



State of Illinois Commitment to Diversity: Agency Guidance

Outline:

WHAT IS COMMITMENT TO DIVERSITY?	3
HOW TO COMPLETE A COMMITMENT TO DIVERSITY EVALUATION:	3
FACTOR EXPLANATIONS	4
I. BEP GOAL COMPLIANCE:	4
II. SUBCONTRACTING / CONTRACTING WITH ANY WMDB (NOT LIMITED TO BEP):	4
III. DEI SPEND:	5
IV. DEI TIME:	6
V. DEI POLICIES:	7
VI. DIVERSITY IN STAFFING:	8
COMMITMENT TO DIVERSITY SCORE SHEET:	9
VENDOR SCORING SAMPLE:	10
FACTOR I	10
FACTOR II	11
FACTOR III	12
FACTOR IV	13
FACTOR V	14
FACTOR VI	15
FINAL SCORING SHEET ACTION	16
COMMITMENT TO DIVERSITY SCORING WORKSHEET	17
I. BEP GOAL COMPLIANCE:	17
II. SUBCONTRACTING / CONTRACTING WITH ANY WMDB (NOT LIMITED TO BEP) OUTSIDE OF CURRENT SOLICITATION:	17
III. DEI SPEND	18
IV. DEI TIME:	18
V. DEI POLICIES	19
VI. DIVERSITY IN STAFFING	19
COMMITMENT TO DIVERSITY DEFINITIONS	20

What is Commitment to Diversity?

Created by a first of its kind legislation, the Commitment to Diversity (C2D) evaluation factor added to the Request for Proposal (RFP) procurement process offers the CPO for General Services and the state the opportunity to further impact Diversity, Equity, and Inclusion (DEI) through state procurement. Utilizing five nationally recognized evaluation criteria, the C2D evaluation, equal to 20% of the solicitation's technical score, encourages offerors to increase their investment in Women, Minorities, and Persons with Disabilities (WMD) businesses and organizations. The new evaluation factor creates new and exciting opportunities for offerors to not only impact their business and local community, but to help create systemic change.

How to Complete a Commitment to Diversity Evaluation:

1. Review Factor Explanations

Carefully read through the Factor Explanations so that you understand what type of information you will be evaluating.

2. Review Definition

Review the Definitions Page to understand the terms used in the evaluation questions.

3. Read Through

Before you begin scoring, read through the vendor's Commitment to Diversity response completely, noting any supporting documentation provided by the vendor.

4. Complete Scoring Worksheet

Use the worksheet to make any notes about the vendor's submission, including any initial comments. Review any attachments provided by vendor as support for activities being scored.

5. Fill out the Scoring Form

Transfer the final identified scores and comments onto the scoring sheet to determine the final score for the vendor's Commitment to Diversity

6. Review Scoring Form

Review each scoring section in the scoring form, ensuring that all pieces have been reviewed, scored and comments recorded.

7. Save Scoring Form

Once the form is completed, save the scoring form as "*Bid # Vendor Name C2D Score*"

8. Upload to BidBuy

All Commitment to Diversity scoring documents (worksheet and form) should be saved in a folder together in the "Bid Tab – Attachments" area.

9. Repeat

Repeat the process until all the have been scored and recorded.

Factor Explanations

I. BEP Goal compliance: Max Points 5

Has the vendor met the set goal for contracting or subcontracting with businesses owned by women, minorities, or persons with disabilities (WMD) or completed a Good Faith Effort Waiver for this procurement?

Answer Example:

- BEP Goal Met
- Good Faith Waiver
- Self-fulfilling
- No BEP Goal on Procurement

Verification Examples:

- List of vendors and % goal met
- U-Plan
- Copy of Good Faith Waiver

Scoring:

- If verification is provided **award 5 points.**
- If there is no BEP goal **award 5 points.**
- If verification is not provided **award 0 points.**

II. Subcontracting/contracting with any WMDB (not limited to BEP):

Max points 10

Has the vendor's business contracted / subcontracted with any WMD in the prior calendar year. Businesses are not required to be registered with the Business Enterprise Program with the State of Illinois and may not be the subcontract used to achieve this solicitation's BEP goal.

Spend: the organization's transactions for the purchase of goods, services, and charitable donations.

Subcontractor: A business or a person that undertakes work for a company as part of a larger project.

Contract: a legally binding agreement between two parties regarding the buying and selling of goods or services.

