
1-8-5: MINORITY- AND WOMEN-OWNED BUSINESS ENTERPRISES.

1-8-5a: SUBDIVISION I—GENERAL PROVISIONS.

- A. *Short Title.* This Subdivision shall be known and may be cited as the "Forest Preserve District of Cook County Minority- and Women-Owned Business Enterprise General Ordinance." This Subdivision is applicable to all Contracts, except Public Works Contracts, which are governed by Subdivision II of this Section 1-8-5.
- B. *Preface and Findings.*
1. Prior to a 2012 amendment to the Enabling Act of the Forest Preserve District of Cook County (the "District"), 70 ILCS 810/0.01 et seq., which authorized the District to establish procedures to comply with State and federal regulations concerning affirmative action and the use of small businesses or businesses owned by minorities or women in construction and procurement contracts, the District did not have an ordinance specifically crafted to address the underutilization of Minority- and Women-Owned Business Enterprises (M/WBEs) and barriers to the full and fair participation of M/WBEs in District prime contracts and subcontracts.
 2. M/WBEs have contributed significantly to the economic development of the community, and played a similar role in increasing employment, including that of minorities.
 3. M/WBEs may be awarded prime contracts and subcontracts in dollar amounts that are disproportionately lower than the availability of such businesses to perform Forest Preserve District contracts.
 4. In 1988, Cook County adopted a Minority- and Women-Owned Business Enterprises Ordinance establishing an affirmative action program to ensure the full and equitable participation of M/WBEs in the County's procurement process as both prime contractors and subcontractors.
 5. In 1993, Cook County amended its Minority- and Women-Owned Business Enterprises Ordinance to include specific minority and women participation goals in construction contracts.
 6. The affirmative action program for construction projects set goals of thirty (30) percent minority-owned participation and ten (10) percent women-owned participation on all County construction projects in order to remedy ongoing discrimination and the effects of past discrimination against women and members of minority groups, so as not to be a passive participant in such discrimination.
 7. This program as it relates to construction projects was declared unconstitutional in *Builders Association of Greater Chicago v. Cook County*, 123 F.Supp.2d 1087 (N.D. Ill. 2000), and a permanent injunction was entered against the program preventing the County from setting minority and women participation goals in County construction projects.
 8. The district court's holding was affirmed in *Builders Association of Greater Chicago v. Cook County*, 256 F.3d ~~672642~~ (7th Cir. 2001-) ("~~BAGC~~").
 9. The County complied with the permanent injunction and ceased setting M/WBE goals on County construction projects in early 2001, causing an immediate and drastic reduction in M/WBE construction prime contract and subcontract participation.
 10. Evidence presented at trial in *Builders Association of Greater Chicago v. City of Chicago*, 298 F.Supp.2d 725 (N.D. Ill. 2003) and *Northern Contracting, Inc. v. Illinois Department of Transportation*, 2005 U.S. Dist. LEXIS 19868 (N.D. Ill. Sept. 8, 2005) established that there is strong evidence of the effects of past and current discrimination against M/WBEs in the construction industry in the Chicago area.
 11. The trial court's decision was affirmed in *Northern Contracting, Inc. v. Illinois Department of Transportation*, 473 F.3d 715 (7th Cir. 2007).

-
12. In 2005, the County commissioned a review of the utilization of M/WBEs in its construction contracts since the injunction.
 13. The results of this review were presented to the County in a 2006 Report titled, "Review of Compelling Evidence of Discrimination Against Minority- and Women-Owned Business Enterprise in the Chicago Area Construction Industry and Recommendations for Narrowly Tailored Remedies for Cook County, Illinois" (Cook County 2006 Report).
 14. The Report concluded that there is extensive evidence of discrimination against M/WBEs in the Chicago area construction marketplace, and the participation of M/WBEs in the County's construction prime contracts and subcontracts is below the availability of such firms.
 15. The Report recommended, among other initiatives, the establishment of an interim ordinance to remedy the underutilization of M/WBEs in the County's construction contracts and ensure that the County is not passively participating in discrimination against Minority- and Women-Owned Business Enterprises in the Chicago area construction marketplace.
 16. In response to the Cook County 2006 Report the County adopted a Minority- and Women-Owned Business Enterprise Construction Interim Ordinance in 2007.
 17. In 2006, the Illinois State Toll Highway Authority commissioned a study for the availability of Disadvantaged Business Enterprises (DBEs) in its geographic and procurement markets, to ensure that its DBE program was narrowly tailored as required by constitutional standard, which found 19.56% DBE availability in construction, 19.36% DBE availability in construction-related professional services, and that DBE utilization had steadily increased from 2.40% in 2004 to 24.72% in 2010.
 18. The County commissioned a new report, entitled "The Status of Minority- and Women-Owned Business Enterprises Relevant to Construction Activity In and Around Cook County, Illinois" (Cook County 2010 Study).
 19. The Cook County 2010 Study made recommendations for a revised M/WBE program for construction contracting, emphasizing the establishment of project-specific goals, implementation of race- and gender-neutral measures, and enhancements to data gathering, implementation and performance monitoring of the program.
 20. In 2010 the U.S. Department of Justice produced a report to Congress, entitled "Compelling Interest for Race- and Gender-Conscious Federal Contracting Programs: An Update to the May 23, 1996 Review of Barriers to Minority- and Women-Owned Businesses," that updated the original basis for the U.S. Department of Transportation's DBE program and concluded that discriminatory barriers continue to impede the ability of M/WBEs to compete with other firms on a fair and equal footing in government contracting markets.
 21. Based upon this evidentiary record, the District concluded that in the absence of affirmative action remedies for both procurement and construction contracts, the District will likely be a passive participant in discrimination against M/WBEs.
 22. Based upon the experiences of other local governments and other entities and the trial records in *BAGC v. Chicago* and *Northern Contracting v. Illinois DOT*, race- and gender-neutral measures have not and are not likely to eliminate the competitive disadvantage of M/WBEs in participating in District contracts due to discrimination in the local economy.

C. *Policy and Purpose.*

1. It is the continuing public policy of the District to strive to achieve the full and equitable participation of Local Small Businesses owned by Economically Disadvantaged minorities and women in the District's procurement process as both prime contractors and subcontractors.

-
2. The District is committed to a policy of preventing and reducing discrimination in the award of or participation in District contracts and eliminating arbitrary barriers to full participation in such contracts by all persons regardless of race, ethnicity or sex.
 3. It is the District's desire to affirm its commitment to full and fair opportunities for all firms to participate in its procurement and construction contracts.
 4. The District's procurement practices in the past may have contributed to the above identified underutilization of M/WBEs on District contracts.
 5. To offset the effects of negative disparate impacts on Small Businesses owned and ~~managed~~controlled by Economically Disadvantaged minorities and women with respect to public and private transactions; reduced earnings among County-based Small Businesses owned by minorities and women; reduced business formation among County-based minorities and women; a chronic lack of wealth and financial liquidity among the County's minority communities; the obstacles and hindrances in obtaining business loans faced by County-based Small Businesses owned by minorities and women; the underutilization of regionally-based Small Businesses owned by minorities and women in public and private-sector business; and the disproportionate levels of poverty among minorities in the County, the purpose of this Division is to establish and implement aspirational goals for participation of M/WBEs in procurements, in compliance with all applicable laws.
 6. The ~~numerical~~aspirational goals for the participation of M/WBEs in District contracts are commensurate with the availability of M/WBEs to perform District work as established by the evidentiary record.
 7. The District may undertake additional efforts to gather evidence relevant to its compelling interest in remedying discrimination in its geographic and procurement markets and narrowly tailoring any race- and gender-conscious remedies to that evidence.
- D. *Definitions.* The following words, terms and phrases, when used in this Subdivision I shall have the meanings ascribed to them in this section, except where the context clearly indicates a different meaning. Additional terms applicable to Subdivision II are set forth in such subdivision.
1. *Affiliate of a person or entity* means a person or entity that directly or indirectly through one (1) or more intermediaries, controls or is controlled by, or is under common control with, the person or entity. In determining Affiliation, the District shall consider all appropriate factors, including common ownership, common management, and contractual relationships.
 2. *Applicant* means a person who submits documents and information seeking certification, or continued certification, ~~or re-certification~~ as a PCE to Cook County's Office of Contract Compliance.
 3. *Broker* means a Person who or which neither manufactures the supplies, equipment or goods supplied nor owns or operates a store, warehouse or other establishment (and related distribution equipment) in which it maintains, consistent with industry standards, an inventory of the supplies, equipment or goods required for performance of the contract for sale in the normal course of business. A Broker provides no substantial service other than acting as a conduit between his or her supplier and his or her customer.
 4. *Business* means a sole proprietorship, partnership, corporation, limited liability company, Joint Venture or any other business or professional entity.
 5. *Certified* or *Certification* means registration with Cook County (or a reciprocal agency acceptable to Cook County) as a Minority Business Enterprise, Women-Owned Business Enterprise, or Established Business.
 6. *Certified Firm* means a firm that has been accepted by the County as Certified.

