



**JACKSONVILLE SMALL & EMERGING BUSINESS (JSEB)
SPECIAL COMMITTEE
2020-2021**

**- FINAL REPORT -
FEBRUARY 2021**

COMMITTEE MEMBERS

Hon. Ju'Coby Pittman, Chair
Hon. Terrance Freeman
Hon. Garrett Dennis

STAFF

Anthony James Baltiero, Council Research Division
Lawsikia Hodges, Office of General Counsel

JSEB Special Committee Final Report

Jacksonville Small & Emerging Business (JSEB) Special Committee

Report Scope & Methodology

The following report is a summary of the recommendations made by guest speakers, presenters, and JSEB vendors that attended the JSEB Special Committee Meetings ranging from 8/28/2020 through 2/12/2021. The individual recommendations for each guest speaker, presenter, and JSEB vendor were compiled from information gathered from the relevant meetings' minutes and meeting video footage. The list of speakers and recommendations are organized by the date of the meeting starting with the 8/28/2020 meeting and ending with the 2/12/2021 meeting. Recurring themes and notable recommendations are summarized in the following section, Report Findings. Additionally, proposed legislation and/or suggested Council actions are noted.

Report Findings

There were three main themes from the compiled recommendations:

- The need to update/revisit the 2013 disparity study by Mason Tillman Associates
- The need for a graduated/tier program
- The need for capacity within the JSEB businesses

While the majority of guest speakers provided their perspectives, successes, and challenges of their experiences with the JSEB Program, the conversation tended to come back to whether or not the 2013 disparity study needs to be updated, and if so, who will conduct the update and how will it be funded. The majority of the guest speakers were favorable to the idea of updating the disparity study with one notable exception, Devin Reed, that feels that the 2013 disparity study is sufficient to conduct the work that has been charged to the JSEB Special Committee.

The need for a tiered/graduate level to the program was something that was either suggested by, or proposed to, the majority of the guest speakers. A tiered program that would allow small businesses to graduate out of the JSEB program and transition into another tier of the program was highly favored by the majority of Committee participants. The second tier of the JSEB program would give businesses that have been successful in the JSEB program additional support that is required to compete for large prime contracts.

The issue of "capacity" was a recurring theme throughout the JSEB meetings. Both JSEB vendors and Committee Members spoke to the importance of JSEB business being able to handle the load, complete the work, and have the capacity for completing contracts. One way to address the capacity issue is by instituting a robust training and mentoring program. There were varying ideas over the scope of the training/mentoring, but agreed that some form of training/mentoring initiatives should be included in the JSEB Program.

Having better advertisement/communication regarding contract bidding and the bidding process was another recurring concern among JSEB vendors.

Proposed Legislation/Actions

The proposed changes to the Ordinance Code came from the most recent JSEB Special Committee Meetings that had time allotted to workshop all of the recommendations and to decide which parts of the JSEB Code need alterations. The following proposed legislative changes are gathered from the workshop conversations with the Committee Members, Greg Pease (Chief of Procurement), Dinah Mason (JSEB Administrator), and Lawsikia Hodges (Office of General Council). The following proposals have been discussed and are currently in the process of being drafted and voted upon. The proposed changes are for Parts 6A & 6B of Chapter 126 (JSEB) of the Ordinance Code. The proposed changes are as follows:

- 126.607(b) - substitute the JSEB administrator for the Director of Administration and Finance.
- 126.608 – have an established business headquartered for a minimum of 3 years (not the current 12 months) in Jacksonville (program not intended for start-up companies); reduce the personal net worth standard from \$1,325,000 to \$1,320,000 to align with Small Business Administration standard for small business.
- 126.609 – change Department Director to JSEB Administrator regarding power to adjust annual gross receipts.
- 126.610 – change Department Director to JSEB Administrator regarding award of direct contracts.
- 126.611 – add provision that Joint Ventures must be legally formed, and a copy of the joint venture documents must be provided to the EBO; change Director to JSEB Administrator; add language requiring the contractor to provide a Scope of Work to the JSEB vendor for specific work to be completed and the JSEB must provide a proposal for the work along with their pricing, which must be turned in with the bid documents.
- Including a 3-tier procurement program for JSEBs based on their revenues: 1) Tier 1 - up to \$3 million (gross receipts over 3 years), with a set-aside of \$300,000 for smallest JSEBs (Tier 2 and Tier 3 companies can't bid on Tier 1 set-aside); 2) Tier 2 - \$3 million to \$7 million; 3) Tier 3 - \$7 million to \$12 million.
- 126.612 – Good faith efforts in lieu of meeting Program goals: Recommend adding language to the Bid Package that requires the Contractor to reach out to the Compliance Officers to get a list of qualified JSEB vendors. The Compliance Officer is the one who reviews the list of qualified JSEB's that sets the goal, therefore the CO should provide the list. Recommend language is added to the Bid Package.
- 126.613 – Continuing obligations of JSEBs and graduation: Change Director to JSEB Administrator. Recommend graduation out of the program is changed to 9 years after the JSEB receives their first contract or meets the 3-year annual gross receipt average of the 3rd Tier (whichever comes first) or exceeds the net worth as a result of participating in the program for minimum of three years.
- 126.614 – De-certification, Denial, and appeal procedure: Recommend changing Director to JSEB Administrator
- 126.615 – Project Goals: The language used in regard to Project Specific Goals have been recognized as language remaining from a previous program that is no longer within the

guidelines in which the City can promote. Recommend exploring programs that can be considered for DBE and/or Historically Underutilized Business.

- 126.616 – Pre-award review of compliance w/ numerical goals, including good faith efforts: Recommend Director be changed to JSEB Administrator.
- 126.617 – Contract performance compliance procedures: Recommend changing the process to the JSEB Administrator being the approving authority of changes to the Schedule of Participation or substitute for the reason the Compliance Officer should first review the qualified JSEBs that can be used in the substitution. Recommend the Ombudsman along with the JSEB Administrator review the Request for Substitution to ensure the Participation Goal remains in effect after such substitution is made (if deemed necessary and approved). The Ombudsman shall engage the JSEB Administrator for cases involving a JSEB subcontractor or prime contractor. Recommend adding language for on the job site visits during the term of the JSEB contract/subcontract.
- 126.618 – Other provisions of purchasing code to apply: No Change
- 126.619 – JSEB and Program eligibility: Recommend adding language for onsite inspection of business location. Change Director to JSEB Administrator.
- 126.620 – Counting subcontracting participation of JSEBs: Recommend adding language to ensure that any changes to the contract that increase the contract amount (e.g. Change Orders) will be added to the required Participation Goal
- 126.621 – Acts which may result in expulsion from the JSEB program, fines and criminal offenses: No Change
- 126.622 – Annual Budget Appropriation: Recommend Staff changes to include adding the following staff: Admin Assistance, Investigator (Site Visits), Project Manager.

The aforementioned legislation recommendations were compiled into a draft outline of the new Chapter 126 – Procurement Code, which is attached at the end of this report. At the 2/12/2021 JSEB Meeting, the draft outline and related language was approved unanimously by the Committee.

List of Speakers and Recommendations

8/28/2020 – JSEB Special Committee Virtual Meeting

Speaker: Lawsikia Hodges

Affiliation: Office of General Counsel

Scope: Provided legal perspective and history of the JSEB Program

Recommendations: Ms. Hodges provided a legal background of the minority set-aside programs in Jacksonville's history, including relevant court cases and other legislation. Ms. Hodges did not provide particular recommendations, but rather provided legal guidance to the committee regarding the idea of updating the 2013 disparity study and the relevant legal implications.

Speaker: Jeff Clements

Affiliation: Chief of Research, Office of City Council

Scope: Provided history of minority procurement programs of Jacksonville

Recommendations: Mr. Clements presented information on the history of the JSEB program and the programs the preceded JSEB. A timeline was presented that focused on pertinent legal cases and legislation related to minority set aside programs locally and at the national/federal level. The timeline spanned from 1983 to 2010. Mr. Clements said that the overarching repeating theme is that the City sets up a minority set aside program, someone sues the City, a disparity study (or the equivalent) is ordered by the City, and based on the results of the study, a new minority set aside program is established.

