



OFFICE OF SUPPLIER DIVERSITY

FY2016 Q1 Report July 1, 2015 to September 30, 2015

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Key Indicators

Growth in the Supplier Diversity Certified community:

- In Q1 of FY2016 the State of Delaware spent \$42.1Million with the Supplier Diversity (\$20.4M) and Small Business (\$21.7M) communities. This is inclusive of the OSD and SBF certified businesses, W9 self-identified businesses, and awarded contract Tier II spend inclusive of DelDOT certified DBEs.
- Since FY2009 the state spend with the Supplier Diversity community has increased by 199.2%. Since that time, state spend with the supplier diversity community has tripled from \$40.7Million in FY2009 to \$122Million in FY2015. FY2016 is on track to surpass FY2015.

Growth in the Supplier Diversity Certified community:

- The number of certified firms increased in Q1 of FY2016 by 35 businesses from 2,815 to 2,850; a 1.24% increase.
- Executive Order 44 enhanced the state's supplier diversity community with the addition of businesses owned by Individual with DisAbilities. As of this Q1 of FY2016 there are seven active certified small businesses.

Growth in the Technology Sector:

- The Professional, Scientific, and Technical Services sector experienced the highest growth in the number of certified firms over all other sectors in the past year. Q1 of FY2016 continues this trend with an average growth of 1.5% over FY2015.

Creation of a Small Business Focus program

- The SBF program launched in FY2014 Q4. During FY2015, the number of certified small business firms grew by 107% or 44 firms, from 41 at the end of FY2014 to 85 at the end of FY2015. During this Q1 of FY2016, seven additional businesses were SBF certified, which is an 8.24% growth over FY2015.

Agencies' SCORE CARD FY2016 Q1

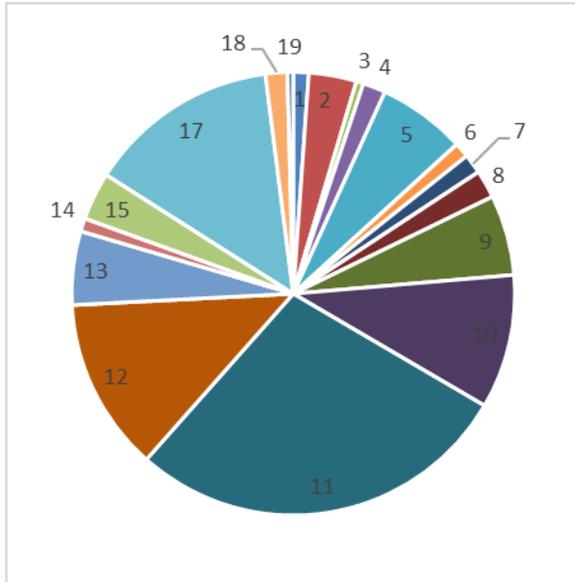
The State of Delaware spent a total of \$42.1Million with the OSD Certified Supplier Diversity and Small Business Communities this quarter, of which \$20.4Million was with the Certified Supplier Diversity community and \$21.7Million was with Small Businesses.

Department of Education (DOE) has highest spend with the OSD Certified community at \$6.15Million and 30% of the total of all agencies spend with the diversity community as well as the highest spend with small businesses at \$8.83Million and 40.65% of the total of all agencies W9 spend with small businesses this quarter. Four agencies account for 65% of the spend with the diversity community: DOE, Correction, DeIDOT, and Executive and three agencies account for 66% of the spend with small businesses: DOE, Health and Social Services, and DeIDOT.

AGENCY	OSD FY16 Q1	% of Agency OSD Spend	OSD% YTD Agency Spend	Total Agency Spend	Small FY16 Q1	% of Agency small Spend	Small% YTD Agency Spend
Legislative	\$51,596	0.25%	3.16%	\$1,632,758	\$17,991	0.08%	1.10%
Judicial	\$269,153	1.32%	2.44%	\$11,049,908	\$415,615	1.91%	3.76%
Executive	\$2,141,424	10.51%	0.54%	\$396,786,777	\$612,960	2.82%	0.15%
Technology	\$767,747	3.77%	6.40%	\$11,995,122	\$665,950	3.07%	5.55%
Other Elective	\$82,805	0.41%	0.19%	\$44,505,265	\$153,809	0.71%	0.35%
Legal	\$110,460	0.54%	2.27%	\$4,872,230	\$503,357	2.32%	10.33%
Finance	\$106,639	0.52%	0.21%	\$51,759,534	\$1,595,931	7.35%	3.08%
DHSS	\$1,254,777	6.16%	0.17%	\$750,373,093	\$3,106,425	14.31%	0.41%
DSCYF	\$667,825	3.28%	2.64%	\$25,334,456	\$438,581	2.02%	1.73%
Correction	\$2,763,225	13.56%	10.76%	\$25,673,904	\$327,446	1.51%	1.28%
DNREC	\$1,519,193	7.46%	4.65%	\$32,653,405	\$613,003	2.82%	1.88%
DSHS	\$202,419	0.99%	1.72%	\$11,797,888	\$486,640	2.24%	4.12%
State	\$494,895	2.43%	2.79%	\$17,710,223	\$333,306	1.54%	1.88%
DeIDOT	\$2,319,172	11.38%	2.21%	\$104,992,519	\$2,498,692	11.51%	2.38%
Labor	\$392,204	1.92%	4.02%	\$9,753,756	\$169,350	0.78%	1.74%
Agriculture	\$30,356	0.15%	0.29%	\$10,639,426	\$79,762	0.37%	0.75%
Elections	\$6,790	0.03%	1.19%	\$570,621	\$14,987	0.07%	2.63%
Fire	\$12,557	0.06%	1.10%	\$1,144,667	\$60,532	0.28%	5.29%
Natl Guard	\$130,442	0.64%	6.65%	\$1,961,841	\$19,139	0.09%	0.98%
Exceptional Citizens	\$-	0.00%	0.00%	\$20,126	\$108	0.00%	0.54%
Higher Education	\$899,721	4.42%	1.68%	\$53,485,791	\$771,128	3.55%	1.44%
Education	\$6,154,150	30.20%	3.92%	\$156,891,616	\$8,825,424	40.65%	5.63%
Total	\$20,377,550			\$1,725,604,926	\$21,710,134		

DOE & School Districts SCORE CARD FY2016 Q1

School Districts spent \$6.15Million with the Supplier Diversity community in Q1 of FY2016



