

**MINUTES OF BOC WORK SESSION
COBB COUNTY BOARD OF COMMISSIONERS
SEPTEMBER 24, 2024
1:30 PM**

The Work Session of the Cobb County Board of Commissioners was held on Tuesday, September 24, 2024 at 1:30 p.m. in the second-floor public meeting room at 100 Cherokee Street, David Hankerson Building, Marietta, Georgia. Present and comprising a quorum of the Board were:

Chairwoman Lisa Cupid
Commissioner JoAnn Birrell
Commissioner Keli Gambrill
Commissioner Jerica Richardson
Commissioner Monique Sheffield

CALL TO ORDER

Chairwoman Cupid called the meeting to order at 1:30 p.m.

PRESENTATIONS

1. **To present the findings and recommendations from the Countywide Disparity Study.**

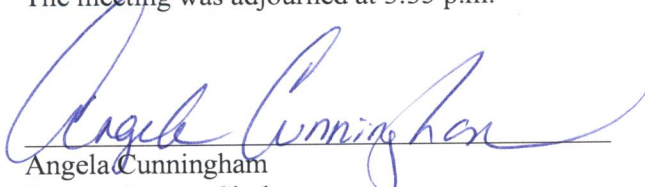
Roger Ball, Procurement Services Director, introduced the following speakers, with Griffin and Strong, PC, who presented the findings and recommendations from the Disparity Study.

- Rodney K. Strong, Esq., CEO and Co-Founder
- Michele Clark Jenkins, Director of Research and Methodology
- Dr. Vincent Eagan, Principal Investigator
- Trinity Williams, Project Management Coordinator
- Dr. Jason Coupet, Georgia State University Associate Professor

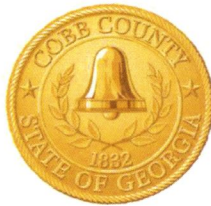
No official action was taken by the Board.

ADJOURNMENT

The meeting was adjourned at 3:35 p.m.


Angela Cunningham
Deputy County Clerk
Cobb County Board of Commissioners

Cobb County Disparity Study



Findings and Recommendations

Presented By:



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About Griffin & Strong

■ Firm specializing in procurement research, training and supplier diversity consulting, contract compliance, and program development.

The most qualified team in the industry:

- 7 Juris Doctors
- 2 Ph.Ds. in Economics
- Ph.D. in Social Psychology
- Ph.D. in Anthropology

■ No study conducted by Griffin & Strong has ever been challenged or overturned in court.



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Agenda

- TECHNICAL APPROACH
- STUDY PARAMETERS
- QUANTITATIVE FINDINGS
- POLICY, PRACTICES, & PROCEDURES FINDINGS
- MARKETPLACE FINDINGS
- ANECDOTAL FINDINGS
- OVERALL FINDINGS
- COMMENDATIONS
- RECOMMENDATIONS
- Q&A



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TECHNICAL APPROACH

1. LEGAL ANALYSIS
2. POLICY REVIEW
3. COLLECT & CLEAN DATA
4. RELEVANT MARKET ANALYSIS
5. UTILIZATION ANALYSIS
6. AVAILABILITY ANALYSIS
7. DISPARITY ANALYSIS
8. PRIVATE SECTOR ANALYSIS
9. ANECDOTAL EVIDENCE COLLECTION & ANALYSIS
10. FINAL REPORT WITH RECOMMENDATIONS



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Study Parameters

STUDY PERIOD

October 1, 2017, to September 30, 2022 (FY 2018-2022)

INDUSTRY CATEGORIES

- Construction
- Engineering
- Professional Services/Consultants
- Other Services
- Goods



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Relevant Market

- The geographic location (by county) where the County spent at least 75% of its dollars during the Study Period.
- The County's Relevant Geographic Market Area is Cobb County, Gwinnett County, and Fulton County.
- Within those counties, Cobb County spent:
 - In Construction, 78.04%
 - In Engineering, 95.42%
 - In Professional Services/Consultants, 77.35%
 - In Other Services, 76.61%
 - In Goods, 52.82%
 - Total, 73.03%