Answer Example:

- Contract table filled out

Verification Examples:

- Attached list, if not identified in the table
- Attached contracts

Scoring:

- At least one contract/subcontract is listed **award 10 points**
- No Contracts/Subcontracts provided **award 0 points**

III. DEI Spend: Max 20 Points

Vendor's percentage of business, education and/or community spend from prior calendar year gross revenue that involves businesses owned by women, minorities and/or persons with disabilities. The assisted business is not required to be certified in the Illinois Business enterprise Programs.

Spend: the organization's transactions for the purchase of goods, services, and charitable donations.

Gross Revenue: The amount of money a business brings in from selling goods or services, with no expenses deducted

Answer Example:

- Promoted diverse suppliers in the public or private sectors
- Purchased diversity/equity training program
- Provided WMD businesses with equipment/supplies/ materials
- Provided low interest loans to WMD businesses
- Consulted with a DEI auditor
- Provided/donated to scholarships for WMD
- Donated to Minority Serving Institutes, Women Colleges, or persons with disabilities institutes/certification programs
- Donated to educational programs that supply support to WMD
- Sponsored school events for diverse/ equity support or education
- Donated learning materials to organizations that support WMD
- Donated funds to an organization that primarily supports WMD
- Financially sponsored an event that supports WMD
- Partnered with a WMD business to create a DEI focused community event
- Promoted a DEI/WMD community event

Verification Examples:

- Attached list, if not identified in the table
- Attached receipts
- Attached loan contracts
- Attached purchase description
- Attached fundraiser flyer
- Attached References

Scoring:

- 0% spend **award 0 points**
- Greater than 0 (0.1% - 0.9%) spend **award 10 points**
- 1% spend **award 15 points**
- 2% + spend **award 20 points**

IV. DEI Time: Max 20 Points

Vendor's hours spent in the prior calendar year on promoting DEI in the workplace, the community, education institutes, or supporting businesses owned by women, minorities, or persons with disabilities. The assisted business is not required to be certified in the Illinois Business Enterprise Program. The success or failure of each event does not impact the points achieved. The event may be voluntary or paid time.

Round total up to next whole number. Ex: 1.15 Hours= 2 Hours

Answer Example:

- Provided financial literacy counseling for WMD businesses
- Provided grant application assistance for WMD businesses
- Assisted with compliance to governmental policies and regulations for WMD businesses
- Ran a training program on Diversity and/or Equity
- Assisted WMD businesses with obtaining equipment/supplies/ materials/services
- Hosted DEI Employee forums
- Created and distributed materials regarding diversity/equity in your industry
- Represented your industry in diversity panels/classes
- Offered internship/mentorship opportunities for WMD
- Volunteered at school event/activity that provides diverse/ equity support education
- Organized or participate in events that raise funds/collect items to support WMD
- Earned CEUs in coursework focused on DEI
- Collected and made available to staff a list of all local community organizations working to support DEI in the community that staff may volunteer at
- Participated as a board member or leader for an organization that primarily supports WMD
- Volunteered in support of a community fundraiser or event that supports WMD
- Volunteered to present/speak about DEI at a community event
- Participated in job fairs held in the community that target WMD
- Organized, collected, and delivered items for donation to organizations that support WMD

Verification Examples:

- Attached list, if not identified in the table
- Attached event flyer
- Attached references
- Attached Event emails/pages

Scoring:

- 0 hours **award 0 points**
- 1 – 8 hours **award 10 points**
- 9 -16 hours **award 15 points**
- 17+ hours **award 20 points**

V. DEI Policies: Max Points 10

Vendor has provided a written copy or screenshot of their current written workforce diversity, equity, and inclusion (“DEI”) policy. Policies **must be actionable plans**, not overarching concepts around DEI.

Policy with Overarching Concepts: company philosophies, defined culture, and high-level aspirations.

Policy with an Actionable Plan: framework for achieving objectives and process guidelines

Answer Example:

- **Actionable Plan Example:** Green Acres best serves our clients when we foster a diverse, equitable, and inclusive workplace. We have worked to create this environment through several programs and practices, including our Employee Resource Groups. Staff are encouraged to participate in any ERG that they identify with and are given a paid hour once a week to attend those groups.
- **Overarching Concept Example:** Green Acres is committed to workforce diversity, creating equity across our systems, and fostering and advancing a culture of inclusion. Our culture of belonging is about uniting different backgrounds, beliefs, abilities, and experiences in an environment where everyone feels valued and works together to achieve meaningful outcomes.