	District	FY2016 Q1	%
1	Caesar Rodney District	\$58,713	1.1%
2	Capital School District	\$182,970	3.5%
3	Lake Forest School District	\$27,470	0.5%
4	Laurel School District	\$86,840	1.7%
5	Cape Henlopen School District	\$337,150	6.4%
6	Milford School District	\$57,630	1.1%
7	Seaford School District	\$74,860	1.4%
8	Smyrna School District	\$107,280	2.0%
9	Appoquinimink School District	\$307,470	5.9%
10	Brandywine School District	\$513,480	9.8%
11	Red Clay School District	\$1,474,440	28.1%
12	Christina School District	\$663,420	12.6%
13	Colonial School District	\$281,810	5.4%
14	Woodbridge School District	\$50,520	1.0%
15	Indian River School District	\$183,590	3.5%
16	Delmar School District		0.0%
17	New Castle County VoTech School District	\$732,800	14.0%
18	Polytech School District	\$84,070	1.6%
19	Sussex County Technical School District	\$21,670	0.4%
	Total	\$5,246,239	

Of the \$6.15M spent by DOE with the Supplier Diversity community in FY2016 Q1, \$5.25M or 85.2% was spent by the School Districts. DOE has the highest Agency spend with the Supplier Diversity community in FY2016 Q1 representing 30% of the total Supplier Diversity spend this quarter. DOE's spend with the diversity community is down 1.8% compared to the same period last fiscal year. It is important to note that much of the spend from the School Districts involves capital funds for new buildings and physical plant, which projects with end-dates, this is in addition to on-going spend.

DOE	FY2016 Q1 DOE's OSD spend	Agency's OSD spend as % of Q1 state spend	FY2016 DOE's Q1 total spend	Agency's OSD spend as a % of DOE Q1 spend
	\$6,154,150	30.2%	\$156,891,616	3.92%

Agency spend	FY2013 Q1	FY2014 Q1	FY2015 Q1	FY2016 Q1
Dept. of Education ¹	\$3,246,936	\$8,629,535	\$6,264,302	\$6,154,150
percent increase/decrease		166%	-27%	-1.8%

¹ Inclusive of all DOE, 19 School Districts, and Charter Schools

Governor's Supplier Diversity Council

The Governor's Supplier Diversity Council works on initiatives and meets to review current activities and takes actions to continue to increase access to opportunities for the supplier diversity community. There are thirteen possible members of the Council at any given time and from time to time council members terms expire. The Council members include:

Council Member	Current Professional Role	Represents
Ken Anderson, Chair	Director - Entrepreneurial & Small Business Support, DEDO, State of Delaware	Delaware Economic Development Office designee
Anas Ben Addi	Director - Delaware State Housing Authority, State of Delaware	Representative of the Governor
Theresa V. Brown Edwards, Esq.	Corporate Restructuring Professional	Women-owned private business sector
L.J. Nick Callazzo III	President, Resource Specialists	Veteran-owned private business sector
Ernest (Ron) Frazier, Esq.	President, Countermeasures Assessment & Security Experts, LLC	Minority-owned private business sector
Clay Hammond	President, DelMarVa Black Chamber of Commerce	Local, private, or federal Minority business assistance program or community development program
Cathy Imburgia	President, Creative Communications	Local, private, or federal Women business assistance program or community development program
Givvel Marrero	President, Promotion Zone	Minority-owned private business sector
Dean Stotler	Chief Procurement Officer Director - Government Support Services, OMB, State of Delaware	Office of Management and Budget designee
Loren Hopkins Taylor, has been a non-voting participant during FY2016 <i>Currently open</i>	Supplier Diversity Manager, DuPont <i>Currently open</i>	Private sector DE business that administers a supplier diversity program
Dr. Sakthi A. Vel	President, Vel Micro Works Inc.	Minority-owned private business sector and Small Business sector
Dr. Devona Williams	President, Goins-Williams Associates, Inc.	Women-owned private business sector
<i>Currently open Role created by EO44</i>	<i>Currently open Role created by EO44</i>	Individual with Disability-owned private business sector

Certification Programs

What certifications exist?

The Delaware Office of Supplier Diversity (OSD) Community is now inclusive as follows:

MBE	Minority Business Enterprise
WBE	Woman Business Enterprise
VOBE	Veteran Owned Business Enterprise
SDVOBE	Service Disabled Veteran Owned Business Enterprise
IWDBE	Individual with Disability Owned Business Enterprise

For Disadvantaged Business Enterprise (DBE) certification is through the Delaware Department of Transportation² (DelDOT). There are both social and economic eligibility requirements for the DBE certification. You will find DBE spend details within this report. The DBE office provides reporting of the spend that occurs within the state with DBE firms, this is Tier II.

Who is eligible to apply for OSD certification?

A business (sole-proprietorship, partnership, corporation or joint venture) who meets the following criteria:

- The business is at least 51 percent owned, controlled, and actively managed by U.S. Citizen(s) or Permanent Resident(s) who is a:
 - Woman; or
 - Member of one of these ethnic groups: African Americans, Asian/Pacific Americans, Hispanic Americans, Native Americans, and Subcontinent Asian Americans; or
 - Veteran or Service Disabled Veteran owned business as verified by VetBiz.gov; or
 - Individual with Disability owned business; and is
- Operating as for profit business with “useful business functions”; and
- An out-of-state company must first be certified in its home state (this must be a state-level diversity certification, if available) or by one of the following: NMSDC, WBENC, or VetBiz.gov before it can be considered for certification in Delaware.

We encourage all eligible businesses to apply for OSD certification. The application is available to you at: <http://gss.omb.delaware.gov/osd/docs/certapp.pdf>

Firms that hold specific certifications:

Any firm already certified by their home state or one of the third party certification entities may utilize a *specialized application* to seek Office of Supplier Diversity certification, those include:

- Disadvantage Business Enterprise [49 CFR Pt 26](#) in Delaware, Maryland, or Pennsylvania

² <http://www.DelDOT.gov/information/business/dbe/index.shtml>

- City of Wilmington, Minority Business Enterprise Office ([MBEO](#))
- Center for Veterans Enterprise ([VetBiz.gov](#))
- National Minority Supplier Development Council ([NMSDC](#))
- Women Business Enterprise National Council ([WBENC](#))

Delaware also recognizes other state certifications and the OSD office can be contacted for additional details. The specialized application is available at:

<http://gss.omb.delaware.gov/osd/certify.shtml>

The goals of the Small Business Focus (SBF) Program

- Increasing access to opportunities for small businesses to participate in state procurement;
- Creating a program for small businesses of a certain size;
- Certifying those uniquely sized businesses enterprises;
- Creating a Directory of these uniquely sized small businesses;
- Encourage the revising of agency Supplier Diversity Plans to access the Small Business Focus Program Directory when making under threshold procurements; and
- Measuring, analyzing, and reporting on spend for current and future procurements with uniquely sized small businesses in the Small Business Focus Program.