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**Availability Estimates by Industry Category
In the Relevant Geographic Market Area
(Based upon the Master Vendor File)**

Ethnicity of Vendor	Construction	Engineering	Professional Services/Consultants	Other Services	Goods
Asian American	1.58%	6.87%	1.73%	1.49%	0.95%
African American	26.75%	26.78%	11.05%	11.32%	7.16%
Hispanic American	4.45%	2.61%	0.41%	1.02%	0.32%
Native American	0.45%	0.24%	0.05%	0.08%	0.18%
TOTAL MINORITY	33.23%	36.49%	13.25%	13.91%	8.68%
Non-Minority Women	5.95%	8.53%	2.75%	2.39%	2.40%
TOTAL MWBE	39.19%	45.02%	16.00%	16.29%	11.01%
Non-MWBE	60.81%	54.98%	84.00%	83.71%	88.99%
TOTAL	100.00%	100.00%	100.00%	100.00%	100.00%



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**Summary of Prime Utilization by Industry Category
In the Relevant Geographic Market Area
(Based upon Payments FY 2018-2022)**

Business Ownership Classification	Construction (S)	Engineering (S)	Professional Services/Consultants (S)	Other Services (S)	Goods (S)	TOTAL (S)
African American	\$ 1,466,251	\$ 8,711,196	\$ 279,834	\$ 2,984,435	\$ 14,485,214	\$ 27,926,929
Asian American	\$ 20,452,521	\$ 3,800	\$ 114,934	\$ 524,616	\$ 2,906,799	\$ 24,002,670
Hispanic American	\$ 6,597,240	\$ 1,355,884	\$ 240	\$ 31,455	\$ -	\$ 7,984,818
Native American	\$ -	\$ -	\$ -	\$ -	\$ 38,415	\$ 38,415
TOTAL MINORITY	\$ 28,516,012	\$ 10,070,879	\$ 395,007	\$ 3,540,506	\$ 17,430,428	\$ 59,952,833
Non-Minority Woman	\$ 33,668,426	\$ 8,767,910	\$ 209,432	\$ 57,262	\$ 27,788,753	\$ 70,491,783
TOTAL MWBE	\$ 62,184,438	\$ 18,838,789	\$ 604,439	\$ 3,597,768	\$ 45,219,181	\$ 130,444,616
Non-MWBE	\$ 370,604,069	\$ 128,774,951	\$ 155,218,118	\$ 234,378,412	\$ 169,740,234	\$ 1,058,715,784
TOTAL FIRMS	\$ 432,788,507	\$ 147,613,740	\$ 155,822,558	\$ 237,976,180	\$ 214,959,415	\$ 1,189,160,400
Business Ownership Classification	Construction (%)	Engineering (%)	Professional Service/ Consultants (%)	Other Services (%)	Goods (%)	TOTAL (%)
African American	0.34%	5.90%	0.18%	1.25%	6.74%	2.35%
Asian American	4.73%	0.00%	0.07%	0.22%	1.35%	2.02%
Hispanic American	1.52%	0.92%	0.00%	0.01%	0.00%	0.67%
Native American	0.00%	0.00%	0.00%	0.00%	0.02%	0.00%
TOTAL MINORITY	6.59%	6.82%	0.25%	1.49%	8.11%	5.04%
Non-Minority Woman	7.78%	5.94%	0.13%	0.02%	12.93%	5.93%
TOTAL MWBE	14.37%	12.76%	0.39%	1.51%	21.04%	10.97%
Non-MWBE	85.63%	87.24%	99.61%	98.49%	78.96%	89.03%
TOTAL FIRMS	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%



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**Subcontractor Utilization
In the Relevant Geographic Market Area
Distribution of Dollars by Business Ownership and Fiscal Year
(Using Payment Dollars, FY 2018-2022)**