-
7. *Commercially Useful Function* shall have the meaning set forth in subsection J. of this Subdivision.
8. *Contract Compliance Administrator* or CCA means the Forest Preserve District Contract Compliance Administrator.
9. *Contract Compliance Director* or CCD means the Cook County Contract Compliance Director. The CCD also shall be empowered to act as, or assist, the CCA with respect to the functions of the CCA referenced herein.
10. *Contractor* means any Business that seeks to enter into a general contract with the District, other than for construction, and includes all partners and Affiliates Business.
11. *Contract Specific Goals* means the aspirational goals established under this Subdivision that are based upon relevant factors including, but not limited to, the availability of MBEs or WBEs in the scopes of work of the project.
- ~~1212.~~ *Disparity Study* means a study undertaking a stringent review examining the District's M/WBE program with respect to contracts issued by the District.
- ~~13.~~ *District* means the Forest Preserve District of Cook County and its participating Using Department.
- ~~1314.~~ *District Marketplace* means the six-county region, currently the counties of Cook, DuPage, Kane, Lake, McHenry and Will.
- ~~1415.~~ *Economically Disadvantaged* means having a Personal Net Worth less than two million dollars (\$2,000,000.00), indexed annually for the Chicago Metro Area Consumer Price Index for Urban Wage Earners and Clerical Workers, published by the U.S. Department of Labor, Bureau of Labor Standards, beginning January 2008.
- ~~1516.~~ *Established Business* means a Local Business that is not a Small Business and was certified as an MBE or WBE within the past twelve (12) months:
- Which is at least fifty-one (51) percent owned by one (1) or more Minority Individuals or Women, or in the case of a publicly owned business, at least fifty-one (51) percent of all classes of the stock of which is owned by one (1) or more such Minority Individuals or Women;
 - Whose management, policies, major decisions and daily business operations are independently managed/owned and controlled by one (1) or more such Minority Individuals or Women; and
 - Which has its principal place of business ~~and a majority of its regular, full-time workforce~~ located within the District Marketplace.
- ~~1617.~~ *Expertise* means demonstrated skills, knowledge or ability to perform, as defined by normal industry practices, including licensure where required, in a field.
- ~~1718.~~ *Good Faith Efforts* means actions undertaken by a Contractor to achieve a PCE goal, which, by their scope, intensity, and appropriateness to the objective, can reasonably be expected to fulfill such goals.
- ~~1819.~~ *Joint Venture* means an association of two (2) or more Businesses proposing to perform a for profit business enterprise. Joint Ventures must have an agreement in writing specifying the terms and conditions of the relationships between the partners and their relationship and responsibility to the contract.
- ~~1920.~~ *Local Business* means a Business located within the District Marketplace ~~which has the majority of its regular, full time work force located within the District Marketplace.~~
- ~~2021.~~ *Local Small Business* means a Local Business which is also a Small Business.

~~2422~~. *Manufacturer* means a Person (as this term is defined below) that operates or maintains a factory or establishment that produces, on the premises, the materials, supplies, articles, or equipment required under the contract and of the general character described by the specifications.

~~2223~~. *Minority Business Enterprise or MBE* means a Business:

- a. Which is at least fifty-one (51) percent owned by one (1) or more Minority Individuals who are Economically Disadvantaged, or in the case of a publicly owned Business, at least fifty-one (51) percent of all classes of the stock of which is owned by one (1) or more such Minority Individuals;
- b. Whose management, policies, major decisions and daily business operations are independently ~~managed~~owned and controlled by one (1) or more Minority Individuals;
- c. Which performs a Commercially Useful Function;
- d. Which is a Certified Firm; and
- e. Which is a Local Small Business.

~~2324~~. *Minority Individual* means a natural person in one (1) of the following groups:

- a. African-Americans or Blacks, which includes persons having origins in any of the Black racial groups of Africa;
- b. Hispanic-Americans, which includes persons who are Mexican, Puerto Rican, Cuban, Caribbean, Dominican, Central or South American, regardless of race;
- c. Native-Americans, which includes persons who are American Indians, Eskimos, Aleuts, or Native Hawaiians;
- d. Asian-Americans, which includes persons whose origins are in any of the original peoples of the Far East Asia, Southeast Asia, the islands of the Pacific or the Northern Marianas, or the Indian Subcontinent; or
- e. Individual members of other groups, including, but not limited to, Arab-Americans, found by the District to be Socially and Economically Disadvantaged ~~by having and to have~~ suffered actual racial or ethnic ~~prejudice or cultural bias within American society, without regard to individual qualities, resulting in discrimination and~~ decreased opportunities to compete in the District Marketplace or to do business with the District.

~~2425~~. *Owned* means having all of the customary incidents of ownership, including the right of disposition, and sharing in all of the risks, responsibilities and profits commensurate with the degree of ownership.

~~2526~~. *Person or person(s)* means any natural person, corporation, partnership, Joint Venture, trust, association, limited liability company, sole proprietorship or other legal entity.

~~2627~~. *Personal Net Worth* means the net value of the assets of an individual after total liabilities are deducted. An individual's Personal Net Worth does not include the individual's ownership interest in an Applicant or other ~~Certified MBE or WBE, provided business that is not publicly held, or the other~~ Certified MBE or WBE is certified by a governmental agency that meets the County's eligibility criteria, or the individual's individual's equity in his or her primary place of residence, any real estate and any related fixtures or furnishings. In addition, the classes of assets not subject to the calculation would also include the market value of goods such as art, furnishings, jewelry, vehicles and other non-monetary assets. As to assets held jointly with a spouse, an individual's Personal Net Worth includes only that individual's share of such assets. An ~~individual's Personal Net Worth~~ individual's net worth also ~~includes the present value of~~ does not include the ~~individual's value of the individual's~~ individual's interest in ~~individual retirement any pension plans, Individual Retirement Accounts, 401(k) accounts, or other retirement savings or investment programs less the tax and interest penalties that would be imposed if~~

~~the asset were distributed at the present time, and shall not include future payments receivable from a pension or Social Security.~~

~~27~~28. *Program* means the Minority- and Women-Owned Businesses Enterprise General Program established in this Subdivision.

~~28~~29. *Program Goals* means the ~~targeted levels of participation~~*aspirational goals* established by the District for the periodic aggregate participation of MBEs, WBEs, and/or PCEs in District non-construction contracts.

~~29~~30. *Protected Class Enterprise* or *PCE* shall mean a business meeting the definition of Minority Business Enterprise, Woman-Owned Business Enterprise, or Established Business as set forth in this Subdivision.

~~30~~31. *Public Works* means all fixed works constructed or demolished by the District, or paid for wholly or in part out of public funds administered by the District. "Public Works" as defined herein includes all projects financed in whole or in part with bonds, grants, loans, or other funds made available by or through federal or State government, or local government. "Public Works" includes any maintenance, repair, assembly, or disassembly work performed on equipment whether owned, leased, or rented. "Public Works" does not include projects undertaken by the owner at an owner-occupied single-family residence or at an owner-occupied unit of a multifamily residence.

~~31~~32. *Public Works Contracts* means contracts for Public Works.

~~32~~33. *Purchasing Agent* means the Purchasing Agent of the District.

~~33~~34. *Regular Dealer* means a Person that owns, operates, or maintains a store, warehouse, or other establishment in which the materials, supplies, articles or equipment of the general character described by the specifications and required under the contract are bought, kept in stock, and regularly sold or leased to the public in the usual course of business. To be a Regular Dealer, the Person must be an established regular Business that engages as its principal business and under its own name, in the purchase and sale or lease of the products in question. A Person may be a Regular Dealer in such bulk items as petroleum products, steel, cement, gravel, stone, or asphalt without owning, operating, or maintaining a place of business if the Person both owns and operates distribution equipment for the products. Any supplementing of a Person's distribution equipment shall be by a long-term lease agreement and not on an ad hoc or contract-by-contract basis. Packagers, manufacture representatives, or other Persons who arrange or expedite transactions are not Regular Dealers.

~~34~~35. *Small Business* means a small business as defined by the U.S. Small Business Administration, pursuant to the business size standards found in 13 CFR Part 121, as related to the nature of the work the Person seeks to perform on contracts. A Person is not an eligible small business enterprise in any calendar fiscal year in which its gross receipts, averaged over the Person's previous ~~five (5)~~seven (7) fiscal years, exceed 150 percent of the applicable size standards of 13 CFR Part 121.

~~35~~36. *Socially Disadvantaged* means having been subjected to racial, ethnic or gender prejudice or cultural bias within American society because of identity as a member of a group, and without regard to individual qualities, stemming from circumstances beyond the relevant person's control.

~~36~~37. *Using Department* means the department as defined by the District which is responsible for initiating the procurement process.

~~37~~38. *Utilization Plan* means a plan for utilization of PCEs as described in subsection J. of this Subdivision.

~~38~~39. *Woman* means a natural person of the female gender.

~~39~~40. *Woman-Owned Business Enterprise* or *WBE* means a Business:

-
- a. Which is at least fifty-one (51) percent owned by one (1) or more Women who are Economically Disadvantaged, or in the case of a publicly owned Business, at least fifty-one (51) percent of all classes of the stock of which is owned by one (1) or more such Women;
 - b. Whose management, policies, major decisions and daily business operations are independently ~~managed~~owned and controlled by one (1) or more such Women;
 - c. Which performs a Commercially Useful Function;
 - d. Which is a Certified Firm; and
 - e. Which is a Local Small Business.
- E. *Race- and Gender-Neutral Measures to Implement the Program.* The District has adopted and shall continue to develop and use race- and gender-neutral measures to facilitate the participation of all firms in the procurement process. These measures include, but are not limited to, the following:
- 1. Establishing schedules for submitting Bids and Quotations with adequate time frames for identifying and contacting PCEs qualified to participate in the procurement;
 - 2. Segmenting procurements to facilitate the participation of MBEs, WBEs and other Small Businesses;
 - 3. Providing timely information on contracting procedures, Bid preparation and specific contracting opportunities;
 - 4. Holding pre-Bid conferences, where appropriate, to explain the projects and to encourage Contractors to use available qualified PCEs;
 - 5. Reviewing retainage, bonding and insurance requirements to eliminate unnecessary barriers to contracting with the District;
 - 6. Collecting information from all Contractors detailing the bids or proposals received from all subcontractors for procurements and the expenditures to PCEs;
 - 7. At the discretion of the CCA, in cooperation with the Purchasing Agent, periodically entering into a procurement process without Program Goals or Contract Specific Goals in order to determine MBE and WBE utilization in the absence of such goals;
 - 8. Referring complaints of discrimination to Cook County's Commission on Human Rights, or other appropriate authority, for investigation.
- F. *Program Administration.*
- 1. The CCA, in conjunction with the District's Purchasing Agent and the CCD, shall administer the Program. The duties of the CCA shall include:
 - a. Formulating, proposing and implementing rules and regulations for the development, implementation and monitoring of the Program.
 - b. Providing information and assistance to PCEs and Small Businesses relating to the Program, serving as a liaison to community, contractor, professional and supplier groups, and serving as a liaison to various other associations and organizations.
 - c. Verifying that Persons interested in participating in the Program are Certified and monitoring the directory of Certified PCEs maintained by Cook County.
 - d. Establishing Contract Specific Goals, in collaboration with the Using Department, based upon the availability of PCEs to provide the supplies, materials and equipment or services required by the contract.
 - e. Monitoring contracts to evaluate compliance with Contract Specific Goals and commitments.