Who is eligible to apply for Small Business Focus (SBF) certification?

To be eligible, a business must meet all of the following criteria:

- Be owned by U.S. Citizen(s) or Permanent Resident(s);
- Be a For-Profit business with “useful business functions”;
- Be within one of the six industry sectors and at or under the eligibility size caps identified below; and
- Operate free from the control of a business larger than the eligibility size caps identified below.

The SBF Industries	NAICS ³ sectors* (initial code numbers)	eligibility & graduation size caps	
		FTE (full time equivalents) Based upon a 3 year average	Gross sales
Architecture & Engineering Services	237 and 541	none	< \$3,500,000
Construction	23	< 250	< \$7,000,000
Manufacturing	31, 32, and 33	< 250	none
Retail	42, 44, and 45	< 25	< \$3,500,000
Service	various	< 50	< \$3,500,000
Wholesale	42	< 50	none

³ [North American Industry Classification System \(NAICS\)](http://www.census.gov/eos/www/naics/) is the standard used by Federal statistical agencies in classifying business establishments for the purpose of collecting, analyzing, and publishing statistical data related to the U.S. business economy. A NAICS code has 6 digits. The first 2 to 3 digits are used to identify the industry for the Small Business Focus Program. You can review NAICS at: <http://www.census.gov/eos/www/naics/>

NAICS codes within the OSD and SBF certified vendor pool.

The North American Industry Classification System (NAICS) is the standard used by Federal statistical agencies in classifying business establishments for the purpose of collecting, analyzing, and publishing statistical data related to the U.S. business economy. NAICS was developed under the auspices of the Federal Office of Management and Budget (OMB), and adopted in 1997⁴. Below are the top five NAICS codes under which firms are certified. The number of firms with these NAICS codes has increased from the end of FY2013 through Q1 of FY2016. In fact, these five NAICS codes are all within one sector, they all begin with 541 and that sector is known as the Professional, Scientific, and Technical Services sector. Delaware's supplier diversity community is demonstrating increases in these competencies through the continued increase in the number of companies working in these subsectors.

NAICS Code	Professional, Scientific, and Technical Services Sector	FY2016 Over FY2015	FY2016 Q1	FY2015	FY2014	FY2013
541512	Computer Systems Design Services	1.50%	338	333	300	275
541511	Custom Computer Programming	1.90%	321	315	291	269
541611	Administrative Management & General Management Consulting Services	0.64%	315	313	281	261
541330	Engineering Services	-0.48%	207	208	197	189
541519	Other Computer Related Services	1.48%	206	203	189	172

During FY2016 to date the state experienced an average of 18.44% growth of OSD certified firms over FY2013 in the sector known as Professional, Scientific, and Technical Services and average 1.5% growth FY2016 Q1 over FY2015.

FY2016 Q1 Delaware's Supplier Diversity Community

As we consider reporting on the state's spending during the first quarter of FY2016, we first should consider the community itself. Overall, in FY2016 Q1, the number of certified firms

⁴ You can review NAICS codes data and information at <http://www.census.gov/eos/www/naics/index.html>

increased by 35 businesses or 1.24%, from 2,815 (the number of certified firms at the end of FY2015) to 2,850 (the number of firms certified at the end of FY2016 Q1).

Business Enterprise Classification	FY2016 Q1 Certified database Totals	FY2016 Q1 Certified (active) Totals	Veteran VOB/SDVOBE (active)	Minority* MBE (active)	Women WBE (active)
African American	964	684	3(0)	429	252
Subcontinent Asian	230	170	0	108	60
Hispanic American	213	152	1	94	55
Asian American	166	119	1(0)	66	52
Native American	36	24	1(0)	18	6
Veteran/Service DisAbled	39	24 (9)	24(9)	18	2
Caucasian Women	1,093	830	1		830
DisAbled	8	7	(7)	2	0

**Firms counted in the MBE column are not necessarily firms that are male owned. A firm can be 50% Asian Male and 50% Asian Female, this is a minority owned firm (MBE) and not a woman owned (WBE) firm as 51% is not women owned. Certification is based upon 51% ownership and control but that ownership is clearly no male nor female as it is equally owned across genders.

***There are 1989 vendors active in the directory and a total of 2850 in the database. Of the 2850, 203 are inactive, 481 are expired, 31 are deleted, and we are always working on applications. There is great overlap in the classifications within the community as some vendors are more than one category and each vendor is counted in all of their categories, for example, a minority woman veteran is counted in three places.

FY2016 Q1 Delaware's Small Business Focus (SBF) Community

The SBF certification program during FY2016 Q1, includes businesses that are eligible based on the criteria. Overall, in FY2016 Q1, the number of certified firms grew from 85 at the end of FY2015 to 92. This is an increase of 7 firms or 8.24%.

SBF Industries	FY2016 Q1	SBF only	Veteran VOB (SDVOBE)	Disabled IWDBE	Minority* MBE	Caucasian ***	Women WBE	Delaware
Architecture & Engineering	8	0	0	0	6	2	5	2
Construction	17	3	1	0	7	8	9	8
Manufacturing	8	3	0	0	2	3	4	5
Retail	11	2	0	0	3	5	6	6
Service	68	16	3(2)	2	26	21	33	29
Wholesale	16	2	0	0	7	8	11	6

*Firms counted in the MBE column are not necessarily firms that are male owned firms. A firm can be 50% Asian Male AND 50% Asian Female; this is a minority (MBE) firm and not a women owned (WBE) as certification is based upon 51% ownership and control but that ownership is clearly not male as it is equally owned across genders.
 ** some vendors are qualified for more than one SBF industry and a vendor may graduate from one industry but not from another
 ***some vendors have multiple codes i.e.: VOB+MBE+SBF or AA+NA+SBF or WBE+SBF, and some vendors are only SBF.