Speaker: Council Member Ron Salem

Affiliation: Office of City Council

Scope: Visiting

Recommendations: Council Member Salem suggested conducting research to ascertain what types of minority set-aside programs are used in different areas of the state and across the country.

Speaker: Greg Pease

Affiliation: Chief of Procurement, City of Jacksonville

Scope: Visiting

Recommendations: Mr. Pease in dialogue with the Committee Members agreed that updating the 2013 disparity study could be beneficial to the work of the Committee.

9/11/2020 – JSEB Special Committee Virtual Meeting

Speaker: Devin Reed

Affiliation: Director of the Department of Procurement, JAA

Scope: Provided perspective from his time as the Director of the Procurement Department, COJ

Recommendations: Mr. Reed provided valuable perspective from his time working with the JSEB Program including multiple suggestions:

- Expanding the biddable contract pool to include the private sector bids noting that cities that have successful programs similar to JSEB have strong private/public sector partnerships.

- Broadening the application review process to include benchmarks or parameters for determining if the applicant’s business has the capacity/capability to complete the work of a biddable contract.
- Matching small JSEB businesses with larger prime vendors for mentoring that are in different industries to avoid any competitive issues.
- The work that has been done in the 2013 disparity study is sufficient to be used for the work of this committee and for the current JSEB Program. He agreed that the most current information is always nice to have, but the costs and effort involved in updating the study will be very high and work can already be done to update the current JSEB Program based on the 2013 study and the work previously done by the City to meet the Supreme Court’s benchmarks for updating to a race-based set-aside program.
- Having a “dotted-line” between the JSEB Program and the Mayoral Administration regardless of whether or not the JSEB Program is a stand-alone division or housed within another department.
- Tying the success of the JSEB Program to the performance evaluations of the City’s Departments as a way to garner Department Head buy-in/support of the JSEB Program.
- Providing small businesses with lists of goods and services that the City will be putting up for bid in the near future to keep the City engaged with the small business community and to give the small businesses enough time to prepare for upcoming bids.
- Having a tiered/graduate program. Once a small business reaches certain benchmarks, they can graduate into the next program that is designed to help small businesses better compete with larger prime businesses.
- Providing regular formal and informal updates from the JSEB Program to the Council on a quarterly and annual basis.

Speaker: Council President Tommy Hazouri

Affiliation: Office of City Council

Scope: Provided perspective from his time as Mayor of Jacksonville

Recommendations: Council President Hazouri said that he likes the idea of tweaking or updating the current 2013 disparity study. Pres. Hazouri recommended putting “teeth” into any JSEB legislation noting a lack of legislative power regarding minority set-aside programs from his time as Mayor.

9/25/2020 – JSEB Special Committee Virtual Meeting

Speaker: Greg Pease and Rose Nettles

Affiliation: Procurement Department, City of Jacksonville

Scope: Overview of Procurement and the JSEB Program

Recommendations: Mr. Pease and Ms. Nettles provided an overview of the functions and composition of the Procurement Division and provided multiple suggestions related to the JSEB Program:

- Housing the JSEB Program in the Equal Business Opportunity Office because having JSEB within Procurement makes the goals of the JSEB Program the same as the goals of Procurement Division as a whole.
- Offering an online application process
- Focusing on increasing participation in non-construction areas
- The inclusion of a tiered/graduate program

Speaker: Cantrece Jones

Affiliation: JSEB Small Business Owner

Scope: Perspective of JSEB small business owner

Recommendations: Ms. Jones provided her perspective from her experiences as a JSEB small business owner and provided the following recommendations:

- encouraging businesses to attend the pre-bid meetings and network with the individuals that are also at the meeting.
- Developing strong mentoring relationships among JSEB businesses
- Limiting the ability of prime contractors to divvy the set-aside work between multiple subcontractors