Verification Examples:

- Screenshot of DEI Policies on Website
- Attached policies

Scoring:

- If a policy is provided and actionable **award 10 points**
- If no policy or policy is not actionable **award 0 points**

VI. Diversity in Staffing: Max Points 35

- % of individuals on governing board and/ or senior executives who identify as WMD
- % of individuals in management /supervisor positions who identify as WMD
- % of total staff who identify as WMD

Round up to next whole percent. Ex: .045%= 1%

Governing Board: legally responsible for overseeing and running the business

Senior Executives: owner, chief executive officer, chief operating officer, chief financial officer, and anyone in charge of a principal business unit or function

Management: a person who controls or administers all or part of the business

Supervisors: individual immediately in line after management who is responsible for monitoring and regulating a staff in their performance of delegated duties.

Staff: any person permanently employed by business

Answer Example:

Role	Number of WMD Staff	Percentage of WMD Staff	Types of Diversity	Number of Total Staff
Staff	45	30%	Women, Minorities	150
Governing Board/Executives	3	43%	Minorities	7
Management/Supervisors	9	36%	Women, Minorities	25

Verification Examples:

- Attached staff list including role and diversity type

Scoring

- **All staff**
 - 10-20% award 2 points
 - 21-30% award 4 points
 - 31-40% award 6 points
 - 41-50% award 8 points
 - 51% + award 10 points
 - 0-9% Award 0 points

- **Governing Board/Executives**
 - 1-10% award 5 points
 - 11-20% award 7 points
 - 21-30% award 9 points
 - 31-40% award 11 points
 - 41% + award 13 points
 - 0% Award 0 points

- **Supervisors/Managers**
 - 1-10% award 4 points
 - 11-20% award 6 points
 - 21-30% award 8 points
 - 31-40% award 10 points
 - 41% + award 12 points
 - 0% Award 0 points

Commitment to Diversity Score Sheet:

1. When done with the worksheet open the *C2D Scoring Sheet* excel document
2. Fill in the points in the appropriate sections
3. Add comments to justify points awarded
4. Add the Maximum Technical score
5. Once everything is entered the "Actual Score" should calculate
6. The actual score is what will be added to the evaluation.

Commitment to Diversity Score Sheet				Vendor
				Date
				Evaluator
I. BEP Goal Compliance				
Goal Met/Waiver Supplied	Max Points	Actual	Comments	
		5		
II. Diverse Contracts/Subcontracts				
Has at least 1 WMD Contract/Sub	Max Points	Actual	Comments	
		10		
III. % of Spend				
Greater than 0	Max Points	Actual	Comments	
1%		10		
1%		15		
2%		20		
IV. # of Hours				
1-8 hours	Max Points	Actual	Comments	
		10		
9-16 hours		15		
17+ hours		20		
V. DEI Policies				
Supplied & Actionable	Max Points	Actual	Comments	
		10		
VI. Percentage of Total Staff				
10-20%	Max Points	Actual	Comments	
		2		
21-30%		4		
31-40%		6		
41-50%		8		
51+%		10		
VI. % Governing Board/Executive staff				
1-10%	Max Points	Actual	Comments	
		5		
11-20%		7		
21-30%		9		
31-40%		11		
41+%		13		
VI. % Supervisors/Managers				
1-10%	Max Points	Actual	Comments	
		4		
11-20%		6		
21-30%		8		
31-40%		10		
41+%		12		
Total Points		Max Points	Actual	
		100	0.00	
Total Percent		Max Points	Actual	
		100%	0%	
Maximum Technical Score			566	
Actual Score			0	



Scoring Sample

Factor I

Vendor Submission

I. BEP Goal compliance:

- BEP Goal Met
- Good Faith Waiver
- Self-fulfilling
- No BEP Goal on Procurement

Verification:

- List of vendors and % goal met
- U-Plan
- Copy of Good Faith Waiver

Agency Worksheet

I. BEP Goal compliance:

Factor Answer	Point Potential	Actual Points
BEP Goal Met/Good Faith Waiver/Self-fulfilling/No BEP Goal on Procurement	5	5
Not answered/Answered no/Not verified	0	

Verification Approved:

- List of vendors and % goal met
- U-Plan
- Copy of Good Faith Waiver

Scoring Sheet

I. BEP Goal Compliance	Max Points	Actual	Comments
Goal Met/Waiver Supplied	5	5	Vendor met 20% BEP Goal with ACME Corp



Scoring Sample

Factor II

Vendor Submission

II. Subcontracting / contracting with any WMDB (not limited to BEP) outside of current solicitation: Max points 10

Contract Purpose	Vendor	Type of Diversity	Address	Phone/Email	Length of Contract	Cost	Percentage from overall spend
Auto Parts	Sanford and Sons	African American owned	1972 Antique, Wyalusing, PA 18853	Lamont.Sandford@gmail.com	5 years	\$1000 a year	.5%
Office Supplies	Dunder Mifflin Paper Company	Woman owned	1725 Slough Ave, Scranton PA	Michael.Scott@Office.com	9 years	\$500 a year	.2%

Agency Worksheet

II. Subcontracting / contracting with any WMDB (not limited to BEP) outside of current solicitation:

Factor Answer	# Contracts	Point Potential	Actual Points
Contracted/Subcontracted (outside of BEP Goal)	+1	10	10
No Contracts/Subcontracts (outside of BEP Goal)	0	0	

Verification Approval:

- Attached list, if not identified in the table
- Attached contracts

Scoring Sheet

II. Diverse Contracts/Subcontracts	Max Points	Actual	Comments
Has at least 1 WMD Contract/Sub	10	10	Two Confirmed contracts with a woman owned african american owned business



Scoring Sample

Factor III

Vendor Submission

III. DEI Spend

Item	Percent	Amount	Description
Incubator	.5%	\$10,000	Participated as an Incubator to a black owned start up business called Jefferson Cleaners. Details Attached
Sponsored a Scholarship	.5%	\$10,000	Sponsored a college scholarship for women entrepreneurs
Hosted a fundraiser for Women's Shelters	1%	\$20,000	Rented a golf course, created advertising, provided winner awards.

Verification:

- Attached list, if not identified in the table
- Attached receipts
- Attached loan contracts
- Attached purchase description
- Attached Fundraiser Flyer
- Attached References
- Other _____

Agency Worksheet

III. DEI Spend

# DEI Spend Items	Total Percentage	Potential Points		Actual Points
3	2%	0%	0	20
		Greater than 0% (0.1% - 0.9%)	10	
		1%	15	
		2% +	20	

Verification Approved:

- Attached list, if not identified in the table
- Attached receipts
- Attached loan contracts
- Attached purchase description
- Attached Fundraiser Flyer
- Attached References
- Other _____

Scoring Sheet

III. % of Spend	Max Points	Actual	Comments
Greater than 0	10	20	Hosted a fundraiser, sponsored a scholarship and supported an incubator
1%	15		
2% +	20		



Scoring Sample

Factor IV

Vendor Submission

IV. DEI Time:

Activity	Date	Hours	Description
Grant Application Assistance	10/11/2022	2 hrs	Worked with a women owned business (Grace and Frankie LLC) to help them find available small business grants
School Panel	8/18/2022	2 hrs	Represented our career field in Greendale Community College's minorities in business discussion panel
Fundraiser Participant	4/20/2022	5 hrs	Had employees volunteer at an event fundraising for The Center for Developmental Disabilities Advocacy and Community Supports

Verification:

- Attached list, if not identified in the table
- Attached event flyer
- Attached references
- Attached Event emails/pages
- Other _____

Agency Worksheet

IV. DEI Time:

Round hour up to next whole. EX: 1 hour and 20 minutes= 2 hours

# DEI Hours Items	Total Hours	Potential Points	Actual Points
3	9	0 Hours	0
		1-8 Hours	10
		9-16 Hours	15
		17+ Hours	20
			15

Verification Approval:

- Attached list, if not identified in the table
- Attached event flyer
- Attached references
- Attached Event emails/pages
- Other _____

Scoring Sheet

IV. # of Hours	Max Points	Actual	Comments
1-8 hours	10	15	Provider event flyer and references for their help with grant applications, fundraiser, and their time on a school diversity panel
9-16 hours	15		
17+ hours	20		



Scoring Sample

Factor V

Vendor Submission

V. DEI Policies

Yes we have actionable DEI policies

Verification:

Screenshot of DEI policies on website

Attached policies

Agency Worksheet

V. DEI Policies

Factor Answer	Point Potential	Actual Points
DEI policies provided and actionable	10	10
No DEI policies provided/ DEI policies not actionable	0	

Verification Approved:

Screenshot of DEI Policies on Website

Attached Policies

Scoring Sheet

V. DEI Policies	Max Points	Actual	Comments
Supplied & Actionable	10	10	They provided a snapshot of their policy

Factor VI

Vendor Submission

VI. Diversity in Staffing

Role	Number of WMD Staff	Percentage of WMD Staff	Types of Diversity	Number of Total Staff
Staff	45	30%	Women, Minorities	150
Governing Board/Executive	3	43%	Minorities, Persons with Disabilities	7
Management/Supervisor	9	36%	Women, Minorities	25

Verification:

Attached staff list including role and diversity type

Agency Worksheet

VI. Diversity in Staffing

Total Percentage of WMD Staff	Potential Points		Actual Points
30%	0-9%	0	4
	10-20%	2	
	21-30%	4	
	31-40%	6	
	41-50%	8	
	51+%	10	

Percentage of WMD Governing Board/ Executives	Potential Points		Actual Points
43%	0%	0	13
	1-10%	5	
	11-20%	7	
	21-30%	9	
	31-40%	11	
	41+%	13	

Percentage of WMD Supervisors/Managers	Potential Points		Actual Points
25%	0%	0	8
	1-10%	4	
	11-20%	6	
	21-30%	8	
	31-40%	10	
	41+%	12	

Factor VI Continued

Scoring Sheet			
VI. Percentage of Total Staff	Max Points	Actual	Comments
10-20%	2	4	30% of staff were WMD
21-30%	4		
31-40%	6		
41-50%	8		
51+%	10		
VI. % Governing Board/Executive staff	Max Points	Actual	Comments
1-10%	5	5	Had Women on the board
11-20%	7		
21-30%	9		
31-40%	11		
41+%	13		
VI. % Supervisors/Managers	Max Points	Actual	Comments
1-10%	4	6	Had women and person with disabilities in a management role
11-20%	6		
21-30%	8		
31-40%	10		
41+%	12		

Final Scoring Sheet Action

Scoring Sheet		
Enter Maximum Technical Score		
Total Points	Max Points	Actual
	100	75.00
Total Percent	Max Points	Actual
	100%	75%
Maximum Technical Score		566
Actual Score		84.9



Commitment to Diversity Agency Scoring Worksheet

Vendor: Date: Evaluator
--

I. BEP Goal Compliance:

Factor Answer	Point Potential	Actual Points
BEP Goal Met/Good Faith Waiver/Self-fulfilling/No BEP Goal on Procurement	5	
Not answered/Answered no/Not verified	0	

Verification Approved:

- List of vendors and % goal met
- U-Plan
- Copy of Good Faith Waiver

Comments

II. Subcontracting/contracting with any WMD (not limited to BEP) outside of current contract's goal:

Factor Answer	# Contracts	Point Potential	Actual Points
Contracted/Subcontracted (outside of BEP Goal)	+1	10	
No Contracts/Subcontracts (outside of BEP Goal)	0	0	

Verification Approval:

- Attached list, if not identified in the table
- Attached contracts

Comments



Commitment to Diversity Agency Scoring Worksheet

III. DEI Spend

# DEI Spend Items	Total Percentage	Potential Points		Actual Points
		0%	0	
		Greater than 0% (0.1% - 0.9%)	10	
		1%	15	
		2% +	20	

Verification Approved:

- Attached list, if not identified in the table
- Attached receipts
- Attached loan contracts
- Attached purchase description
- Attached fundraiser flyer
- Attached references
- Other _____

Comments

IV. DEI Time:

Round total hours up to next whole number. EX: 20 minutes= 1 hour

# DEI Hours Items	Total Hours	Potential Points		Actual Points
		0 hours	0	
		1-8 hours	10	
		9-16 hours	15	
		17+ hours	20	

Verification Approval:

- Attached list, if not identified in the table
- Attached event flyer
- Attached references
- Attached Event emails/pages
- Other _____

Comments



Commitment to Diversity Agency Scoring Worksheet

V. DEI Policies

Factor Answer	Point Potential	Actual Points
Actionable DEI policies provided	10	
No actionable DEI policies provided	0	

Verification Approved:

- Screenshot of DEI Policies on Website
- Attached Policies

Comments

VI. Diversity in Staffing

Total Percentage of WMD Staff	Potential Points		Actual Points
	0-9%	0	
	10-20%	2	
	21-30%	4	
	31-40%	6	
	41-50%	8	
	51+%	10	

Percentage of WMD Governing Board/ Executives	Potential Points		Actual Points
	0%	0	
	1-10%	5	
	11-20%	7	
	21-30%	9	
	31-40%	11	
	41+%	13	

Percentage of Supervisors/Managers	Potential Points		Actual Points
	0%	0	
	1-10%	4	
	11-20%	6	
	21-30%	8	
	31-40%	10	
	41+%	12	

Verification Approved:

- Attached staff list including role and diversity type

Comments



DEFINITIONS

BEP: The Business Enterprise Program (BEP) for businesses owned by minorities, women, and persons with disabilities is committed to fostering an inclusive, equitable and competitive business environment that will support underrepresented businesses increase their capacity, grow revenue, and enhance credentials.