Based upon Responses to the Prime Vendor Questionnaire

Business Ownership Classification	Construction	Engineering	Professional Services/Consultants	Other Services	Goods	TOTAL
	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)
African American	\$144,728	\$67,639	\$-	\$-	\$-	\$212,367
Asian American	\$-	\$500	\$-	\$-	\$-	\$500
Hispanic American	\$40,792	\$-	\$-	\$-	\$-	\$40,792
Native American	\$-	\$-	\$-	\$-	\$-	\$-
TOTAL MINORITY	\$185,520	\$68,139	\$-	\$-	\$-	\$253,659
Non-Minority Woman	\$528,589	\$63,608	\$-	\$-	\$-	\$592,197
TOTAL MWBE	\$714,109	\$131,747	\$-	\$-	\$-	\$845,856
Non-MWBE	\$5,785,222	\$785,877	\$54,530	\$831,287	\$1,652,285	\$9,109,200
TOTAL FIRMS	\$6,499,331	\$917,624	\$54,530	\$831,287	\$1,652,285	\$9,955,056

Business Ownership Classification	Construction	Engineering	Professional Service/Consultants	Other Services	Goods	TOTAL
	(%)	(%)	(%)	(%)	(%)	(%)
African American	2.23%	7.37%	0.00%	0.00%	0.00%	2.13%
Asian American	0.00%	0.05%	0.00%	0.00%	0.00%	0.01%
Hispanic American	0.63%	0.00%	0.00%	0.00%	0.00%	0.41%
Native American	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
TOTAL MINORITY	2.85%	7.43%	0.00%	0.00%	0.00%	2.55%
Non-Minority Woman	8.13%	6.93%	0.00%	0.00%	0.00%	5.95%
TOTAL MWBE	10.99%	14.36%	0.00%	0.00%	0.00%	8.50%
Non-MWBE	89.01%	85.64%	100.00%	100.00%	100.00%	91.50%
TOTAL FIRMS	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%



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**Summary of Statistically Significant
Underutilization in Prime Contracting**

Business Owner Classification	Construction	Engineering	Professional Services/Consultants	Other Services	Goods
African American	X	X	X	X	
Asian American		X	X	X	
Hispanic American	X	X	X	X	X
Native American	X	X	X	X	X
Non-Minority Woman		X	X	X	

Overall, the County spent \$1,447,070, or 0.12%, with SDVOSBs as prime contractors.

The strongest category in absolute and percentage terms was in Engineering. SDVOSBs were Underutilized across all Industry categories.



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Summary of Statistically Significant Underutilization of MWBEs in Subcontracting

Business Owner Classification	Construction	Engineering	Professional Services/Consultants	Other Services	Goods
African American	X	X	X	X	X
Asian American	X	X	X	X	X
Hispanic American	X	X	X	X	X
Native American	X	X	X	X	X
Non-Minority Woman		X	X	X	X



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POLICY FINDINGS

Purchasing

Purchasing with Cobb County is centered primarily in the Procurement Services Department, with the Support Services Agency Director and the Board of Commissioners providing oversight and having approval authority for certain purchases. For smaller purchases, the program is more decentralized to allow flexibility for the buying departments.

Vendors

The County maintains a master vendor file, populated using its e-registration system or hard copy applications for prospective vendors. The "Vendor Self Service" (VSS) system permits registrants to self-select the commodities and/or services the vendor provides. Bid opportunities are also posted on the Procurement Services Department website and the newspaper.

Informal Procurement

Informal procurement is used by Cobb County for purchases of goods and non-professional services costing less than \$50,000, with varying requirements for obtaining quotes from vendors depending on the dollar value. There are no MWBE or SDVOSB bid preferences, set asides, or other similar benefits in these informal procurement methods.