-
- f. Cooperating with and providing assistance to Using Departments to facilitate participation by PCEs in procurements.
 - g. Reviewing, approving or rejecting Utilization Plans for achievement of Contract Specific Goals, and evaluating the extent to which goals were achieved.
 - h. Monitoring contracts to ensure compliance with Subsection O. of this Subdivision, Prompt Payment of Firms.
 - i. Receiving, reviewing, and acting upon complaints and suggestions concerning the Program.
 - j. Evaluating the effectiveness and utility of the Program.
 - k. Monitoring the Program and the District's progress towards the Program Goals.
 - l. Impose sanctions and penalties as described in Subsection R.
 - 2. The CCA shall report to the Contract Compliance Committee on an annual basis, or as requested by the Contract Compliance Committee, information regarding the administration of the Program and progress toward achieving the Program Goals.
 - 3. Using Departments shall cooperate with the CCA in the administration of the Program, specifically including assisting the CCA with setting Contract Specific Goals and assisting in the identification of available PCEs.
 - 4. Intergovernmental Agreement between District and County. The District shall provide staff and/or reimbursement to Cook County as set out in an intergovernmental agreement for the CCD to also act as, or assist, the CCA.
- G. *Contract Compliance Committee.* The Contract Compliance Committee ("CCC") shall be a Standing Committee of the Board, consisting of nine (9) members of the Board selected as set forth in Title 1, Chapter 5, Section 1-5-2 of the Code. The CCC shall review procedures, proposed modifications to the Program or this Section 1-8-5, and complaints as referred by the CCA or the Purchasing Agent.
- H. *Program Goals.*
- 1. The District aspires to the following annual Program Goals: A goal of twenty-five (25) percent of the annual total dollar amount of contracts other than Public Works Contracts to MBEs, and ten (10) percent of the total dollar amount of such contracts to WBEs. In the event of any discrepancy between the aspirational Program Goals as listed above and the aspirational goals as recommended by any applicable Disparity Study, the District shall follow the recommendations of the Disparity Study.
 - 2. The CCA, following the compilation and stringent review of the most current data that is feasibly and practicably available relative to the availability of MBEs and WBEs who have the capacity to successfully supply the relevant goods and services and in consultation with the Purchasing Agent and the Using Department shall establish Contract Specific Goals for each contract, which shall be incorporated into each bid notice and Request for Proposals. No goal shall be treated as a quota nor shall it be used to discriminate against any Person on the basis of race, color, national origin, religion or sex.
 - 3. Notwithstanding the above, Established Businesses may participate in the Program as authorized under Subsection 1-8-5(S), Established Business Participation in the Program.
- I. *Program Eligibility.* Only Businesses that meet the criteria as determined by the CCD for the County of Cook, for certification as a PCE may participate in the Program.
- J. *Utilization Plan; Commercially Useful Function.*

-
1. **Utilization Plan Required.** The Purchasing Agent shall include in contract documents for contracts covered by this Division, a requirement that a Utilization Plan be submitted from a bidder or proposer that either: (i) commits to PCE participation equal to or greater than the applicable Contract Specific Goals, or (ii) requests a waiver of all or a portion of the Contract Specific Goals based on the bidder's or proposer's Good Faith Efforts to meet the goals. The Utilization Plan shall be in such form and contain such information as is required by the CCA. Failure to include a Utilization Plan will render the submission not responsive. In the event a bid or proposal leads to a contract with the District, the Utilization Plan as approved by the CCA shall be incorporated as a material commitment between the Contractor and all relevant PCEs and the Contractor and the District. The CCA shall review and either approve or reject the Utilization Plan. For purposes of evaluating a Utilization Plan, only PCEs which perform a Commercially Useful Function shall be considered.
 2. **Commercially Useful Function.** To be considered in meeting Goals, a PCE must perform a Commercially Useful Function. "Commercially Useful Function" means the performance of a distinct element of work required for the procurement, with the requisite skill and Expertise.
 - a. In the case of a procurement of goods or equipment, ordering from a manufacturer or distributor for delivery directly to the Using Department is not a Commercially Useful Function; provided, however, that to the extent such practice is consistent with normal industry practices, a PCE subcontractor may enter into second tier subcontracts. However, if a PCE Contractor or subcontractor subcontracts a significantly greater portion of the work of the contract than would be expected on the basis of normal industry practices, the PCE shall be presumed not to be performing a Commercially Useful Function.
 - b. In the case of a procurement of services, a Person which subcontracts with another Person to perform the services required does not perform a Commercially Useful Function unless such Person also performs significant supervisory or management responsibilities. A Broker does not fulfill a Commercially Useful Function. In the case of a Joint Venture partner, each Joint Venture partner must perform a Commercially Useful Function.
 3. PCE does not perform a Commercially Useful Function if its role is limited to that of an extra participant in the contract through which funds are passed in order to obtain the appearance of PCE participation.
 4. When a PCE is presumed not to be performing a Commercially Useful Function, the Certified PCE and the Person seeking to include that PCE in its Utilization Plan, may present evidence to rebut this presumption.
 5. Once a Utilization Plan has been approved, the Contractor cannot make changes to the Utilization Plan, including substituting PCEs named in the Utilization Plan, without the prior written approval of the CCA, Purchasing Agent and the Using Department. The CCA shall promulgate procedures for changes to the Utilization Plan. Unauthorized changes or substitutions shall be a violation of this subdivision and a breach of contract, and may constitute grounds for rejection of the bid or proposal or cause termination of the executed contract for breach, the withholding of payment and/or subject the Contractor to contract penalties or other sanctions.
- K. ***Methods to Achieve Goals and Compliance.*** A Person may achieve the applicable Contract Specific Goals in any one (1) or more of the methods set forth below. The same PCE, whether as a contractor, subcontractor or supplier, may not be utilized duplicatively as a MBE and a WBE on the same contract.
1. ***PCE as Prime Contractor.*** A PCE may count its own participation toward the achievement of the applicable MBE or WBE goal. Such PCE will be required to meet the other goals by another method described herein. If a PCE is certified as a WBE and a MBE, such PCE's participation may count toward the MBE or WBE Goal but not both.

-
2. *Joint Venture with One (1) or More PCEs.* Where a Person engages in a Joint Venture with one (1) or more PCEs, the Utilization Plan shall include a written agreement containing at least the information set forth in this Subsection. The CCA shall consider the following in determining whether the proposed Utilization Plan satisfies the Program Goals based upon such written Joint Venture agreement and the Utilization Plan.
 - a. Each Joint Venture partner's initial capital investment;
 - b. The extent to which each PCE's proposed participation in the performance of the contract constitutes a Commercially Useful Function;
 - c. Whether the relevant PCE shares in the risks and profits of the Joint Venture are proportional to their ownership interest;
 - d. Whether the relevant PCE will have duties, responsibilities, management control and risk with respect to the Joint Venture in proportion to its ownership interest.
 3. *Subcontracting.* A Person may achieve the Contract Specific Goals by means of subcontracting with, or purchasing from one (1) or more PCEs.
- L. *Request for a Total or Partial Waiver of the Contract Specific Goals; Good Faith Efforts.*
1. Parties submitting bids or proposals may in all instances request a partial or full waiver of one (1) or more established Contract Specific Goals for PCE participation. In reviewing a request for a partial or total waiver of a Contract Specific Goal, the CCA shall determine whether a Person has made Good Faith Efforts to meet the applicable Goals and to what extent the waiver request should be granted. In determining whether a Person has made Good Faith Efforts, the CCA will consider whether the Person has:
 - a. Reviewed lists of PCEs maintained by Cook County and other State and local governments and agencies to identify qualified PCEs for solicitation for Bids;
 - b. Divided procurement requirements into small tasks or quantities. This shall include, where appropriate, whether the person has broken out contract work items into economically feasible units, consistent with the availability of PCEs, to facilitate PCE participation, even when the Contractor would otherwise prefer to perform these work items with its own forces;
 - c. Adjusted any insurance requirements imposed by the Person seeking PCEs, or otherwise assisted PCEs in obtaining any required insurance, where economically feasible, to encourage participation by PCEs;
 - d. Made timely attempts to contact PCEs providing the type of supplies, equipment, goods or services required for the procurement; and provided them with a convenient and timely opportunity to obtain and review all information concerning the procurement necessary to enable such PCE to respond;
 - e. Followed up on initial contacts of PCEs to determine if they are interested in participating in the procurement;
 - f. Negotiated in good faith and on a timely basis with PCEs to enable them to participate in the procurement. Evidence of such negotiation includes the names, addresses, and telephone numbers of PCEs that were contacted; a description of the information provided regarding the plans and specifications for the work selected for subcontracting; and why agreements could not be reached. The Contractor may not reject PCEs as being unqualified without sound reasons. That there may be some additional costs involved in finding and using PCEs is not in itself sufficient reason for a Contractor's failure to meet the Goals, as long as such costs are reasonable;