Government Support Services, Contracting Unit, outreach

The GSS Contracting Unit manages all aspects of central or statewide contracts. As part of this team's commitment to a fair and equitable bidding platform, each contract specialist, manager, and officer performs outreach as the contracts they manage are opened for bid and posted within <http://bids.delaware.gov/>. Businesses that have registered within the state's free Vendor Notification Service receive notification of newly posted bids that match the United Nations Standard Products and Services Code® (UNSPSC®)⁵ codes that the business has registered with. The outreach performed by the contracting team to reach the supplier diversity community is significant. Over the past five years plus this quarter, the team has sent more than 375,548 email points of outreach contact to vendors to notify them of solicitation opportunities. The chart below counts each point of outreach contact; note that this is different from the number of entities contacted as a firm may be listed in more than one of the sources and any firm may have more than one contact person identified on any list. These contact attempts are from various sources including:

- Office of Supplier Diversity (OSD): <http://gss.omb.delaware.gov/osd/certdir.asp>
- Veteran / Service Disabled Veteran: <http://www.vip.vetbiz.gov>
- SBA / CCR vendor database: http://dsbs.sba.gov/dsbs/search/dsp_dsbs.cfm
- MyMarketPlace vendor listing: http://contracts.delaware.gov/vendor_list.asp
- DFM Contractor Registry: <http://dfm.delaware.gov/contractor/index.shtml>

	Total to date	FY2016 YTD through Q1	FY2015	FY2014	FY2013	FY2012	FY2011
Number of Central Contracts	266	19	36	56	46	76	33
Number of outreach communications performed							

⁵ You can review UNSPSC data and information at: <http://www.unspsc.org/>

to:							
Delaware Businesses	2,837	314	344	629	643	756	151
Small Businesses	183,905	27,478	25,122	36,509	25,455	67,800	1,541
MBE / WBE	106,768	12,042	20,372	19,537	17,537	33,994	3,286
Veteran / Service Disabled Veteran	82,038	7,971	13,206	16,645	12,898	29,116	2,202
Totals	375,548	47,805	59,044	73,320	56,533	131,666	7,180

ROI on GSS Contracting Unit outreach for bids

The OSD is interested in tracking the Return on Investment (ROI) from the high amount of outreach performed by the Contracting Unit on its solicitations. During FY2016 Q1, the contracting unit outreached 47,805 times to diversity vendors and small businesses to help them learn of the above threshold / formal procurement opportunities with state contracting. The FY2016 Q1 outreach was for 19 central contracts. Here is the ROI on the outreach.

Total Bids Received	Total Awarded Vendors	Delaware Bids Received	Awarded To A Delaware Firm	Total OSD Bids Received	Awarded To An OSD Firm
149	64	48	41	19	2

FY2016 Q1 Delaware's Supplier Diversity and Small Business spend snapshot

FY2016 Q1 overall spend is represented in this snapshot. Supplier Diversity spend with direct certified firms is more than the same period last year by 10.67%. Tier II spend is more than the same period last year by 36.93%. The spend with self-identified W9 minority, women, and veteran firms increased by 0.20%. The new tracking of small businesses shows that of the \$52.26Million in all spend being tracked by the Office of Supplier Diversity for this quarter, 41.54% of the spend was with the small business community, this includes those self-identifying on their W9 as well as those certified in the SBF program. This is a 3.86% increase of last year for the same quarter.

	FY2016 Q1	% of Total	FY2015 Q1	Difference FY2016 Q1 over FY2015 Q1
Direct Certified OSD Spend	\$20,377,550	38.99%	\$18,412,549	10.67%
DelDOT DBE Subcontracting	\$2,719,450	5.20%	\$3,500,012	-22.30%
GSS 2nd Tier	\$583,359	1.12%	\$426,017	36.93%
Self Registered W-9				
Minority, Women, Vets	\$6,728,525	12.87%	\$6,714,790	0.20%
Small Businesses (with SBF)	\$21,857,228	41.54%	\$21,272,175	3.32%
Total (with Small Businesses)	\$52,266,113		\$50,325,541	3.86%
Total (diverse only)	\$30,408,884		\$29,053,366	4.67%

Diversity Spend increases from FY2009 to FY2015

Since Governor Markell took office in 2009, state spend with the Supplier Diversity Community has tripled from \$40.7Million in FY2009 to \$122Million in FY2015, representing a 199.2% increase over the period.

The State of Delaware serves the citizenry and works with various vendors each quarter and year to perform and fulfill all necessary functions. From the vantage point of the Office of Supplier Diversity, we track and review state spend with the Supplier Diversity Community. In FY2015, the State of Delaware spent an all-time high of \$122Million with the Supplier Diversity Community. This is an increase of \$1.6Million or 1.33% over FY2014.

These figures include direct contracting with OSD Certified vendors, subcontracting through DelDOT with the Disadvantaged Business Enterprises (DBE Certified vendors), and with those businesses that are not certified but have self-identified in their W-9 submission that they are a firm owned by a minority, woman, or veteran. Further, each of Delaware's central contracts require that awarded vendors provide a Tier II report, which is a report of all work that the prime vendor (awarded vendor to a state central contract) has done with one or more subcontractors who are members of the supplier diversity community. We look at these numbers as a consolidated total as well as reviewing each separate category.

	FY2015	FY2014	FY2013	FY2012	FY2011	FY2010	FY2009
Direct Certified OSD Spend*	\$87,769,296	\$78,178,622	***\$75,004,831	\$54,204,991	\$53,828,570		
DelDOT DBE Subcontracting	\$11,277,451	\$14,940,149	\$11,068,405	**\$9,299,557	\$6,920,209		
GSS 2nd Tier	\$2,015,932	\$2,180,053	\$11,226	\$527,778	\$286,582		
Self-Registered W-9	\$29,727,574	\$25,100,194	\$14,403,074	\$10,727,113	\$2,549,793		
Total	\$122,005,400	\$120,399,017	\$100,487,536	\$74,759,439	\$63,585,154	\$48,108,560	\$40,776,689
Increase over previous year	1.33%	19.82%	34.41%	17.57%	32.17%	17.98%	

**DelDOT DBE Subcontracting data represents Q1-Q2 spend in FY2012 data

***During FY2014 \$8.3million in previously unreported spend was located for FY2013 and related increases were captured for FY2014. This correction was not applied backward to FY2012

The continued year-over-year increases in total spend with the supplier diversity community is both good for the state and good for the community.

The Summary Score Card:

The report below provides an overview of the spending by each agency for FY2016 Q1. This snap shot reports the actual dollars spent with and the number of vendors who are OSD Certified that performed work for each agency, and includes dollars from both the state’s checkbook as well as the State’s procurement card purchases. The chart below shows not only the dollars spent by agency but it is also intended to show two areas, “No Find” and “1 for 3”. A “No Find” means that the agency attempted to find a vendor within the Directory of OSD Certified firms and was not successful in finding a certified vendor for a particular need. The “1 for 3” opportunity identifies the occasions when an agency had an Under-Threshold opportunity and they outreach to at least one vendor from the Directory of OSD Certified firms to obtain a written quote. Procurement officials follow their Agency Supplier Diversity Plans to seek at least three written quotes for Under-Threshold purchases, and in so doing, they seek from the Directory of OSD Certified firms. The capture of this data has been found to be very challenging. OSD is exploring methods to capture and report this data.