Formal Procurement

For purchases costing more than \$50,000 competitive bidding (formal procurement) is required consistent with the County ordinances. State law governing competitive bidding expressly applies to County Public Works construction contracts valued at or above \$100,000. As with informal purchases, there are no MWBE or SDVOSB bid preferences, set asides, or other similar benefits in formal/competitively bid purchases.

Competitive Bidding

The County sometimes self-performs renovation projects otherwise subject to competitive bidding, acting as its own General Contractor. The County may self-perform property maintenance tasks as well, such as janitorial/custodial, landscaping, lawn maintenance, et. al.



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POLICY FINDINGS

Professional Services

Cobb County policy for procurement of Professional Services applies to contracts for which the cost is expected to exceed \$50,000. Contracts for less than \$50,000 can be awarded by Departments using an abbreviated selection process.

Master Agreements

The Procurement Services Department is authorized to execute "Master Agreements" or "Annual Contracts" for the purchase of goods or services that are of a continuing or common need. These agreements are for estimated quantities at fixed unit prices for a specified term, typically one year.

Construction

Procurement by the Cobb County Department of Transportation (DOT) includes transit, airport, and horizontal roadway construction (and maintenance). Cobb DOT is a subrecipient through the Georgia Department of Transportation (GDOT) and has federal DBE goal requirements for federally funded projects. Cobb DOT staff reports that it is often difficult to meet goals with DBE prime contractors or subcontractors due to capacity issues.

Special Purpose Local Option Sales Tax (SPLOST)

Cobb County also conducts procurement for projects funded through the Special Purpose Local Option Sales Tax (SPLOST), primarily through the Procurement Services Department. Of note, there is a Master Agreement for Professional Services/Program Management for SPLOST spending with Cobb DOT (valued at \$24 million per year), covering design, construction, and right-of-way projects.

Bonding

State bonding provisions apply to larger Public Works contracts (those valued at more than \$100,000), but Cobb County has discretion under its policies and procedures to require bid bonds, performance bonds, and/or payment bonds on other contracts, regardless of value/cost.



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POLICY FINDINGS

Insurance

The standard insurance requirements for Cobb County purchasing are set forth in the Terms and Conditions documents provided to vendors and potential vendors. Recently, an Insurance Services Coordinator has been added to the Procurement Services Department to evaluate insurance issues as they relate to procurement and to coordinate with Risk Management and the County Attorney.

Prime Contractor Prompt Pay

By County policy, prime contractors are to be paid "net 30 days" from receipt of proper invoice by the Finance Department. There is no provision for the payment of subcontractors by prime contractors. For DOT contracts the County's unwritten policy is to require the prime contractor to pay its subcontractors before receiving payment from Cobb County DOT.

Outreach

The Procurement Services Department provides outreach programs in the community about contracting with the County, including "How to Do Business" seminars (virtual and in-person); meetings with the various Chambers of Commerce or similar groups; small business roundtables; email blasts about public contracting opportunities in Metro Atlanta area; virtual meetings with SBEs; "contracting opportunities" presentations; and expositions and trade shows with other governmental entities.

Small Business and New Start Incentive

The Small Business and New Start incentive – a capacity-building and business assistance program for small local businesses provided for under Sec. 2-168 -- includes grants, business assistance, access to marketing and real estate data, and business connection assistance, among other incentives.

Local Vendor Presence (LVP) Preference Points

Businesses located in Cobb County receive qualitative bid points in evaluations for Professional Services contracts pursuant to the Local Vendor Presence (LVP) Program. Moreover, as to formal bids (whether Professional Services or not), being a local business provides an opportunity for a contract award in tie bid scenarios.



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POLICY FINDINGS

Self-identification

Though Cobb County does not currently have a race-conscious or gender-conscious program or policy it expressly encourages MWBE firms to effectively self-identify with the County.

Supplier Diversity Program

In the final year of the Study Period (2021), Cobb County began the implementation of a new Supplier Diversity Program. This program is presently designed to increase outreach to diverse businesses and to track utilization of diverse businesses.