-
- g. Made efforts to assist interested PCEs in obtaining necessary equipment, supplies, materials, or related assistance or services, where appropriate; provided, however, that such efforts shall not be inconsistent with the requirement that the PCE be responsible for actually obtaining and paying for such items;
 - h. Established delivery schedules which will encourage participation by PCEs, where the requirements of the procurement permit;
 - i. Used the services and assistance of the CCA and the District's staff, the Small Business Administration, the Office of Minority Business Enterprises of the U.S. Department of Commerce;
 - j. Timely notified appropriate community and minority and women's business organizations identified as assist agencies of the opportunity for participation in the procurement;
 - k. Established and/or maintained a mentor-protégé agreement with one (1) or more PCEs that is enforceable and that, in the judgment of the CCA, has performance standards and outcomes that are clearly established and effective in terms of assisting the PCE in acquiring additional skills, experience and relationships helpful to the long-term success of the PCE.
 2. In determining whether a Bidder or Respondent has made Good Faith Efforts, the levels of participation by PCEs set forth in Utilization Plans submitted by other Persons for the same procurement may be considered. For example, if the apparent successful Bidder or Respondent fails to meet the Contract Specific Goals, but meets or exceeds the average PCE participation obtained by other Bidders or Respondents, this may be evidence that the apparent successful Bidder or Respondent made Good Faith Efforts.
 3. Where the District requires professional services, the District must be able to call upon those professionals whose particular training and experience are most beneficial to the District.
 - a. The District aspires to an annual goal of thirty-five (35) percent aggregate PCE participation for the total professional services and consulting services utilized by the District. In the event of any discrepancy between the aspirational goal as listed above and the aspirational goal as recommended by any applicable Disparity Study, the District shall follow the recommendations of the Disparity Study.
 - b. A Utilization Plan shall be required, and if a waiver or partial waiver is requested, "good faith" efforts shall be demonstrated as set forth in this subsection L.; provided, however, that such Persons shall not be required to attempt to subcontract with PCEs if subcontractors would not typically be utilized for the type of procurement. In such cases, the Person shall document the reasons for not subcontracting in a waiver request.
 - c. The Contractor will endeavor to maximize use of PCEs for supplies, equipment, goods or services for such Contractor's business operations not specifically for the procurement.
 - ~~d. If such Person is required to have or has an affirmative action plan and goals, such plan and goals shall be submitted with their Utilization Plan. The CCA shall compare such plan and goals with the Person's actual affirmative action achievements and such achievements may be considered by the District in future Procurements.~~
 4. Mentor/protégé agreements. Where a contractor enters into a mentor/protégé agreement with a PCE to improve or develop certain aspects of the business of the PCE, the CCA shall evaluate the effect of such agreement as a factor in determining Good Faith Efforts. The mentor/protégé agreement may provide for the contractor to assist the PCE in such areas as technical aspects of the PCE's business, improving financial management, or providing on-the-job training. To constitute Good Faith Efforts, the mentor/protégé agreement shall satisfy the following requirements:
 - a. The PCE performs a Commercially Useful Function;

-
- b. The agreement shall be included in the Utilization Plan; and
 - c. The agreement clearly defines the respective responsibilities of the contractor and the PCE and includes specific, measurable goals to be attained by both parties through the performance of the agreement. In order to be a factor in establishing best efforts, the mentor/protégé agreement must be for a reasonable period of time.
5. The CCA may grant a total or partial waiver based upon the following criteria:
- a. There are not sufficient PCEs capable of providing the supplies, equipment, goods or services required for the procurement;
 - b. The procurement cannot reasonably be divided;
 - c. The price required by potential PCEs is more than ten (10) percent above competitive levels; and
 - d. Any other factor relating to Good Faith Efforts as set forth in the Person's Utilization Plan.
 - e. The CCA shall, from time to time, by way of seminars and internet-based communications make available to the business community such information and documents as will assist the community in understanding the manner in which a full or partial waiver may be requested, and the manner in which such a request may be supported. In addition, the CCA shall make representatives available to confer on the subject of waivers with parties who plan on submitting particular bids or proposals.
- M. *Calculating PCE Participation.* In calculating a PCE's participation, only dollar amounts commensurate with a PCE's performance of a Commercially Useful Function may be counted.
- 1. The dollar value of that portion of a procurement that is performed by the PCE's own forces shall be counted, including the cost of supplies, materials and equipment furnished by the PCE for the procurement, whether purchased or leased (except to the extent purchased or leased from the Contractor or the Contractor's Affiliate).
 - 2. The dollar amount of fees or commissions charged by a PCE for providing a bona fide service, such as professional, technical, consultant, managerial, insurance brokerage or surety services, shall be counted, provided the fee is reasonable and not excessive as compared with fees customarily charged for similar services.
 - 3. When a PCE is a Joint Venture partner, only the dollar value of the distinct, clearly defined work performed by the PCE with its own forces shall be counted.
 - 4. Only expenditures to a PCE that is performing a Commercially Useful Function shall be counted. To determine whether a PCE is performing a Commercially Useful Function, the District will evaluate the amount of work subcontracted, industry practices, whether the amount the PCE is to be paid under contract is commensurate with the work it is actually performing and other relevant factors. To perform a Commercially Useful Function, the PCE must be responsible, with respect to materials and supplies used on the contract, for negotiating price, determining quality and quantity, ordering the material, installing (where applicable) and paying for the material itself. A PCE does not perform a Commercially Useful Function if its role is limited to that of an extra participant in the contract through which funds are passed in order to obtain the appearance of PCE participation. If a PCE subcontracts a greater portion of the work of a contract than would be expected based on normal industry practice, it is presumed not to perform a Commercially Useful Function. When a PCE is presumed not to be performing a Commercially Useful Function, the Certified Firm and the person seeking to include the PCE in its Utilization Plan may present evidence to rebut this presumption.
 - 5. Only the dollar amount actually paid to the PCE shall be counted toward the participation of a PCE.

-
6. One hundred (100) percent of the cost of the supplies, equipment or goods obtained from a PCE Manufacturer or Regular Dealer shall be counted, unless otherwise provided pursuant to Subsection S, Established Business Participation in the Program.
 7. One hundred (100) percent of the fees or transportation charges for the delivery of supplies, equipment, materials or goods shall be counted only if the payment of such fees is a customary industry practice and such fees are commensurate with fees customarily charged for similar services, unless otherwise provided pursuant to Subsection S, Established Business Participation in the Program.
 8. If, for reasons associated with malfeasance, fraud or other factors set forth in Subsection R, Sanctions and Penalties, a PCE ceases to be Certified during its performance on a procurement, the dollar value of work performed under a contract with that PCE after it has ceased to be Certified shall not be counted.
 9. If, for other reasons not associated with malfeasance, fraud or other factors set forth in Subsection R, Sanctions and Penalties, a PCE ceases to be Certified during its performance on a procurement, the dollar value of work performed under a contract with that PCE after it has ceased to be Certified shall be counted for the remaining term of the contract.

N. *Review of Contract Performance.*

1. *Compliance with Utilization Plan.* The CCA shall review the Contractor and PCE compliance with its Utilization Plan as necessary during the performance of the contract. The CCA may establish such requirements for periodic Contractor and PCE reporting on compliance with its Utilization Plan as the CCA determines appropriate and necessary. A Contractor and PCE shall be required to provide any additional requested compliance documentation within fourteen (14) days of request by the CCA.
 - a. If the CCA determines that the Contractor or PCE has failed to comply with a Utilization Plan and has failed to provide a cure accepted by the CCA in his or her discretion, the CCA shall notify the Purchasing Agent of such failure. The Purchasing Agent shall then send notice of default to the Contractor or PCE, or both, and the Contractor and PCE shall have such time to cure the default as is provided in the contract. If no such period is provided, the Contractor or PCE, as the case may be, shall have ten (10) days to cure such default. For purposes of this section, providing a plan for bringing the contract into compliance with the Utilization Plan may constitute a cure, if compliance cannot reasonably be achieved within the applicable cure period, and if compliance is achieved in accordance with such plan.
 - b. If a Contractor or PCE fails to provide any documentation required by the CCA, the CCA shall notify the Purchasing Agent of such failure. The Purchasing Agent shall then send notice of default to the Contractor or PCE, and the Contractor or PCE shall have such time to cure the default as is provided in the contract. If no such period is provided, the Contractor shall have ten (10) days to cure such default.
2. *Bid and Target Market Programs.* To address more specifically the barriers to PCE participation as prime Contractors in District work, the CCA may recommend to the Purchasing Agent to institute the following special PCE bidding provisions, following determination of the appropriateness of such provisions.
 - a. In connection with the award of a contract subject to competitive bidding on which a PCE has bid and where the PCE is bidding on the item in question for the first time; and has never successfully bid on a Forest Preserve District of Cook County purchasing contract, the CCA may, at the opening of the bids on the item, compare the PCE Bid with the lowest Bid, and, if the PCE's Bid is closely competitive as defined by guidelines to be established by the CCA with that of lowest actual Bids, direct the Purchasing Agent to declare the PCE the successful Bidder. A PCE may use

this procedure only once to become the successful Bidder on any particular item. Thereafter, the PCE must be totally competitive in terms of price to be the successful Bidder.