Agency	FY16 Q1	OSD Vendors	% of Awarded OSD	OSD No Find FY2016 Q1	Agency 1 for 3 Opportunities FY2016 Q1
Legislative	\$51,595.90	0	0.00%		
Judicial	\$269,152.78	0	0.00%		
Executive	\$2,141,423.72	96	51.34%		
Technology	\$767,746.99	19	10.16%		
Other Elective	\$82,805.45	1	0.53%		
Legal	\$110,459.91	0	0.00%		
Finance	\$106,638.99	0	0.00%		
DHSS	\$1,254,776.78	2	1.07%		
DSCYF	\$667,824.80	32	17.11%	0	11 opportunities
Correction	\$2,763,224.63	6	3.21%	8	3 opportunities
DNREC	\$1,519,192.92	1	0.53%	7	1 opportunity
DSHS	\$202,419.42	0	0.00%		
State	\$494,894.89	4	2.14%		
DelDOT	\$2,319,171.97	8	4.28%		
Labor	\$392,203.79	7	3.74%		
Agriculture	\$30,355.93	0	0.00%		
Elections	\$6,790.00	0	0.00%		
Fire	\$12,557.22	0	0.00%		
Natl Guard	\$130,442.26	0	0.00%		
Exceptional Citizens	\$0.00	0	0.00%		
Higher Education	\$899,721.33	1	0.53%		
Education	\$6,154,150.17	10	5.35%		
Total	\$20,377,549.85	187	100.00%	15	15 opportunities 3 awards

Note: Spend data includes Pcard, OSD No Find, and Agency 1 for 3 Opportunities are summarized for all agencies. OSD = Office of Supplier Diversity Certified firms.

Count of Diversity vendors contracting with the state FY2016 Q1

During FY2016 Q1 of the diverse vendors that received spend from the State of Delaware, there are 187 that are OSD Certified and this group accounts for approximately \$20.4M in spend. This spend includes above threshold or Formal Procurement as well as Under Threshold and Open Market procurements. There are also vendors who have self-identified their diversity on their W9 as women owned, minority owned, or veteran owned, who are not currently certified with the Office of Supplier Diversity and the spend attributed to this group of diverse businesses is approximately \$6.7M or 33% of the spend with the entire diverse and small business community.

Breakdown of Spend by ethnicities, gender, veteran, individuals with disabilities and the small business program.

The following chart shows the FY2016 Q1 spend for each of the groups of the supplier diversity community. Minority Business Enterprise (MBE) vendors are representative of five ethnic minority groups and include minority women vendors. Minority Women Business Enterprise (MBE+WBE) vendors are represented within five ethnic minority groups as well as within the Woman group; meaning that a MBE+WBE who is both African American and Native American is counted within both of those ethnic minority groups as well as within the Woman group. For FY2016 Q1 Veteran Owned Business Enterprises (VOBE) is inclusive of Service Disabled Veteran Business Enterprise (SDVOBE). Note that a Veteran who is also a minority and/or a woman will be counted within each and every group they belong to. In FY2016 Q1 the disabled community includes firms owned by Individuals with DisAbilities (IWDBE) and Service Disabled Veteran Business Enterprises (SDVOBE). Executive Order 44 added Individuals with DisAbilities (IWDBE) into the supplier diversity community. The Governor's Supplier Diversity Council assisted in defining that population for purposes of inclusion within the community during FY2014.

	FY2015 Q1	FY2016 Q1	Difference FY2016 Q1 over FY2015 Q1
African American	\$827,728	\$1,046,633	26.4%
Asian American	\$1,363,310	\$1,413,018	3.6%
Subcontinent Asian	\$436,364	\$401,135	-8.1%
Hispanic American	\$2,120,014	\$1,207,604	-43.0%
Native American	\$42,536	\$40,661	-4.4%
MBE Tally**	\$4,789,953	\$4,109,051	-14.2%
Veteran & Service Disabled	\$1,041,756	\$850,840	-18.3%
VOBE & SDVOBE Tally**	\$1,041,756	\$850,840	-18.3%
Disabled	\$78,089	\$26,392	-66.2%
IWDBE Tally**	\$78,089	\$26,392	-66.2%
White American	\$12,339,474	\$14,880,835	20.6%
Woman+	\$14,767,023	\$17,423,669	18.0%
WBE Tally**	\$14,767,023	\$17,423,669	18.0%
Grand Total	\$20,676,821	\$22,409,952	8.4%

**There is some double count in the numbers for businesses who are in more than one category. For example, a Women Business owner who is both African American and Native American is counted in 3 categories.

+ This Woman category includes all minority women and they are also captured within their ethnic minority.

The Small Business Focus program has 6 industries. FY2016 Q1 spend by category is as follows:

Small Business Focus (SBF)	FY16 Q1 SBF Certified Spend**
Architecture & Engineering Services	\$59,056
Construction	\$259,463
Manufacturing	\$18,018
Retail	\$303,796
Service	\$1,019,889
Wholesale	\$289,769
Total	\$1,949,992

**There is some double count in the numbers for businesses who are in more than one category, however the total is not a double count number.

Self-Identified supplier diversity entities through the W-9

Any vendor doing work must provide a W-9 form for tax purposes. Delaware has a Substitute Form W-9; it allows vendors to self-identify in the Additional Reporting Elements section of the form, by checking all that apply, as: Women Owned, Veteran Owned, Minority Owned, and Small Business. Some firms who self-identify on the W-9 are also OSD Certified, but not all are. When reporting spend, a culling process occurs to remove all vendors that are OSD Certified from the group in the W-9 spending column. The chart below reports on the monies spent with firms that self-identify on their W-9 form but are not certified through the Office of Supplier Diversity. This chart shows W-9 diverse and W-9 small businesses.