Speaker: Steven Davis

Affiliation: JSEB small business owner

Scope: Perspective of JSEB small business owner

Recommendations: Mr. Davis provided his perspective from her experiences as a JSEB small business owner and provided the following recommendations:

- The inclusion of a tiered/graduate program
 - Only including the finances of the 51% owner of the business when determining program eligibility and not include the finances of the business owner's spouse and other assets.
 - Diversifying the panel that awards contracts to include multiple City departments to limit any potential biases.
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10/9/2020 – JSEB Special Committee Virtual Meeting

Speaker: Greg Pease and Rose Nettles

Affiliation: Procurement Department, City of Jacksonville

Scope: Follow-up presentation

Recommendations: Mr. Pease and Ms. Nettles provided a follow-up to their previous presentation. The following suggestions were made:

- Approaching Mason Tillman Associates and see what they could do with a budget of \$70,000
- Approaching other independent authorities and city agencies to chip in and help fund an updated disparity study
- Having Mason Tillman Associates come to a meeting to discuss the 2013 disparity study

Speaker: Deborah K. Thompson

Affiliation: Former Black Chamber President and JSEB Vendor

Scope: Perspective as a Former Black Chamber President and JSEB Vendor

Recommendations: Ms. Thompson spoke about her experiences as being the President of the Black Chamber and her experiences as a JSEB Vendor. The following were suggested:

- Educate small businesses on the procurement and contract bidding process
- Advertise and make upcoming City contracts readily available for small businesses to access
- Find areas in the City's CIP projects where big projects can be broken down into smaller projects so that smaller businesses can make a competitive bid on them.
- Mentoring/training should be conducted by larger well-established businesses to lessen the burden on smaller businesses.
- See if there is a local company that can update the disparity study.

Speaker: Anthony Ammons

Affiliation: JSEB Small Business Owner

Scope: Perspective of JSEB small business owner

Recommendations: Mr. Ammons made the suggestion of having contract advertisements more transparent and readily available to small business through direct emails and other direct contact methods.

Speaker: Mal Jones

Affiliation: JSEB Small Business Owner

Scope: Perspective of JSEB small business owner

Recommendations: Mr. Jones suggested the creation of an app that connects black business owners in the community as a means of keeping JSEB businesses connected and informed.

10/23/2020 – JSEB Special Committee Virtual Meeting

Speaker: Eleanor Ramsey, Ph.D.

Affiliation: Mason Tillman Associates

Scope: Presentation on the 2013 Jacksonville Multi-Jurisdictional Disparity Study

Recommendations: Dr. Ramsey provided a review of the 2013 Jacksonville Multi-Jurisdictional Disparity Study and noted some of the recommendations:

- Creating a small contracts rotation program and tracking the success of prime contractors in meeting the City's contracting goals.
- A quantified Good Faith Effort Criteria system was recommended
- Goal attainment at the time of contract review and award rather than at the end of the contract was recommended
- Pre- and post-award procurement strategies were recommended and have been implemented, including direct contract awards to small prime contractors, revised insurance requirements, phased retainage requirements, creation of a virtual plan room, development of formal dispute resolution standards, mobilization pay to subcontractors, a payment verification program, and others
- Dr. Ramsey said that the City's contracting data needs to be updated to an analysis of the last 5 years, but there is some information from the previous disparity study (company identities, ethnic and gender verification of business owners, etc.) that can be re-used at a cost savings from having to collect it all from scratch.