- b. The Contract Compliance Administrator shall develop and coordinate a target market program as follows:
- (i) The CCA shall review the availability of PCEs providing various goods and services and shall identify for inclusion in a potential program for bidding among PCE Persons certain commodity areas with sufficient PCE availability to ensure that the District receives a competitive price. The CCA shall report his/her findings and recommendations to the Contract Compliance Committee;
 - (ii) Upon a determination by the CCA that such a program is advisable for any particular commodity procurement; the CCA will institute the following procedures:
 - (a) The CCA will notify the Purchasing Agent of identification of those commodity codes appropriate for a target market program;
 - (b) To the extent practicable, the Purchasing Agent, with the aid of the CCA, shall divide procurement in the designated commodity areas into economically feasible sizes to facilitate bids or offers from PCEs and shall designate contracts to be offered under the target market program;
 - (c) The Purchasing Agent shall offer PCEs the opportunity to bid on such contracts in a limited competition;
 - (d) All standard District rules for bidding will then become effective and, provided that at least three (3) PCEs Bid or make an offer on the contract, the lowest responsive and responsible Bidder among the PCEs will receive the contract;
 - (e) In the event less than three (3) PCEs bid or make an offer on the contract or if there is no responsive bid or offer received from a responsible PCE, the Purchasing Agent shall rebid the contract not subject to the target market program.
 - (iii) Participation in the target market program shall be limited to Minority Business Enterprises, Women-Owned Business Enterprises and Joint Ventures consisting exclusively of Minority Business Enterprises, Women-Owned Business Enterprises or both. The PCE Contractor on a target market contract may subcontract up to forty-nine (49) percent of the dollar value of the target market contract to subcontractors who are not Minority Business Enterprises or Women-Owned Business Enterprises.
- O. *Prompt Payment of Firms.* If an invoice from a Contractor includes payment for supplies, equipment, goods or services furnished by a PCE, Contractor shall pay such PCE for such supplies, equipment, goods or services within fourteen (14) days after receipt of payment from the District. The CCA shall investigate any complaint or charge of excessive delay in payment, and shall report the results of such investigations to the Contract Compliance Committee and to the District Comptroller. Failure of Contractor to comply with this Section shall constitute a material breach of the contract.
- P. *Reporting and Review.* The CCA shall report to the Board on an annual basis with respect to the following:
- 1. The percentage of the total dollar amount of procurements for such year actually received by PCEs;
 - 2. The number of MBEs and WBEs available for participation in procurements, by category;
 - 3. An evaluation of the effectiveness of this division in ensuring equitable participation by PCEs in procurements;

-
4. An assessment of the continuing need for the Program;
 5. Identification of any enforcement problems; and
 6. Any recommendations with respect to modifying or improving the Program, including discontinuing or modifying Program Goals in those cases where Minority Business Enterprises and Women-Owned Business Enterprises no longer are disadvantaged by the effects of discrimination in their participation in procurements.
- Q. *Prohibited Provisions.* Any agreement between a Contractor and a PCE in which the Contractor requires that the PCE not provide subcontracting quotations to other Contractors is prohibited.
- R. *Sanctions and Penalties.*
1. The following violations of this subdivision may result in a breach of contract:
 - a. Providing false or misleading information to the District in connection with submission of a bid, responses to requests for qualifications or proposals, Good Faith Efforts documentation, post-award compliance, or other Program operations, or colluded with others to do so; or
 - b. Committing any other violations of this subdivision.
 2. A contractor or subcontractor is subject to withholding of payments under the contract, termination of the contract for breach, contract penalties, or being barred or deemed non-responsive in future District solicitations and contracts as determined by the District's Purchasing Agent, if it is found to have:
 - a. Provided false or misleading information in connection with the submission of a bid, responses to requests for qualifications or proposal, Good Faith Efforts documentation, post-award compliance, or other Program operations, or colluded with others to do so;
 - b. Failed in bad faith to fulfill Contract Specific Goals, thereby materially breaching the contract; or
 - c. Failed to comply in good faith with substantive provisions of this subdivision.
 3. The CCA may refer instances of non-compliance as described in Subsection R(2)(a.—c.) that may warrant decertification to the CCD if any PCE involved was certified by Cook County, or other applicable agency if any PCE involved was certified by an agency other than Cook County.
 4. Contractors and PCEs who fail to comply with the requirements of a Utilization Plan may be liable for a fine of two thousand five hundred dollars (\$2,500.00), and such sanction, if issued, shall apply jointly and individually to the Contractor and the relevant owner(s) of the Contractor; and the PCE and the relevant owner(s) of the PCE. Such fine, once imposed, may be taken, at the District's sole discretion, from any retainage or future payments due from the District to such Contractor. The determination as to whether a Contractor or PCE has failed to comply with the requirements of a Utilization Plan shall be made by an Administrative Law Judge from the Cook County Department of Administrative Hearings pursuant to Chapter 2, Article IX, of the Cook County Code. Decisions of an Administrative Law Judge from the Cook County Department of Administrative Hearings shall be subject to review pursuant to the Illinois Administrative Act (735 ILCS 5/3-101 et seq.).
- S. *Established Business Participation in the Program.*
1. An Established Business may participate in the Program, as follows:
 - a. For a one-year period after the Business has become an Established Business, only seventy-five (75) percent of such Business's participation in a District contract shall account for the MBE or WBE, as applicable, Program Goals;

-
- b. For a one-year period starting on the one-year anniversary of the date the Business became an Established Business, only fifty (50) percent of such Business's participation in a District contract shall account for the MBE or WBE, as applicable, Program Goals; and
 - c. For a one-year period starting on the two-year anniversary of the date the Business became an Established Business, only twenty-five (25) percent of such Business's participation in a District contract shall account for the MBE or WBE, as applicable, Program Goals.
 2. An Established Business shall not be eligible to participate in the Program starting on the three-year anniversary of the date the Business became an Established Business.
 3. The CCA or CCD shall provide notice to participating Established Businesses of the allowed level of participation by such Businesses in the Program.
- T. *Review and Sunset.*
1. On or before the sunset date of this Ordinance [subdivision], the District shall review new evidence to determine whether it has a compelling interest in continuing narrowly tailored remedies to redress discrimination against PCEs so that the District will not function as a passive participant in a discriminatory marketplace.
 2. This Ordinance [subdivision] shall sunset on or before April 30, ~~2023~~ 2028.

1-8-5b: SUBDIVISION II—CONSTRUCTION ORDINANCE.

- A. *Short Title; Incorporation of Provisions.* This subdivision may be known and cited as the "Forest Preserve District of Cook County Public Works Minority- and Women-Owned Business Enterprise Ordinance".
- B. *Preface and Findings.*
1. The findings set forth in Subdivision I Section B of this Section 1-8-5 are incorporated herein by this reference.
 2. On July 11, 2012, the Governor of Illinois signed a new law allowing the District to establish provisions to address the underutilization of M/WBEs with respect to construction Contracts.
 3. The District seeks to provide a level playing field and equal access for all prime contractors and subcontractors to participate in Public Works Contracts.
 4. In the absence of authority to establish the type of provisions referenced via the Program to Public Works Contracts, the District has witnessed a significantly low level of participation by M/WBEs in its Public Works Contracts and, thus, the District has been a passive participant in a discriminatory marketplace without the application of M/WBE goals.
- C. *Policy and Purpose.* It is hereby found, determined and declared that the purpose of this Ordinance is to ensure the full and equitable participation of Local Small Businesses owned by Economically Disadvantaged M/WBEs in the District's procurement process as both prime contractors and subcontractors in the District's construction contracts. The District is committed to a policy of preventing discrimination in the award of, or participation in, construction contracts and has recommended appropriate narrowly tailored remedies to address past discrimination and eliminate potential discrimination with respect to District contract awards.
- D. *Applicability.* This subdivision shall apply to all construction contracts funded in whole or in part by District funds, regardless of the sources of other funds; provided that any contract with respect to which a goal for Minority-Owned Business Enterprise or Women-Owned Business Enterprise participation is inconsistent with or prohibited by State or Federal law shall be exempt from the goals included in this subdivision.
- E. *Definitions.* The following words, terms and phrases, when used in this Subdivision II shall have the meanings: ascribed to them in this section, except where the context clearly indicates a different meaning. Additional terms applicable to Subdivision I are set forth in such subdivision.

-
1. *Affiliate of a person or entity* means a person or entity that directly or indirectly through one (1) or more intermediaries, controls or is controlled by, or is under common control with, the person or entity. In determining Affiliation, the District shall consider all appropriate factors, including common ownership, common management, and contractual relationships.
 2. *Annual Aspirational Goals* mean the ~~targeted levels of participation~~ *aspirational goals* established by the District for the annual aggregate participation of MBEs and WBEs in District construction contracts.
 3. *Applicant* means a person who submits documents and information seeking certification, ~~or~~ continued certification, ~~or re-certification~~ as a PCE to Cook County's Office of Contract Compliance.
 4. *Business* means a sole proprietorship, partnership, corporation, limited liability company, Joint Venture or any other business or professional entity.
 5. *Certified* or *Certification* means registration with Cook County (or a reciprocal agency acceptable to Cook County) as a Minority Business Enterprise, Women-Owned Business Enterprise, or Established Business.
 6. *Certified Firm* means a firm that has been accepted by the County as Certified.
 7. *Commercially Useful Function* means responsibility for the execution of a distinct element of the work of the contract, as described in subsection K(4) of this Subdivision.
 8. *Contract Compliance Administrator* or *CCA* means the Forest Preserve District Contract Compliance Administrator.
 9. *Contract Compliance Director* or *CCD* means the Cook County Contract Compliance Director. The CCD also shall be empowered to act as, or assist, the CCA with respect to the functions of the CCA referenced herein.
 10. *Contractor* means any Business that seeks to enter into a construction contract with the District, other than for professional services, and includes all partners and Affiliates Business.
 - ~~11~~11. *Disparity Study* means a study undertaking a stringent review examining the District's M/WBE program with respect to contracts issued by the District.
 12. *District* means the Forest Preserve District of Cook County and its participating Using Department.
 - ~~12~~13. *District's Marketplace* means the six-county region, currently the counties of Cook, DuPage, Kane, Lake, McHenry and Will.
 - ~~13~~14. *Economically Disadvantaged* means having a Personal Net Worth less than two million dollars (\$2,000,000.00), indexed annually for the Chicago Metro Area Consumer Price Index for Urban Wage Earners and Clerical Workers, published by the U.S. Department of Labor, Bureau of Labor Standards, beginning January 2008.
 - ~~14~~15. *Established Business* means a Local Business that is not a Small Business and was certified as an MBE or WBE within the past twelve (12) months:
 - a. Which is at least fifty-one (51) percent owned by one (1) or more Minority Individuals or Women, or in the case of a publicly owned business, at least fifty-one (51) percent of all classes of the stock of which is owned by one (1) or more such Minority Individuals or Women;
 - b. Whose management, policies, major decisions and daily business operations are independently ~~managed~~ *owned* and controlled by one (1) or more such Minority Individuals or Women; and
 - c. Which has its principal place of business ~~and a majority of its regular, full-time workforce~~ located within the District's Marketplace.