Agency	Diverse	Small
Legislative	\$4,393.75	\$17,990.60
Judicial	\$159,375.95	\$415,614.58
Executive	\$414,296.24	\$612,959.69
Technology	\$18,000.00	\$665,949.74
Other Elective	\$23,638.00	\$153,808.81
Legal	\$285,337.30	\$503,357.19
Finance	\$494,819.54	\$1,595,930.72
DHSS	\$1,261,240.45	\$3,106,424.77
DSCYF	\$729,572.53	\$438,580.81
Correction	\$38,217.42	\$327,445.99
DNREC	\$236,633.84	\$613,002.81
DSHS	\$67,497.32	\$486,639.64
State	\$66,839.76	\$333,306.22
DelDOT	\$114,635.60	\$2,498,691.81

Labor	\$119,813.91	\$169,349.81
Agriculture	\$66,112.26	\$79,761.84
Elections	\$0.00	\$14,987.00
Fire	\$79,099.82	\$60,532.37
Natl Guard	\$174,562.53	\$19,139.41
Exceptional Citizens	\$0.00	\$107.79
Higher Education	\$181,871.29	\$771,127.66
Education	\$2,192,567.76	\$8,825,424.48
Total	\$6,728,525.27	\$21,710,133.74

About the score card

This Annual Report is the first time there is a pull-out score card included. The first two pages of the report are a score card for agencies and one for School Districts. There are various data points that make up the FY2016 Q1 Diversity Score Card. Agencies track and measure their Supplier Diversity efforts along these analytics. Agencies each have a Supplier Diversity Plan and those can be found at the Office of Supplier Diversity website at:

<http://gss.omb.delaware.gov/osd/supplierdiversity.shtml> or within each agency. In addition to looking at the spend that is done directly with OSD Certified firms, this chart looks at the spend in the form of dollars as well as in the form of a percentage of the total spend with OSD Certified firms. The first column captures the spend with OSD Certified firms. As the budget for each agency is different, the second column reports what that agency's percent of the total annual spend with the OSD certified community is. This percentage of total spend allows us to normalize the vantage point to find averages. The average percentage is 4.55%. Six agencies exceed the average for FY2016 Q1. They are, in order of highest spend compared to other agencies: Education (30.2%), Correction (13.56%), DelDOT (11.38%), Executive (10.51%), DNREC (7.46%), and DHSS (6.16). The third column is the total spend by each agency for the quarter. The last column reports the percentage of spend each agency had made with the certified OSD community as a percentage of their total quarterly spend. In this instance, the average agency spent 2.68% of their total spend this quarter with the OSD Certified community. Eight agencies exceeded or were at that quarterly average with the supplier diversity community. They are, in order of highest percent of spend compared to total spend: Correction (10.76%), Nat'l Guard (6.65%), Technology (6.40%), DNREC (4.65%), Labor (4.02%), Education 3.92%, Legislative (3.16%) and State (2.79%). The \$20.4Million total spend with OSD Certified firms

is 1.18% of the \$1.7Billion total spent by these agencies in this quarter; this total figure is below the average, and lower than last quarter. Of note is that this \$1.7Billion total quarterly spend has not been adjusted to remove any debt-service or any non-discretionary spend.

The score cards follow. Here there is a score card for the spend with the Supplier Diversity community followed by one with the small business community. At the start of this report is a score card that combines reporting for both the Supplier Diversity Community and the Small Business community. It is included at the start of this report (at pages iii and iv) as a pull out page for Agencies and also includes School Districts spend with the diversity community.

AGENCY	FY16 Q1	% of Total FY16 Q1 Direct Certified OSD Spend	FY16 Q1 Total Agency Spend	OSD % of FY16 Q1 Agency Spend
Legislative	\$51,596	0.25%	\$1,632,758	3.16%
Judicial	\$269,153	1.32%	\$11,049,908	2.44%
Executive	\$2,141,424	10.51%	\$396,786,777	0.54%
Technology	\$767,747	3.77%	\$11,995,122	6.40%
Other Elective	\$82,805	0.41%	\$44,505,265	0.19%
Legal	\$110,460	0.54%	\$4,872,230	2.27%
Finance	\$106,639	0.52%	\$51,759,534	0.21%
DHSS	\$1,254,777	6.16%	\$750,373,093	0.17%
DSCYF	\$667,825	3.28%	\$25,334,456	2.64%
Correction	\$2,763,225	13.56%	\$25,673,904	10.76%
DNREC	\$1,519,193	7.46%	\$32,653,405	4.65%
DSHS	\$202,419	0.99%	\$11,797,888	1.72%
State	\$494,895	2.43%	\$17,710,223	2.79%
DelDOT	\$2,319,172	11.38%	\$104,992,519	2.21%
Labor	\$392,204	1.92%	\$9,753,756	4.02%
Agriculture	\$30,356	0.15%	\$10,639,426	0.29%
Elections	\$6,790	0.03%	\$570,621	1.19%
Fire	\$12,557	0.06%	\$1,144,667	1.10%
Natl Guard	\$130,442	0.64%	\$1,961,841	6.65%
Exceptional Citizens	\$-	0.00%	\$20,126	0.00%
Higher Education	\$899,721	4.42%	\$53,485,791	1.68%
Education	\$6,154,150	30.20%	\$156,891,616	3.92%
Total	\$20,377,550		\$1,725,604,926	1.18%

Spend with the Small Business community

Now let's examine FY2016 Q1 spend with the Small Business community. This will be inclusive of businesses who self-identified as small on their W9 report as well as those who are Small Business Focus (SBF) program certified with the Office of Supplier Diversity.

In addition to looking at the spend that is done directly with OSD Certified firms as we did above, this chart looks at the spend with Small Businesses in the form of dollars as well as in the form of a percentage of the total spend with small businesses. The first column captures the spend with small business firms. As the budget for each agency is different, the second column reports that agency's percent of the total Q1 spend with the small businesses. This percentage of Q1 spend allows us to normalize the vantage point to find averages. The average percentage is 4.55%. Some OSD certified firms are also small businesses and some of these numbers will be inclusive of OSD certified firms. Four agencies exceed the average for FY2016 Q1. They are, in order of highest spend compared to other agencies: Education (40.65%), DHSS (14.31%), DelDOT (11.51%), and Finance (7.35). The third column is the total spend by each agency for the quarter. The last column reports the percentage of spend each agency had made with the small business community as a percentage of their total quarterly spend. In this instance, the average agency spent 2.59% of their total spend this quarter with the small business community. Seven agencies exceeded that quarterly average. They are, in order of highest percent of spend compared to total spend: Legal (10.33%), Education (5.63%), Technology (5.55%), Fire (5.29%), DSHS (4.12%), Judicial (3.76%), and Finance (3.08%). The \$21.7Million total spend with small business community 1.26% of the \$1.7Billion total spent by these agencies in this quarter; this total figure is below the average. Of note is that this \$1.7Billion total quarterly spend has not been adjusted to remove any debt-service or any non-discretionary spend.