Speaker: Deborah K. Thompson

Affiliation: Former Black Chamber President and JSEB Vendor

Scope: Public Participation

Recommendations: Ms. Thompson made multiple suggestions:

- The JSEB program should be a full division of City government and not subject to being discontinued at the discretion of a mayor.
 - Unbundling contracts into smaller units to make them more accessible to small bidders
 - There should be a tiered system of contracts that doesn't penalize more successful JSEB companies by making them compete with larger local and out-of-town companies for bigger contacts.
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Speaker: Dr. Carlton Robinson

Affiliation: JAX Chamber

Scope: Perspective as member of JAX Chamber and JSEB Vendor

Recommendations: Dr. Robinson made multiple suggestions:

- Moving toward more automation in the JSEB processes
- Enhanced tracking/reporting by multiple categories
- More interoperability between multiple providers
- More reporting by JSEB vendors as they go through the process to identify stumbling blocks
- Securing online forms for business workflows
- The City can improve on building small business capacity and then do a better job of coordinating the small business resources that are available within the City.
- *{When asked about ways for the local government to take successful practices from the private sector to help drive the JSEB Program}* The most important thing is to build a trusting relationship between the local community and the private entity. The second thing is identifying the organizations that can help establish a relationship and help cultivate those businesses. The last thing is the importance of effective coordination between all of the groups involved.
- *{When asked about mentoring and if it is good idea to provide mentoring opportunities for small businesses that do not create any potential future conflicts of interest.}* a huge local company should not have any issues with mentoring a small business within the same industry. There should be plenty of work that the idea of training a future competitor is mooted.
- Stressed the importance of engaging and listening to the small businesses in the JSEB program and local community when creating the structure for any program changes or legislation.

Speaker: Jeff Clements

Affiliation: Chief of Research, Office of City Council

Scope: Provided follow-up report regarding other city/county minority set-aside programs

Recommendations: Mr. Clements presented information that was suggested by Council Member Ron Salem and requesting by Chair Pittman regarding other Florida city/county minority set-aside programs.

Speaker: Greg Pease

Affiliation: Procurement Department, City of Jacksonville

Scope: Available for questions and follow-up reporting

Recommendations: Mr. Pease Said that Mason Tillman Associates have provided an executive summary of their disparity study. The executive summary summarizes the entire disparity study in a 17-page document. Mr. Pease spoke about the attempt to find funding for an updated disparity study and noted that some of the funding could come through the Procurement Division and the CBO budget, but the funds would require a drastic cut in staff training. Mr. Pease asked the Office of General Counsel for an update on the legal validity of data that is over 10-years old. Julie Davis, Office of General Counsel, said that it is her understanding that even if you go by the date that the report was released, 2013, an update to that data would take between 18-24 months which will put the update close to breaching the 10-year mark. Mr. Pease said that with the quote of \$350,000 to update just the City's portion of the study and approximately \$290,000 per independent authority, it may behoove the City to bid out the contract. Mason Tillman does still have the advantage of knowing the City's processes even if they have to start from scratch with the data.

Speaker: Rita Scott

Affiliation: JEA

Scope: Presentation on JEA/JSEB relationship

Recommendations: Ms. Scott provided information regarding JEA and their JSEB vendor relationships and statistics. It was recommended to track JSEB vendors after they receive contracts to see if the business is sustainable or if the business falls out of the JSEB program.

Speaker: Curtis Hart & Christina Thomas

Affiliation: Hart Resources

Scope: Perspective of a JSEB Vendor

Recommendations: Mr. Hart and Ms. Thomas spoke about their business and apprenticeship program. The suggestion was made to track JSEB businesses that go through the apprenticeship program and to develop ways to target JSEB businesses to promote the apprenticeship opportunities.

Speaker: Carlton Jones

Affiliation: Renaissance Design Build Group

Scope: Perspective of JSEB Vendor

Recommendations: Mr. Jones provided history of the JSEB Program and his affiliation with the Program and made the following suggestions:

- Utilize the program to revitalize Downtown
- Continue a strong mentorship program within JSEB
- Reducing crime as a means of attracting and retaining new businesses
- Create better access for small businesses to become bonded and insured

Speaker: Hon. Warren Jones

Affiliation: Duval County School Board and Former Council Member

Scope: Perspective

Recommendations: Mr. Jones provided history of the JSEB Program and his affiliation with the Program and made the following suggestions:

- Small businesses have to build capacity to be able to compete for contracts
- Businesses need to have better access to bonding and insurance
- Having transportation available for people to attend training/mentor sessions

Speaker: Jasper Hinton

Affiliation: A Sanctuary House of North Florida

Scope: Perspective of JSEB Vendor

Recommendations: Mr. Hinton provided his affiliation with the Program and made the following suggestions:

- Making the language of contracts less discriminating
- Lowering the financial qualifications for contract bidding and bonding

12/04/2020 – JSEB Special Committee Virtual Meeting

Speaker: Kirk Wendland

Affiliation: Office of Economic Development

Scope: Perspective

Recommendations: Mr. Wendland feels that the Access to Capital Program is underutilized noting that over the first eight years of the Program, there have only been approximately 70 loans.

Speaker: John Pappas

Affiliation: Public Works Department

Scope: Perspective

Recommendations: One area for improvement is making sure that businesses do not take on more contracts than they can handle. Another area would be having a way to graduate the JSEB businesses out of the program and give them the ability to better compete for contracts.

Speaker: Caleena Shirley

Affiliation: BBIF

Scope: Perspective

Recommendations: Ms. Shirley provided an overview of BBIF noting that they are Florida's leading non-traditional lender with a hyper focus on black, minority, and women-owned businesses.

Speaker: Angie Dixon

Affiliation: Office of Ombudsman

Scope: Perspective

Recommendations: Ms. Dixon provided examples of situations that JSEB businesses should try to avoid. It is very important for businesses that are trying to recoup payment to make their complaints as soon as possible because once a project is closed it is very hard to recoup funds. Ms. Dixon recommends that small business take more time during the initial contract process. They need to really understand the specific details of the contract and make sure that their business has the capacity to complete the contract. Another recommendation is to find a way for small JSEB businesses to get paid within 7 days.

12/11/2020 – JSEB Special Committee Virtual Meeting

Speaker: Nick Primrose, Jackie Glass, and Brian Williams

Affiliation: Jacksonville Port Authority

Scope: Presentation on the 2013 Jacksonville Multi-Jurisdictional Disparity Study

Recommendations: Members of the JPA presented information regarding the Authority's relationship with the JSEB Program. Topics discussed included monitoring and tracking of JSEB participation, outreach, small business appreciation day

1/15/2021 – JSEB Special Committee Hybrid Virtual/In-Person Meeting

Speaker: Dinah Mason

Affiliation: JSEB Administrator

Scope: Perspective

Recommendations: Ms. Mason discussed a proposed 3-tier procurement program for JSEBs based on their revenues: 1) Tier 1 - up to \$3 million (gross receipts over 3 years), with a set-aside of \$300,000 for smallest JSEBs (Tier 2 and Tier 3 companies can't bid on Tier 1 set-aside); 2) Tier 2 - \$3 million to \$7 million; 3) Tier 3 - \$7 million to \$12 million.

1/22/2021 –JSEB Special Committee Meeting

Speaker: Dinah Mason

Affiliation: JSEB Administrator

Scope: Presentation

Recommendations:

- 126.607(b) - substitute the JSEB administrator for the Director of Administration and Finance.
 - 126.608 – have an established business headquartered for a minimum of 3 years (not the current 12 months) in Jacksonville (program not intended for start-up companies); reduce the personal net worth standard from \$1,325,000 to \$1,320,000 to align with Small Business Administration standard for small business.
 - 126.609 – change Department Director to JSEB Administrator regarding power to adjust annual gross receipts.
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 - 126.611 – add provision that Joint Ventures must be legally formed and a copy of the joint venture documents must be provided to the EBO; change Director to JSEB Administrator; add language requiring the contractor to provide a Scope of Work to the JSEB vendor for specific work to be completed and the JSEB must provide a proposal for the work along with their pricing, which must be turned in with the bid documents.
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2/5/2021 –JSEB Special Committee Meeting

Speaker: Dinah Mason

Affiliation: JSEB Administrator

Scope: Presentation

Recommendations:

- 126.612 – Good faith efforts in lieu of meeting Program goals: Recommend adding language to the Bid Package that requires the Contractor to reach out to the Compliance Officers to get a list of qualified JSEB vendors. The Compliance Officer is the one who reviews the list of qualified JSEB's that sets the goal, therefore the CO should provide the list. Recommend language is added to the Bid Package.
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JSEB receives their first contract or meets the 3-year annual gross receipt average of the 3rd Tier (whichever comes first) or exceeds the net worth as a result of participating in the program for minimum of three years.