Staffing

The total staff for the Procurement Services Department is 13 full-time (FTE) positions and one part-time position. The staff is divided among procurement specialists, administrative staff, a business manager, an insurance coordinator, P-Card coordinator, and a contract management coordinator.



PRIVATE SECTOR FINDINGS

MWBE Firms Have Smaller Revenue Share

Controlling for other factors, White American owned firms (inclusive of women owned firms) have the best Firm Revenue Share ratio, MWBE firms capture much smaller portions of the revenue in the market relative to their market share (Source: 2012/2017 American Business Survey).

The Capacity of MWBE Firms is Suggestively Lower Than Non-MWBEs

Controlling for other factors, the total Payroll for Non-MWBE firms was much higher than that of MWBE firms. This is highly suggestive that MWBE firms have much lower operational capacity, which may undermine economies of scale and the ability to make competitive bids. (Source: 2012/2017 American Business Survey)

MWBE Building Permit Shares Lower Relative to Non-MWBEs

The total number of building permits going to any of the firm types that could be classified as MWBE was 55, which constituted approximately 2.06 % of all building permits issued. G&S also examined the relative volume of work, proxying for the volume of work with the size of the approved permit. The average job value for African American owned firms was \$494,988. For Non-African American owned firms, it was \$653,317. The average job value for Women owned firms was approximately \$221,313, approximately one third of the Non-Women owned firms (\$652,815).

African American Households Are Less Likely to be Self-Employed

Controlling for other factors, 2.8% of African American households report to be self-employed, compared with 3.9% of the White American households. This serves as evidence that African Americans face barriers to self-employment or select out of it due to those structural barriers. (Source: 2022 American Communities Survey)

Women-Headed Households are Less Likely to be Self-Employed

Controlling for other factors, about 3% of the Women in the sample report to be self-employed, compared to 4.1% of White Male-Headed Households in the sample. This serves as evidence that women either face barriers to self-employment or select out of it due to those structural barriers. (Source: 2022 American Communities Survey)



PRIVATE SECTOR FINDINGS

Hispanic American, Native American, and Asian American Households Are No More or Less Likely to be Self-Employed

Controlling for other factors, Hispanic American, Native American, and Asian American workers are no more or less likely to identify as self-employed than Non-Hispanic American workers. (Source: 2022 American Communities Survey)

Veteran Households Are More Likely to be Self-Employed

Controlling for other factors, Veteran households are approximately 1.5 percentage points more likely to be self-employed than White American male non-veteran households. (Source: 2022 American Communities Survey)

African American and Asian American Owned Firms More Likely to be Subcontractors

Controlling for other factors, African American owned firms were about twice as likely to serve as a subcontractor relative to White American male owned firms. There was no difference in the survey regarding Prime Award Winners. Asian American owned firms were more likely to serve as both Prime and Subcontractors, and Woman owned firms were half as likely to report Sub-Award status than White American male owned firms.

African American Owned Firms Are Smaller

Controlling for other factors, African American owned firms tend to be smaller than White American male owned firms, with fewer employees and fewer gross revenues. (Source: G&S Survey)

African American and Woman Owned Firms Are More Likely to be Registered to do Business with Cobb County

Controlling for other factors, African American companies were significantly more likely to be registered to do business with the Cobb County (2.5x more likely than White American male owned firms). Woman-owned firms are 50% more likely than Non-Minority Men, the reference group, to be registered entities with Cobb. Hispanic American owned firms were about half as likely to be registered to do business with Cobb County. (Source: G&S Survey)



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PRIVATE SECTOR FINDINGS

MWBE Firms Were No More or Less Likely to Submit Bids

Controlling for other factors, there were no differences within any group regarding reporting to have submitted a bid to Cobb County. Asian American firms were slightly more likely to have submitted a bid to a private entity. (Source: G&S Survey)