Agency	FY2016 Q1 Small Businesses	% of Total FY16 Q1 Small Biz Spend	FY16 Q1	% of FY16 Q1 Agency Spend
Legislative	\$17,991	0.08%	\$1,632,758	1.10%
Judicial	\$415,615	1.91%	\$11,049,908	3.76%
Executive	\$612,960	2.82%	\$396,786,777	0.15%
Technology	\$665,950	3.07%	\$11,995,122	5.55%
Other Elective	\$153,809	0.71%	\$44,505,265	0.35%

Legal	\$503,357	2.32%	\$4,872,230	10.33%
Finance	\$1,595,931	7.35%	\$51,759,534	3.08%
DHSS	\$3,106,425	14.31%	\$750,373,093	0.41%
DSCYF	\$438,581	2.02%	\$25,334,456	1.73%
Correction	\$327,446	1.51%	\$25,673,904	1.28%
DNREC	\$613,003	2.82%	\$32,653,405	1.88%
DSHS	\$486,640	2.24%	\$11,797,888	4.12%
State	\$333,306	1.54%	\$17,710,223	1.88%
DelDOT	\$2,498,692	11.51%	\$104,992,519	2.38%
Labor	\$169,350	0.78%	\$9,753,756	1.74%
Agriculture	\$79,762	0.37%	\$10,639,426	0.75%
Elections	\$14,987	0.07%	\$570,621	2.63%
Fire	\$60,532	0.28%	\$1,144,667	5.29%
Natl Guard	\$19,139	0.09%	\$1,961,841	0.98%
Exceptional Citizens	\$108	0.00%	\$20,126	0.54%
Higher Education	\$771,128	3.55%	\$53,485,791	1.44%
Education	\$8,825,424	40.65%	\$156,891,616	5.63%
Total	\$21,710,134		\$1,725,604,926	1.26%

Subcontracting/Tier II Report

Government Support Services (GSS) receives subcontracting information on central contracts from the prime or awarded vendors on those contracts, when they have work with the supplier diversity community relative to the core of the contract. Tier II reporting has a lag period to gather all data as we rely upon prime vendors to report their supplier diversity spend with subcontractors (Tier II) and that data extends past a quarter end. The currently available Tier II reporting and spend for Q1 covers 5 contracts and is compared to the same period for the previous year. This data is expected to be updated in future reporting once the known lag-period reports are received:

Contract	Vendor	FY2016 Q1	FY2015 Q1	Difference FY2016 Q1 over FY2015 Q1
001-DentalInsBenefit	Delta Dental	\$505	\$683	-26.1%
011-Hand Tools/127-Fasteners/577-Industrial	Fastenal	\$0	\$1,814	-100.0%

597-IT Augmentation	Computer Aid	\$572,525	\$411,398	39.2%
608-Document Destruction	DE Assn. of Rehabilitation Facilities	\$7,434	\$9,502	-21.8%
723-Nutrition Software	Education Management Systems	\$2,895	\$2,620	10.5%
Total		\$583,359	\$426,017	36.9%

Federal Disadvantaged Business Enterprise (DBE) program

The Delaware Department of Transportation (DelDOT) is a recipient of both federal and state funds for their projects. Businesses that are certified as Disadvantaged Business Enterprises (DBE) meet both social and economic eligibility review. The Directory of DBE Certified Firms at DelDOT is at: <http://www.DelDOT.gov/public.ejs?command=PublicDBEVendorSearch>. The projects that include federal funds may have a federally required sub-contracting participation goal for firms that are Disadvantaged Business Enterprise (DBE) Certified. DelDOT's contract is with a prime contractor or awarded contractor and those contractors bid with identified DBE Certified sub-contractors. The prime contractors provide a Tier II report regarding the DBE participation during each phase of the work.

In FY2016 Q1 twenty two (22) different DBE Certified firms worked on DelDOT projects in a sub-contracting capacity, those payments totaled \$2.7Million.

Certified DBE	FY2016 Q1
AMERICAN FLAG INC	\$302,290.80
ARROW LEASING CORP	\$184.12
ATLANTIC SURVEYING AND MAPPING LLC	\$28,399.00
CALLAHAN PAVING PRODUCTS INC	\$6,183.00
CAROLINA CONSTRUCTION LLC	\$6,352.50
CRAWFORD TRUCKING CO LLC	\$258,132.37
CURBS ETC INC	\$509,145.94
DIRECT & CORRECT, INC.	\$14,680.00
EASTERNEX INTERNATIONAL LTD	\$154,896.26
GARDEN STATE HIGHWAY PRODUCTS	\$10,123.33
HIGHWAY MARKINGS	\$80,995.21
JANETTE REDROW LTD	\$71,770.48
KRISS CONTRACTING INC	\$46,340.92



M & M CONSTRUCTION INC	\$236,273.00
RAMESH C BATTA ASSOCIATES PA	\$54,000.00
SAM'S CONSTRUCTION LLC	\$12,510.00
SEAGULLFFENCE AND CONCRETE LLC	\$16,500.02
SITWORK SAFETY SUPPLIES INC	\$254,384.30
STRIPE-A-LOT INC	\$245,243.34
TRAFFIC & SAFETY SIGNS INC	\$377,432.52
VEGA SOLUTIONS INC	\$400.00
WILTON CORPORATION	\$33,212.90
TOTAL	\$2,719,450.01

Plan Requests

In addition to certification, the Office of Supplier Diversity manages a process known as Plan Requests. Any Public Works construction project that has architectural or engineering plans or drawings involved has the Plan Request option for vendors. A vendor may make a request to view the plans or drawings. The request comes into the Office of Supplier Diversity and is reviewed, passed along to the solicitation owner if appropriate, and once the solicitation owner reviews they send their decision back to OSD. OSD then works with the technology team to cause an internet site to be created especially for the approved vendor where they can view the requested plans. This Plan Request option removes the financial burden of purchasing plans for non-bidding vendors and allows such a vendor to view the plans electronically for 2 weeks so that they may determine if their business has the capacity to perform as a subcontractor or Tier II contractor on projects. Plan Requests are for school projects, colleges and university projects, state buildings under Division of Facilities Management (DFM), the National Guard, and any other state public work project. This process has been in place since August of 2012.