~~15~~16. *Good Faith Efforts* means actions undertaken by a Contractor to achieve a PCE goal, which, by their scope, intensity, and appropriateness to the objective, can reasonably be expected to fulfill such goals.

~~16~~17. *Joint Venture* means an association of two (2) or more Businesses proposing to perform a for profit business enterprise. Joint Ventures must have an agreement in writing specifying the terms and conditions of the relationships between the partners and their relationship and responsibility to the contract.

~~17~~18. *Local Business* means a Business located within the District's Marketplace ~~which has the majority of its regular, full time work force located within the District's Marketplace.~~

~~18~~19. *Local Small Business* means a Local Business which is also a Small Business.

~~19~~20. *Manufacturer* means a Person (as this term is defined below) that operates or maintains a factory or establishment that produces, on the premises, the materials, supplies, articles, or equipment required under the contract and of the general character described by the specifications.

~~20~~21. *Minority Business Enterprise* or *MBE* means a Business:

- a. Which is at least fifty-one (51) percent owned by one (1) or more Minority Individuals who are Economically Disadvantaged, or in the case of a publicly owned Business, at least fifty- one (51) percent of all classes of the stock of which is owned by one (1) or more such Minority Individuals;
- b. Whose management, policies, major decisions and daily business operations are independently ~~managed~~owned and controlled by one (1) or more Minority Individuals;
- c. Which performs a Commercially Useful Function;
- d. Which is a Certified Firm; and
- e. Which is a Local Small Business.

~~21~~22. *Minority Individual* means a natural person in one (1) of the following groups:

- a. African-Americans or Blacks, which includes persons having origins in any of the Black racial groups of Africa;
- b. Hispanic-Americans, which includes persons who are Mexican, Puerto Rican, Cuban, Caribbean, Dominican, Central or South American, regardless of race;
- c. Native-Americans, which includes persons who are American Indians, Eskimos, Aleuts, or Native Hawaiians;
- d. Asian-Americans, which includes persons whose origins are in any of the original peoples of the Far East Asia, Southeast Asia, the islands of the Pacific or the Northern Marianas, or the Indian Subcontinent; or
- e. Individual members of other groups, including, but not limited to, Arab-Americans, found by the District to be Socially and Economically Disadvantaged ~~by having and to have~~ suffered actual racial or ethnic ~~prejudice or cultural bias within American society, without regard to individual qualities, resulting in discrimination and~~ decreased opportunities to compete in the ~~District's District's~~ Marketplace or to do business with the District.

~~22~~23. *Owned* means having all of the customary incidents of ownership, including the right of disposition, and sharing in all of the risks, responsibilities and profits commensurate with the degree of ownership.

~~23~~24. *Person* or *person(s)* means any natural person, corporation, partnership, Joint Venture, trust, association, limited liability company, sole proprietorship or other legal entity.

- ~~2425.~~ *Personal Net Worth* means the net value of the assets of an individual after total liabilities are deducted. An individual's Personal Net Worth does not include the individual's ownership interest in an Applicant or other ~~Certified MBE or WBE, provided that the other Certified MBE or WBE is certified by a governmental agency that meets the County's eligibility criteria or the individual's equity in his or her primary place of residence, business that is not publicly held, or the individual's equity in any real estate and any related fixtures or furnishings.~~ In addition, the classes of assets not subject to the calculation would also include the market value of goods such as art, furnishings, jewelry, vehicles and other non-monetary assets. As to assets held jointly with a spouse, an individual's Personal Net Worth includes only that individual's share of such assets. An ~~individual's Personal Net Worth~~ individual's net worth also ~~includes~~ does not include the ~~present~~ value of the ~~individual's~~ individual's interest in ~~individual retirement~~ Individual Retirement Accounts, 401(k) accounts, or other retirement savings or investment programs ~~less the tax and interest penalties that would be imposed if the asset were distributed at the present time, and shall not include future payments receivable from a pension or Social Security.~~
- ~~2526.~~ *Program* means the Public Works Minority- and Women- Owned Business Enterprise program established in this Subdivision.
- ~~2627.~~ *Project Specific Goals* means the ~~Goals~~ aspirational goals established under this Subdivision for a particular project or contract that are based upon relevant factors including, but not limited to, the availability of MBEs, WBEs, and/or PCEs in the scopes of work of the Project.
- ~~2728.~~ *Protected Class Enterprise* or *PCE* shall mean a business meeting the definition of Minority Business Enterprise, Woman-Owned Business Enterprise, or Established Business as set forth in this Subdivision.
- ~~2829.~~ *Public Works* means all fixed works constructed or demolished by the District, or paid for wholly or in part out of public funds administered by the District. Public Works as defined herein includes all projects financed in whole or in part with bonds, grants, loans, or other funds made available by or through federal or State government, or local government. Public Works includes any maintenance, repair, assembly, or disassembly work performed on equipment whether owned, leased, or rented. Public Works does not include projects undertaken by the owner at an owner- occupied single-family residence or at an owner-occupied unit of a multifamily residence.
- ~~2930.~~ *Public Works Contracts* means contracts for Public Works.
- ~~3031.~~ *Purchasing Agent* means the Purchasing Agent of the District.
- ~~3132.~~ *Regular Dealer* means a Person that owns, operates, or maintains a store, warehouse, or other establishment in which the materials, supplies, articles or equipment of the general character described by the specifications and required under the contract are bought, kept in stock, and regularly sold or leased to the public in the usual course of business. To be a Regular Dealer, the Person must be an established, regular Business that engages, as its principal business and under its own name, in the purchase and sale or lease of the products in question. A Person may be a Regular Dealer in such bulk items as petroleum products, steel, cement, gravel, stone, or asphalt without owning, operating, or maintaining a place of business if the Person both owns and operates distribution equipment for the products. Any supplementing of a Person's distribution equipment shall be by a long-term lease agreement and not on an ad hoc or contract-by-contract basis. Packagers, manufacture representatives, or other Persons who arrange or expedite transactions are not Regular Dealers.
- ~~3233.~~ *Small Business* means a small business as defined by the U.S. Small Business Administration, pursuant to the business size standards found in 13 CFR Part 121, as related to the nature of the work the Person seeks to perform on contracts. A Person is not an eligible small business enterprise in any calendar fiscal year in which its gross receipts, averaged over the Person's previous ~~five (5)~~ seven (7) fiscal years, exceed 150 percent of the applicable size standards of 13 CFR Part 121.

~~33~~34. *Socially Disadvantaged* means having been subjected to racial, ethnic or gender prejudice or cultural bias within American society because of identity as a member of a group, and without regard to individual qualities, stemming from circumstances beyond the relevant person's control.

~~34~~35. *Using Department* means the department as defined by the District which is responsible for initiating the procurement process.

~~35~~36. *Utilization Plan* means a plan for utilization of PCEs as described in subsection L, of this Subdivision.

~~36~~37. *Woman* means a natural person of the female gender.

~~37~~38. *Woman-Owned Business Enterprise* or *WBE* means a Business:

- a. Which is at least fifty-one (51) percent owned by one (1) or more Women who are Economically Disadvantaged, or in the case of a publicly owned Business, at least fifty-one (51) percent of all classes of the stock of which is owned by one (1) or more such Women;
- b. Whose management, policies, major decisions and daily business operations are independently ~~managed~~owned and controlled by one (1) or more such Women;
- c. Which performs a Commercially Useful Function;
- d. Which is a Certified Firm; and
- e. Which is a Local Small Business.

F. *Program Administration.*

1. The CCA, in conjunction with the District's Purchasing Agent and the CCD, shall administer the Program. The duties of the CCA shall include:

- a. Formulating, proposing and implementing rules and regulations for the development, implementation and monitoring of the Program.
- b. Providing information and assistance to PCEs and Small Businesses relating to the Program, serving as a liaison to community, contractor, professional and supplier groups, and serving as liaison to various other associations and organizations.
- c. Verifying that Persons interested in participating in the Program are Certified and monitoring the directory of Certified PCEs maintained by Cook County.
- d. Establishing Project Specific Goals in collaboration with the Using Department based upon the availability of PCEs to provide the supplies, materials and equipment or services required by the contract.
- e. Evaluating Contractors' achievement of Project Specific Goals and Good Faith Efforts to meet Project Specific Goals.
- f. Cooperating with and providing assistance to Using Departments to facilitate participation by PCEs in procurements.
- g. Reviewing, approving or rejecting Utilization Plans for achievement of Project Specific Goals; evaluating the extent to which the goals are achieved.
- h. Working with Using Departments to monitor contracts to ensure prompt payments to PCEs and compliance with Project Specific Goals and commitments, including gathering data to facilitate such monitoring.
- i. Receiving, reviewing, and acting upon complaints and suggestions concerning the Program.
- j. Collecting data to evaluate the Program and other District contracting initiatives.