African American and Asian American Owned Firms Were Less Likely to be Awarded Contracts from Cobb County

African American (5%) and Asian American owned firms (11%) were slightly less likely to report being awarded a contract by Cobb County. Women owned firms were no more or less likely to be awarded a bid by the Cobb County. It should be noted the only approximately 6% of the sample reported to have been awarded a bid by Cobb County. Controlling for other factors, only Asian American firms were more likely to report to having been awarded a bid by a private vendor. There was no significant difference in awards from other government entities by any subgroup. (Source: G&S Survey)

MWBE Firms Reported Significant Barriers to Bid Submission

Controlling for other factors, African American owned firms were significantly more likely to note that financing and access to competitive supplier pricing were barriers to bid submission, and Asian American owned firms were significantly more likely to report that language was a barrier in the bid process. Women owned firms were significantly more likely to report personnel barriers, and African American owned firms reported that the contract size was a barrier to bidding.

African Americans Reported to Have More Business Loan Denials

Out of the 263 respondents to the G&S Survey of Business Owners, and controlling for other factors, African American owned companies were five times more likely to report to have had a business loan denied. (Source: G&S Survey)



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PRIVATE SECTOR FINDINGS

African American and Asian American Owned Firms More Likely Perceive Discrimination in the Public and Private Sectors

Controlling for other factors, African American (about twice as likely) and Asian American owned firms (about three times as likely) were significantly more likely to perceive discrimination, both by Cobb County and private firms. African American owned firms were significantly more likely to perceive the that contracting is governed by informal networks, and both African American and Asian American owned firms perceive that informal networks have prevented them from winning bids. (Source: G&S Survey)

MWBE Firms Reported Double Standards in the Public and Private Sectors

Controlling for other factors, African American, Hispanic American, and Asian American owned firms are significantly more likely to report that MWBE firms are held to a double standard, both by Cobb and Private companies. African American owned firms are more likely to report that bids were insufficiently reviewed, both by Cobb County and Private firms. African American owned firms are more likely to report that MWBE firms are perceived as less competent, both by Cobb County and by Private entities. (Source: G&S Survey)



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Anecdotal Findings: Community Engagement

Information
Session:
82 Attendees

Business Civic &
Trade
Organization
Interviews:
6 Participants
(4 business interviews
conducted - not
randomly selected)

Survey of
Business
Owners:
**263 Completed
Surveys**

4 Public
Communication
Sessions:
**101 Attendees in
Total**

Anecdotal
Interviews:
33 Participants

6 Focus Group
Sessions:
**26 Attendees in
Total**

Email/Social
Media Comments:
3 Participants



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ANECDOTAL FINDINGS

Gaps in Equity

Owners of MWBEs are more highly educated yet are less confident that they can win contracts with the County. MWBEs were more likely to be rejected for operational or equipment loans than Non-Minority firms. Additionally, MWBEs typically received fewer contracts from public agencies, and for smaller dollar amounts, than Non-Minority firms. 100% of Bi/Multi racial owned firms, 90% of Asian American owned firms, 84.3% of African American owned firms and 63.7% of Hispanic American owned firms generated \$1M or less in 2022. 100% of Bi/Multi Racial and Asian American, 88.3% of African American, and 72.7% of Hispanic American respondents said that they had not been awarded a Prime contract during the study period.

Barriers to Participation

18.2% of Hispanic Americans, 12.8% of African Americans, and 10% of Asian Americans indicated that a "contract [was] too large" for them to make a bid, compared to 7.1% of White American males. In response to the question "How many times have you been denied a commercial (business) bank loan" 88.1% of White American males said "none". In contrast, roughly 44% of African Americans, 37.5% of Bi/Multi Racial, 20% of Asian Americans, and 18.2% of Hispanic Americans had been rejected at least 1 time. Among several factors that could prevent a respondent from bidding or obtaining work with the County, 20.1% of African Americans, 20% of Asian Americans, 12.5% of Bi/Multi Racial, and 9.1% of Hispanic Americans noted "Financing" as the limiting factor, as compared to 4.4% of White American males.