Business Spend: Percentage of spend from Offeror's prior calendar year gross revenue that involves businesses owned by women, minorities, or persons with disabilities.

Business Time: Hours spent in the prior calendar year on promoting DEI in the workplace and supporting businesses owned by women, minorities, or persons with disabilities.

Commitment to Diversity: A commitment to intentionally increasing diversity, equity, and inclusion, in business and the community.

Commitment to Diversity Scoring: Utilizing the RFP process, bidding vendor's efforts are evaluated and awarded points based on nationally recognized evaluation criteria: diversity of staff, policies that focus on DEI initiatives, time or monetary support given to WMD businesses and community organizations, and frequency of utilizing WMD businesses as subcontractors.

Community Spend: Percentage of spend from offeror's prior calendar year gross revenue that involves community organizations or activities that support women, minorities, or persons with disabilities.

Community Time: Hours spent in the prior calendar year on promoting DEI in the community or working with organizations that serve women, minorities, or persons with disabilities

Contract: a legally binding agreement between two parties regarding the buying and selling of goods or services.

DEI: Diversity, equity and inclusion is a term used to describe policies and programs that promote the representation and participation of minorities, women and persons with disabilities.

Educational Spend: Percentage of spend from offeror's prior calendar year gross revenue that involves education that supports women, minorities, or persons with disabilities and/or DEI initiatives.

Educational Time: Hours spent in the prior calendar year on promoting DEI and supporting women, minorities, or persons with disabilities in education.

Governing Board: Legally responsible for overseeing and running the business

Gross Revenue: The amount of money a business brings in from selling goods or services, with no expenses deducted.

Management: A person who controls or administers all or part of the business



DEFINITIONS

Minority: A person who is a citizen or lawful permanent resident of the United States and who is any of the following races or ethnicities: American Indian or Alaska Native (a person having origins in any of the original peoples of North and South America, including Central America, and who maintains tribal affiliation or community attachment); Asian (a person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent, including, but not limited to, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam); Black or African American (a person having origins in any of the black racial groups of Africa); Hispanic or Latino (a person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin, regardless of race); Native Hawaiian or Other Pacific Islander (a person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands).

Person with Disabilities: a person with a severe physical or mental disability that results from amputation, arthritis, autism, blindness, burn injury, cancer, cerebral palsy, Crohn's disease, cystic fibrosis, deafness, head injury, heart disease, hemiplegia, respiratory/pulmonary dysfunction, intellectual disability, mental illness, multiple sclerosis, muscular dystrophy, musculoskeletal disorder, neurological disorder including stroke and epilepsy, paraplegia, quadriplegia and other spinal cord conditions, sickle cell anemia, ulcerative colitis, specific learning disabilities, end stage renal failure disease and substantially limits one or more of the persons major life activities.

Policy: Guidelines developed by an organization to govern its actions. They define the limits within which decisions must be made. Also deals with acquisition of resources with which organizational goals can be achieved.

Policy with Overarching Concepts: company philosophies, defined culture, and high-level aspirations.

Policy with an Actionable Plan: framework for achieving objectives and process guidelines.

Senior Executives: means the chief executive officer, chief operating officer, chief financial officer, and anyone in charge of a principal business unit or function

Spend: the organization's transactions for the purchase of goods, services, and charitable donations.

Staff: Any person permanently employed by business

Subcontract: A business or a person that undertakes work for a company as part of a larger project.

Supervisor: individual immediately in line after management who is responsible for monitoring and regulating a staff in their performance of delegated duties.

WMD: women, minorities, or persons with disabilities

WMD Business: A business in which at least 51% is owned and managed by a woman, minority or person with a disability, or any combination of the three classes, who is a current United States citizen or permanent resident.

Woman: a person who is a citizen or lawful permanent resident of the United States and who is of the female gender.