-
- k. Monitoring the Program and the District's progress towards its Annual Aspirational Goals. The CCA shall report on a quarterly and annual basis to the General Superintendent and the President on the administration and operations of the Program.
 - l. Impose sanctions and penalties as described in Subsection N.
 - 2. The Using Departments that receive appropriate delegation for project management, contract management, and/or construction and/or design contract responsibility shall have the following duties and responsibilities with regard to the Program:
 - a. Assisting the CCA with setting Project Specific Goals.
 - b. Assisting in the identification of available PCEs, and providing other assistance in meeting the Project Specific Goals.
 - c. Performing other activities to support the Program.
 - d. Gathering and maintaining prime contracting and subcontracting data for those contracts which they manage.
 - e. Submitting subcontracting data as required to the CCA.
 - 3. Intergovernmental Agreement between District and County. The District shall provide staff and/or reimbursement to Cook County as set out in an intergovernmental agreement for the CCD to also act as, or assist, the CCA.
- G. *Race- and Gender-Neutral Measures to Ensure Equal Opportunities for all Contractors and Subcontractors.* The District has adopted and shall continue to develop and use measures to facilitate the participation of all firms in District construction contracting activities. These measures shall include, but are not limited to:
- 1. Arranging solicitation times for the presentations of bids, quantities, specifications, and delivery schedules to facilitate the participation of interested firms;
 - 2. Segmenting, structuring or issuing contracts to facilitate the participation of PCEs and other Small Businesses;
 - 3. Providing timely information on contracting procedures, bid preparation and specific contracting opportunities;
 - 4. Providing assistance to Businesses in overcoming barriers such as difficulty in obtaining bonding and financing;
 - 5. Holding pre-bid conferences, where appropriate, to explain the projects and to encourage Contractors to use all available qualified firms as subcontractors;
 - 6. Adopting prompt payment procedures, including, requiring by contract that prime Contractors promptly pay subcontractors;
 - 7. Reviewing retainage, bonding and insurance requirements to eliminate unnecessary barriers to contracting with the District;
 - 8. Collecting information from all prime Contractors on District construction contracts detailing the bids received from all subcontractors for District construction contracts and the expenditures to subcontractors utilized by prime Contractors on District construction contracts;
 - 9. At the discretion of the District, letting a representative sample of District construction contracts without goals, to determine MBE and WBE utilization in the absence of goals;
 - 10. Maintaining information on all firms bidding on District prime contracts and subcontracts; and
 - 11. Referring complaints of discrimination to the appropriate authority, for investigation.

-
- H. *Program Eligibility.* Only Businesses that meet the criteria as defined by the CCD for the County of Cook, for certification as a PCE may participate in the Program.
- I. *Annual Aspirational Goals.* The Annual Aspirational Goals for the utilization of MBEs and WBEs on District construction contracts and subcontracts shall be twenty-four (24) percent for MBEs and ten (10) percent for WBEs. In the event of any discrepancy between the Annual Aspirational Goals as listed above and the aspirational goals as recommended by any applicable Disparity Study, the District shall follow the recommendations of the Disparity Study. Notwithstanding the above, Established Businesses may participate in the Program as authorized under Subsection 1-8-5(O), Established Business Participation in the Program.
- J. *Project Specific Goals.* The CCA, following the compilation and stringent review of the most current data that is feasibly and practicably available relative to the availability of MBEs and WBEs who have the capacity to successfully supply the relevant goods and services, and in consultation with the Using Department shall establish Project Specific Goals for construction which shall be incorporated into each bid and RFP. No goal shall be treated as a quota nor shall it be used to discriminate against any Person on the basis of race, color, national origin, religion or sex. Notwithstanding the above, Established Businesses may participate in the Program as authorized under Subsection 1-8-5(O), Established Business Participation in the Program.
- K. *Counting MBE and WBE Participation.*
1. The entire amount of that portion of a contract that is performed by the PCEs own forces shall be counted, including the cost of supplies and materials obtained by the PCE for the work of the contract, and supplies purchased or equipment leased by the PCE (except supplies and equipment the PCE purchases or leases from the prime Contractor or the prime Contractor's Affiliate), unless otherwise provided pursuant to Subsection 1-8-5(O), Established Business Participation in the Program.
 2. The entire amount of fees or commissions charged by a PCE for providing a bona fide service, such as professional, technical, consultant or managerial services, or for providing bonds or insurance specifically required for the performance of a contract, shall be counted, provided the fee is reasonable and not excessive as compared with fees customarily charged for similar services, unless otherwise provided pursuant to Subsection 1-8-5(O), Established Business Participation in the Program.
 3. When a PCE performs as a participant in a Joint Venture, only the portion of the total dollar value of the contract equal to the distinct, clearly defined portion of the work of the Joint Venture's contract that is performed by the PCE with its own forces and for which it is separately at risk, shall be counted, unless otherwise provided pursuant to Subsection 1-8-5(O), Established Business Participation in the Program.
 4. Only expenditures to a PCE that is performing a Commercially Useful Function shall be counted. To determine whether a PCE is performing a Commercially Useful Function, the District will evaluate the amount of work subcontracted, industry practices, whether the amount the PCE is to be paid under the contract is commensurate with the work it is actually performing and other relevant factors. To perform a Commercially Useful Function, the PCE must be responsible, with respect to materials and supplies used on the contract, for negotiating price, determining quality and quantity, ordering the material, installing (where applicable) and paying for the material itself. A PCE does not perform a Commercially Useful Function if its role is limited to that of an extra participant in the contract through which funds are passed in order to obtain the appearance of PCE participation. If a PCE subcontracts a greater portion of the work of a contract than would be expected based on normal industry practice, it is presumed not to perform a Commercially Useful Function. When a PCE is presumed not to be performing a Commercially Useful Function, the Certified Firm may present evidence to rebut this presumption.
 5. One hundred (100) percent of the cost of the materials or supplies obtained from a PCE Manufacturer or Regular Dealer shall be counted, unless otherwise provided pursuant to Subsection 1-8-5(O), Established Business Participation in the Program. One hundred (100) percent of the fees or

transportation charges for the delivery of materials or supplies required on a job site shall be counted only if the payment of such fees is a customary industry practice and are commensurate with fees customarily charged for similar services, unless otherwise provided pursuant to Subsection 1-8-5(O), Established Business Participation in the Program.

6. If, for reasons associated with malfeasance, fraud or other factors set forth in Subsection N, Sanctions and Penalties, an PCE ceases to be Certified during its performance on a procurement, the dollar value of work performed under a contract with that PCE after it has ceased to be Certified shall not be counted. If, for other reasons not associated with malfeasance, fraud or other factors set forth in Subsection N, Sanctions and Penalties, an PCE ceases to be Certified during its performance on a procurement, the dollar value of work performed under a contract with that PCE after it has ceased to be Certified shall be counted for the remaining term of the contract.
7. In determining achievement of Project Specific Goals, the participation of a PCE shall not be counted until that amount has been paid to the PCE.

L. *Contract Pre-Award Compliance Procedures.*

1. For all solicitations, the bidder/proposer shall submit a Utilization Plan detailing all subcontractors from which the Contractor solicited bids or quotations, and if Project Specific Goals have been established, its achievement of the Goals or its Good Faith Efforts to do so. The Utilization Plan shall be due at the time the bid proposal is due. In the event a bid or proposal leads to a contract with the District, the Utilization Plan, as approved by the CCA, shall be incorporated as a material commitment as between the Contractor and all relevant PCEs, and the Contractor and the District.
2. Any agreement between a Contractor and a PCE in which the Contractor requires that the PCE not provide subcontracting quotations to other Contractors is prohibited.
3. Parties submitting bids or proposals may in all ~~instance~~instances request a partial or full waiver of one (1) or more established Project Specific Goals for PCE participation. Where the Contractor cannot achieve the Project Specific Goal(s), the CCA will determine whether the Contractor has made Good Faith Efforts to meet the Goal(s). In making this determination, the CCA will consider, at a minimum, whether the Contractor has:
 - a. Solicited through all reasonable and available means (e.g., attendance at pre-bid meetings, advertising and written notices) the interest of all PCEs certified in the scopes of work of the contract. The Contractor shall provide interested PCEs with timely, adequate information about the plans, specifications, and requirements of the contract to allow PCEs to respond to the solicitation. The Contractor must follow up initial solicitations with interested PCEs.
 - b. Selected portions of the work to be performed by PCEs in order to increase the likelihood that the Project Specific Goals will be achieved. This includes, where appropriate, breaking out contract work items into economically feasible units to facilitate PCE participation, even when the Contractor would otherwise prefer to perform these work items with its own forces. It is the Contractor's responsibility to make a portion of the work available to PCEs and to select those portions of the work or material needs consistent with the availability of PCEs to facilitate their participation.
 - c. Negotiated in good faith with interested PCEs. Evidence of such negotiation includes the names, addresses, and telephone numbers of PCEs that were contacted; a description of the information provided regarding the plans and specifications for the work selected for subcontracting; and why agreements could not be reached with PCEs. The Contractor may not reject PCEs as being unqualified without sound reasons based on a thorough investigation of their capabilities. That there may be some additional costs involved in finding and using PCEs is not in itself sufficient reason for a Contractor's failure to meet the Project Specific Goals, as long as such costs are

reasonable. The ability or desire of a Contractor to perform the work of a contract with its own organization does not relieve it of the responsibility to make Good Faith Efforts on all scopes of work that could be subcontracted.