- 126.614 – De-certification, Denial, and appeal procedure: Recommend changing Director to JSEB Administrator
- 126.615 – Project Goals: The language used in regard to Project Specific Goals have been recognized as language remaining from a previous program that is no longer within the guidelines in which the City can promote. Recommend exploring programs that can be considered for DBE and/or Historically Underutilized Business.
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- 126.619 – JSEB and Program eligibility: Recommend adding language for onsite inspection of business location. Change Director to JSEB Administrator.
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- 126.621 – Acts which may result in expulsion from the JSEB program, fines and criminal offenses: No Change
- 126.622 – Annual Budget Appropriation: Recommend Staff changes to include adding the following staff: Admin Assistance, Investigator (Site Visits), Project Manager.

2/12/2021 –JSEB Special Committee Meeting

Speaker: Lawsikia Hodges

Affiliation: Office of General Counsel

Scope: Review of legislation changes

Recommendations: Ms. Hodges provided a draft of the proposed legislation for Part 6 of the Ordinance code regarding the JSEB Program. The outline of the proposed changes is attached below.

OUTLINE OF NEW CHAPTER PARTS AND SUBPARTS

OGC - 2/12/2021 DRAFT

CHAPTER 126 – PROCURMENT CODE

PART 6. – JACKSONVILLE SMALL AND EMERGING BUSINESS PROGRAM

SUBPART A. GENERAL PROVISIONS

Sec. 126.601 - Legislative Intent.

Sec. 126.602 - Legislative Findings.

Sec. 126.603 - Purpose.

Sec. 126.604 – Definitions.

Sec. 126.605. - Annual Budget Appropriation.

SUBPART B. JSEB PROGRAM ADMINISTRATION

Sec. 126.606. - JSEB Administrator.

Sec. 126.607. - JSEB Monitoring Committee; Collecting data to evaluate the Program.

SUBPART C. JSEB PROGRAM SUPPORT SERVICES; MARKETING AND OUTREACH; DISPARITY STUDY

Sec. 126.608. - Creation of bond enhancement program.

Sec. 126.609. - Access to capital.

Sec. 126.610. - Training programs; Community Outreach and Program Marketing.

Sec. 126.611. - Insurance program review.

Sec. 126.612. – Disparity Study Update.

SUBPART D. – JSEB PROGRAM ELIGIBILITY, PROCEDURES AND REQUIREMENTS

Sec. 126.613. - Jacksonville Small Emerging Businesses defined.

Sec. 126.614. - JSEB and Program eligibility.

Sec. 126.615. - Jacksonville Small Emerging Business Program Goals; Other Program Directives.

Sec. 126.616. - Contract pre-award compliance procedures.

Sec. 126.617. - Pre-award review of compliance with numerical goals, including good faith efforts.

Sec. 126.618. - Good faith efforts in lieu of meeting Program goals.

Sec. 126.619. - Contract performance compliance procedures.

Sec. 126.620. - Continuing obligations of JSEBs and graduation.

Sec. 126.621. - De-certification, Denial and appeal procedure.

Sec. 126.622. - Other provisions of purchasing code to apply.

Sec. 126.623. - Counting subcontracting participation of JSEBs.

Sec. 126.624. - Acts which may result in expulsion from the JSEB program; fines, and criminal offenses.

CHAPTER 24 - FINANCE AND ADMINISTRATION DEPARTMENT

PART 6. - PROCUREMENT DIVISION

PART 10. - EQUAL BUSINESS OPPORTUNITY OFFICE FUNCTIONS