There is a group of vendors that are excluded from this process – they are known as Bid Rooms or Plan Rooms. Plan Rooms do not perform construction trade work on a contract but instead collect plans from throughout the country or a region and then share the plans with their customers. The Plan Request form explains the limitations on use - including that drawings are not for re-distribution. Plan Rooms and Bid Rooms are therefore excluded as their sole purpose of receiving the plans is to redistribute to their subscribership. The obvious safety aspect about who has what plans for which project is one of the most compelling reasons for this exclusion. There is a specific email address created for Plan Requests, it is PlanRequests@state.de.us.

Plan Request history	FY2016 Q1
Plan Requests received	52
Businesses requesting	41
Requests approved	47
Requests denied	2
Solicitations involved	22
Requesting businesses that are OSD Certified	4

Of the PlanRequests made through OSD for FY2016 Q1 only 7.6% were from the OSD Certified community.

OSD Participation in the Community

The Office of Supplier Diversity is committed to continued contact and participation in the community. OSD utilizes a list serve to outreach to the business community to share access to business development, opportunities, networking, and engagement to the businesses who joined the list serve. OSD had 67 in-person touch points with the community in the quarter.

FY2016	Q1
Meetings and Events	10
State of Delaware events	14
OSD Community meetings	6
Vendor requested meetings	18
Boards, Committees, Commissions	14
Chambers of Commerce	5
subtotal	67
OSD List serve outreach activities	62
OSD participation in community by	129

One of the best ways to learn about the various business development activities and other opportunities is to join the OSD list serve via this link:

<http://directory.osd.gss.omb.delaware.gov/self-registration.shtml>. In that regard, the OSD list serve shared 62 business-opportunity focused messages with the community this quarter, which shared are included in this chart:

NAWBO July 10, 2015: Tapping into the Power of Our Unique 7	7/1/2015
Philadelphia 2016 DNC Host Committee seeks diverse suppliers 7	7/2/2015
Networking TOMORROW July 7 - Wilmington 7	7/6/2015
Minority Business Construction Trades Forum with New Castle County Gov	7/6/2015



Minority Business Construction Trades Forum with New Castle County Gov	7/7/2015
Becoming Cross-Culturally Competent - July 14 7	7/7/2015
NAWBO July 10, 2015: Tapping into the Power of Our Unique 7	7/7/2015
MBE Construction Trades Forum - with New Castle County Government-copy	7/7/2015
TOMORROW MBE Construction Trades Forum - with New Castle County Govern	7/8/2015
Philadelphia 2016 DNC Host Committee seeks diverse suppliers 7	7/9/2015
Grow Your Business In Today's Complex Marketing Climate 7	7/9/2015
NAACP Shark Tank Casting Call July 11 2015 7	7/10/2015
Project Pop-Up 2015 7	7/10/2015
Diane Ferry, a Delaware WBE, named to National NAWBO Board of Director	7/10/2015
Inspiring Women in STEM Forum - July 30 7	7/13/2015
Grow Now - Learn How - FREE - July 16 7	7/13/2015
Will you be the next SUPERSTAR in business? 7	7/15/2015
Best Techniques for Closing the Deal - July 30 7	7/15/2015
will you be the next SUPERSTAR in business?-copy 7	8/3/2015
NAWBO First Thursday TOMORROW after work 8	8/5/2015
Project Pop Up deadline August 10 8	8/6/2015
Target Your Audience with a Relevant Message 8	8/7/2015
Business Funding for Small Business 8	8/7/2015
OPPORTUNITY -Construction- Water Treatment Plant - bids due 8	8/7/2015
OPPORUTNITY Construction MBDA Philly 8	8/10/2015
Networking - DE SMALL Bus. Chamber August 12 8	8/11/2015
Boost Your Business - FREE - August 12 8	8/11/2015
The Power of Authenticity in Business - Webinar	8/12/2015
EMSDC Procurement Conference & Trade Show Sept. 14 +15 8	8/12/2015
DDD GRANT OPPORTUNITIES - City of Wilmington 8	8/12/2015
Keys to Effective Time Management - FREE - August 21 8	8/13/2015
OPPORTUNITY - construction- Camelot Meadows Water Main Replacement - d	8/13/2015
DE Latino Professional Network - Mixer - August 20 - FREE 8	8/14/2015
business education opportunity! 8	8/14/2015
The Power To Grow - August 27 8	8/25/2015
EMSDC Procurement Conference & Trade Show Sept. 14 +15 8	8/28/2015
Philadelphia 2016 DNC Host Committee seeks diverse suppliers-copy 9	9/3/2015
Delaware's NEW eMarketplace is coming 9	9/3/2015
Communicating to Win September 24th 9	9/9/2015
Kent County Economic Summit - Tuesday 9	9/11/2015
Vendor Day, How to do Business with the State of Delaware - Oct 8 9	9/17/2015



OPPORTUNITY - construction-North Duck Creek Utility Extension due Oct	9/18/2015
Open for Business - New Castle County - Sept 24 9	9/20/2015
Wilmington Women in Business 35 Years Celebration and Events 9	9/21/2015
Successful Negotiation - Sept 22 9	9/21/2015
Wilmington, 1 Million Cups presentations -Free- Tomorrow 09-23-2015 9	9/22/2015
Cold call - Sept 29 - Embrace the Fear and Do it anyway! 9	9/22/2015
Women with Fascinating Points of View -Oct-Nov-Dec 2015-copy 9	9/23/2015
Grant Writing and Fundraising 101 - Sept 29 9	9/23/2015
Meet and Greek Networking Event - free - Sept 28 9	9/23/2015
Vendor Day, How to do Business with the State of Delaware - Oct 8-copy	9/24/2015
NAWBO first Friday - Oct 2 - Taming Your Inner Saboteur 9	9/24/2015
2015 Diversity Exchange Forum - NAAAHR DE Oct 21-22 9	9/25/2015
Ready Set Export SBA Oct 6 9	9/25/2015
Coaching in the Country November 6-8 Retreat 9	9/28/2015
Amazingly Powerful (and Easy) Marketing Strategies for Your Small Busi	9/28/2015
Networking - DSBC - Oct 1 in Wilmington with NAWBO 9	9/28/2015
Passing the Torch - Minority Business Development Agency - Oct 1 9	9/29/2015
IMPRESS THE PRESS Summit - Oct 13 9	9/29/2015
Networking - DSBC - October 8 9	9/29/2015
Vendor Day, How to do Business with the State of Delaware - Oct 8-copy	9/30/2015
2015 Purses to Portfolios Celebration - Oct 17 9	9/30/2015

Questions, Comments, and Feedback

Your questions, comments, and feedback are always welcome. Please feel welcome to call or email so that we can find a time to get together to discuss your questions, comments, and feedback. Collaboration is a wonderful tool to finding results that move us along in a positive direction.

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