- d. Made efforts to assist interested PCEs in obtaining bonding, lines of credit, or insurance as required by the District or the prime Contractor, where appropriate; provided, however, that such efforts shall not be inconsistent with the requirements that the PCE be responsible for actually obtaining and paying for such items.
 - e. Made efforts to assist interested PCEs in obtaining necessary equipment, supplies, materials, or related assistance or services, where appropriate; provided, however, that such efforts shall not be inconsistent with the requirements that the PCE be responsible for actually obtaining and paying for such items.
 - f. Used the services of the CCA, available minority/women community organizations, minority/women contractors' groups, government sponsored minority/women business assistance offices and other appropriate organizations to provide assistance in the recruitment and placement of PCEs.
 - g. Maintained or committed to establish and maintain a mentor-protégé agreement with one (1) or more PCEs that is enforceable and that, in the judgment of the CCA, has performance standards and outcomes that are clearly established and effective in terms of assisting the PCE in acquiring additional skills, experience, and relationships helpful to the long-term success of the PCE.
- 4. In determining whether a Contractor has made Good Faith Efforts, the performance of other Contractors in meeting the Project Specific Goals may be considered. For example, when the apparent successful Contractor fails to meet the Project Specific Goals but others meet it, it may be reasonably questioned whether, with additional reasonable efforts, the apparent successful Contractor could have met the Project Specific Goals. Similarly, if the apparent successful Contractor fails to meet the Project Specific Goals, but meets or exceeds the average PCE participation obtained by other Contractors, this may be evidence that the apparent successful Contractor made Good Faith Efforts.
 - 5. A signed letter of intent from each listed PCE, describing the work, materials, equipment or services to be performed or provided by the PCE and the agreed upon dollar value shall be due at the time of bid proposal or within three (3) days after such submission. The CCA shall timely review the Utilization Plan before award, including the scope of work and the letters of intent from PCEs. The CCA may request clarification in writing of items listed in the Utilization Plan, provided such clarification shall not include the opportunity to augment listed participation or Good Faith Efforts.
 - 6. If the CCA determines that the Utilization Plan demonstrates that the Project Specific Goals have been achieved or Good Faith Efforts made, with the concurrence of the Using Department, the CCA and Using Department shall recommend award to Purchasing Department.
 - 7. If the CCA finds that a Contractor did not make sufficient Good Faith Efforts, the CCA shall communicate this finding to the Purchasing Department and recommend that the bid/proposal be rejected. A Contractor may protest this determination pursuant to the District's bid protest procedures.
 - 8. The CCA shall from time to time, by way of seminars and internet-based communications, make available to the business community such information and documents as will assist the community in understanding the manner in which a full or partial waiver may be requested, and the manner in which such a request may be supported. In addition, the CCA shall make representatives available to confer on the subject of waivers with parties who plan on submitting particular bids or proposals.

M. *Contract Administration Procedures.*

-
1. Upon award of a contract by the District that includes Project Specific Goals; the Project Specific Goals become covenants of performance by the Contractors and incorporated in the contract.
 2. The Contractor shall provide a listing of all subcontractors to be used in the performance of the contract, and detailed subcontractor information to the District with each request for payment submitted to the District or as otherwise directed by the District. The CCA and the Using Department shall monitor subcontractor participation during the course of the contract. The District shall have full and timely access to the Contractor's books and records, including without limitation payroll records, tax returns and records and books of account, to determine the Contractor's compliance with its commitment to PCE participation and the status of any PCE performing any portion of the contract. This provision shall be in addition to, and not a substitute for, any other provision allowing inspection of the Contractor's records by any officer or official of the District for any purpose.
 3. The Contractor cannot make changes to the Utilization Plan or substitute PCEs named in the Utilization Plan without the prior written approval of the CCA, in conjunction with the Purchasing Agent and the Using Department. Unauthorized changes or substitutions shall be a violation of this subdivision and a breach of contract, and may constitute grounds for rejection of the bid or proposal or cause termination of the executed contract for breach, the withholding of payment and/or subject the Contractor to contract penalties or other sanctions.
 - a. All requests for changes or substitutions of PCE subcontractor(s) named in the Utilization Plan shall be made to the CCA, Purchasing Agent and the Using Department in writing, and shall clearly and fully set forth the basis for the request. A Contractor shall not substitute a PCE subcontractor or perform the work designated for a PCE subcontractor with its own forces unless and until the CCA, in consultation with the Purchasing Agent and Using Department, approves such substitution in writing. A Contractor shall not allow a substituted subcontractor to begin work until the CCA, Purchasing Agent and the Using Department have approved the substitution.
 - b. The facts supporting the request must not have been known nor reasonably should have been known by either party before the submission of the Utilization Plan. Bid shopping is prohibited. The Contractor must negotiate with the PCE subcontractor to resolve the problem. Where there has been a mistake or disagreement about the scope of work, the PCE can be substituted only where an agreement cannot be reached for a reasonable price for the correct scope of work.
 - c. Substitutions of the subcontractor shall be permitted only on the following bases:
 - (i) Unavailability after receipt of reasonable notice to proceed.
 - (ii) Failure of performance.
 - (iii) Financial incapacity.
 - (iv) Refusal by the subcontractor to honor the bid or proposal price.
 - (v) Mistake of fact or law about the elements of the scope of work of a solicitation where agreement upon a reasonable price cannot be reached.
 - (vi) Failure of the subcontractor to meet insurance, licensing or bonding requirements; or
 - (vii) The subcontractor's withdrawal of its bid or proposal.
 - d. The final decision whether to permit or deny the proposed substitution, and the basis of any denial, shall be communicated to the parties in writing by the CCA.
 - e. Where the Contractor has established the basis for the substitution to the satisfaction of the District, the Contractor shall make Good Faith Efforts to fulfill the Utilization Plan. The Contractor may seek the assistance of the CCA in obtaining a new PCE. If the Project Specific Goal(s) cannot

be reached and Good Faith Efforts have been made, the Contractor may substitute with a non-Certified Firm.

- f. If the District requires the substitution of a PCE subcontractor listed in the Utilization Plan, the Contractor shall undertake Good Faith Efforts to fulfill the Utilization Plan. The Contractor may seek the assistance of the CCA in obtaining a new PCE subcontractor. If the Goal(s) cannot be reached and Good Faith Efforts have been made, the Contractor may substitute with a non-Certified Firm.
4. If a Contractor plans to hire a subcontractor on any scope of work that was not previously disclosed in the Utilization Plan, the Contractor shall obtain the approval of the CCA to modify the Utilization Plan and must make Good Faith Efforts to ensure that PCEs have a fair opportunity to bid on the new scope of work.
5. Changes to the scopes of work shall be documented by the Using Department at the time they arise, to establish the reasons for the change and the effect on achievement of the PCE goal.
6. Prior to contract closeout, the CCA shall evaluate the Contractor's fulfillment of the contracted goals, taking into account all approved substitutions, terminations and changes to the contract's scope of work. If the District determines that Good Faith Efforts to meet the PCE commitments were not made, or that fraudulent misrepresentations have been made, or any other breach of the contract or violation of this subdivision, a remedy or sanction may be imposed, as provided in the contract.

N. *Sanctions and Penalties.*

1. The following violations of this subdivision may result in a breach of contract:
 - a. Providing false or misleading information to the District in connection with submission of a bid, responses to requests for qualifications or proposals, Good Faith Efforts documentation, post-award compliance, or other Program operations or colluded with others to do so; or
 - b. Committing any other violations of this subdivision.
2. A contractor or subcontractor is subject to withholding of payments under the contract, termination of the contract for breach, contract penalties, or being barred or deemed non-responsive in future District solicitations and contracts as determined by the District's Purchasing Agent, if it is found to have:
 - a. Provided false or misleading information in connection with the submission of a bid, responses to requests for qualifications or proposal, Good Faith Efforts documentation, post-award compliance, or other Program operations or colluded with others to do so;
 - b. Failed in bad faith to fulfill Project Specific Goals, thereby materially breaching the contract; or
 - c. Failed to comply in good faith with substantive provisions of this subdivision.
3. The CCA may refer instances of non-compliance as described in Subsection N(2)(a.—c.) that may warrant decertification to the CCD if any PCE involved was certified by Cook County, or other applicable agency if any PCE involved was certified by an agency other than Cook County.
4. Contractors and PCEs who fail to comply with the requirements of a Utilization Plan may be liable for a fine of two thousand five hundred dollars (\$2,500.00), and such sanction, if issued, shall apply jointly and individually to the Contractor and the relevant owner(s) of the Contractor; and the PCE and the relevant owner(s) of the PCE. Such fine, once imposed, may be taken, at the District's sole discretion, from any retainage or future payments due from the District to such Contractor. The determination as to whether a Contractor or PCE has failed to comply with the requirements of a Utilization Plan shall be made by an Administrative Law Judge from the Cook County Department of Administrative Hearings pursuant to Chapter 2, Article IX, of the Cook County Code. Decisions of an Administrative Law Judge

from the Cook County Department of Administrative Hearings shall be subject to review pursuant to the Illinois Administrative Act (735 ILCS 5/3-101 et seq.).

O. *Established Business Participation in the Program.*

1. An Established Business may participate in the Program, as follows:
 - a. For a one-year period after the Business has become an Established Business, only seventy-five (75) percent of such Business's participation in a District contract shall account for the MBE or WBE, as applicable, Annual Aspirational Goals;
 - b. For a one-year period starting on the one-year anniversary of the date the Business became an Established Business, only fifty (50) percent of such Business's participation in a District contract shall account for the MBE or WBE, as applicable, Annual Aspirational Goals; and
 - c. For a one-year period starting on the two-year anniversary of the date the Business became an Established Business, only twenty-five (25) percent of such Business's participation in a District contract shall account for the MBE or WBE, as applicable, Annual Aspirational Goals.
2. An Established Business shall not be eligible to participate in the Program starting on the three-year anniversary of the date the Business became an Established Business.
3. The CCA or CCD shall provide notice to participating Established Businesses of the allowed level of participation by such Businesses in the Program.

P. *Program Review and Sunset.*

1. The President and the Board of Commissioners shall receive an annual report from the CCA detailing the District's performance under the Program.
2. The President and the Board of Commissioners will review these reports, including the Annual Aspirational Goals and the District's progress towards meeting those Goals and eliminating discrimination in its contracting activities and marketplace.
3. Prior to the sunset date of this subdivision, the District will review the operation of the Program and the evidentiary basis for the Program in order to determine whether the District has a continuing compelling interest in remedying discrimination against PCEs in its construction marketplace, and the permissible scope of any narrowly tailored remedies to redress discrimination against PCEs so that the District will not function as a passive participant in a discriminatory marketplace.
4. This subdivision shall sunset on or before April 30, ~~2023~~ 2028.

(Ord. No. 12-O-12, 9-11-12; Ord. No. 16-0189, 6-29-16; Ord. No. 16-0204, 6-29-16; Ord. No. 18-0195, 6-5-18; Ord. No. 18-0196, 6-5-18; Ord. No. 21-0166, 4-13-21 ; Ord. No. 22-0200 , 6-14-22)