Informal Networks

A large majority of interview subjects and Focus Group participants articulated their belief that informal networks skew the County's procurement process. When asked if they "believe there is an informal network of prime and subcontractors doing business with Cobb County that monopolizes the public contracting process," 63.5% of all respondents said "Yes." However, the strongest responses came from MWBEs: 75.4% of African Americans, 62.5% of Bi/Multi Racial, 50% of Asian Americans, 46.2% of Women, and 36.4% of Hispanic Americans answered in the affirmative.



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ANECDOTAL FINDINGS

Outreach and Registration

African Americans were the only group of respondents in which more owners were registered (50.8%) than not. For those not registered, 60% of Bi/Multi Racial, 57.1% of Asian Americans, and 50% of Hispanic Americans indicated that they did not know how to register. The majority in nearly every demographic stated that they did not know there was a registry. It also should be noted that 20% of Bi/Multi racial, 15.9% of African Americans, and 14.3% of Asian Americans did not register because they did not think that their firm would be awarded a contract. Several interview subjects and Focus Group participants remarked that Cobb County outreach was limited or ineffective.

Perceptions of Bias

When presented with the statement that "Sometimes, a prime contractor will contact a Minority, Woman, or Disadvantaged business to ask for quotes but never give the proposal sufficient review to consider giving that firm the award," 50% of Asian Americans, 41.3% of African Americans, 27.3% of Hispanic Americans, and 25% of Bi/Multi Racial either "Strongly Agreed" or "Agreed," compared to 15.4% of White American Women and 16.7% of White American males.

When presented with the statement that "Sometimes, a prime contractor will contact a Service-Disabled Veteran Owned Small business to ask for quotes but never give the proposal sufficient review to consider giving that firm the award," 30% of Asian Americans, 27.3% of African Americans, and 16.6% of White American males either "Strongly Agreed" or "Agreed." When presented with the statement that "in general, SDVOSBs tend to be viewed by Non-SMWDBEs as less competent than Non-Minority male owned businesses," 32.9% of African Americans, 25% of Bi/Multi Racial, 23.2% of White American Women, 20% of Asian Americans, 19.1% of White American males, and 18.2% of Hispanic Americans either "Strongly Agreed" or "Agreed."



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OVERALL FINDINGS

G&S found that the County has a factual basis for establishing some race and gender-conscious program elements in addition to race and gender-neutral efforts.

A regression analysis found that disparities by race, ethnicity, or gender status of the firm owners remained after controlling for capacity and other race and gender-neutral factors.

The anecdotal and policy findings support the statistical analysis and regression analysis.



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COMMENDATIONS

- G&S commends the County for instituting its Supplier Diversity Program.
- G&S commends the County for applying its Small Business and New Start incentive to assist small local businesses.
- G&S commends the County for the lack of complaints regarding insurance from the vendor community.
- G&S commends the County for providing a rotation of contractors/vendors from which quote requests are made.
- G&S commends the County for investing in a Supplier Diversity Management System (B2GNow).



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RECOMMENDATIONS

- **Data Reform:**
 - **Contract Numbers:** Standardize and incorporate contract numbers as a field across all data files to streamline database relations.
 - **Subcontractors:** Begin tracking all subcontractors across all Industry Categories.
 - **Bid Tabulations:** In helping to build a large volume of local vendors for outreach, it should be mandatory for vendors to register with Cobb County before being able to place a bid.
- **Allocate Resources and Staffing**
- **Commercial Non-Discrimination Policy**
- **Aspirational Contract by Contract Goals**



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RECOMMENDATIONS

- **Small Business Reserve**
- **Joint Ventures**
- **Forecasting and Supportive Services**
- **Unbundling Contracts**
- **Contract Financing**
- **Implement a SDVOSB Presence Program**



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