Performance
- 7. In what type(s) of outreach does your agency engage to increase BEP participation?**  
*Weight: 10%*
- 4 – Agency multi-faceted outreach strategy in place with 4 or more components
  - 3 – Agency multi-faceted outreach strategy in place with 3 components
  - 2 – Agency multi-faceted outreach strategy in place with 2 components
  - 1 – Agency outreach strategy in place with singular focus
  - 0 – Agency outreach strategy does not exist
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## Enhancing Credentials

- 1. What types of activities does your agency encourage to create business mentor relations between primes and BEP subcontractors?**  
*Weight: 100%*
- 4 – Fostered vendor relations that resulted in the attainment of licenses or certifications of 4 or more BEPs or hosted events or activities creating pipelines to do so
  - 3 – Fostered vendor relations that resulted in the attainment of licenses or certifications of 3 BEPs or hosted events or activities creating pipelines to do so
  - 2 – Fostered vendor relations that resulted in the attainment of licenses or certifications of 2 BEPs or hosted 2 events or activities creating pipelines to do so
  - 1 – Fostered vendor relations that resulted in the attainment of a license or certification of 1 BEP or hosted 1 event or activity to create pipelines to do so
  - 0 – Have not fostered vendor relations that resulted in the attainment of any BEP license or certification and have not hosted an event or activity
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## Innovative Practice Highlights

*Not scored but shared on Scorecard for reference.*

**What suggestions can you share to improve the BEP contracting procurement process?**