GUILFORD COUNTY SCHOOL SYSTEM MINORITY /WOMEN/ HISTORICALLY UNDERUTILIZED BUSINESS PROGRAM RECOMMENDATIONS

Prepared By: K. Johnson Consulting Services, Inc.
This report examines the policies, practices and program developed and implemented by the Guilford County School System to improve opportunities for diversity in the area of capital and repair/renovation projects. The review conducted during this period includes interviews, document reviews and assessment of specific construction documents.

Services provided during this contract period also include the scope of work outlined in the contractual agreement between the Guilford County School System and K. Johnson Consulting Services to assist in developing strategies to enhance outcome performance and process measures for the Minority/Women/Historically Underutilized Business Program.

The product of the consulting agreement between the Guilford County School System and K. Johnson Consulting Services includes defined strategies and recommendations with the following objectives:

a) 
To make recommendations for changes in the process for good faith effort compliance;

b) Make recommendations for staffing and operationalizing the MWBE Program for 2006-2007 and beyond, including an exploration of "Bid Runner" as a tracking system used by the Association of General Contractors;

c) Propose strategies to bridge gaps in the implementation of a successful MWBE Program;

d) Develop a structure for a data base of minority contractors disaggregated by race, capacity and characteristics; and

e) Develop standards and measures for "good faith effort".

Background and Significance

Although local bond supported capital development projects are in the final phases of implementation - GCSS envisions the capital development program as a mechanism to promote both increased diversity in the participation and utilization of under-utilized businesses and a tool to improve economic development opportunities and job creation for many underdeveloped communities and local families. Expanding opportunities for underutilized businesses to participate in an industry characterized as
complex and monopolizing may be perceived as radical and far-reaching. However, the Guilford County School System recognizes that the practice of excluding sectors of the small business community promotes the polarities of inequity and lack of competition in the marketplace. To that end, the System has begun the process of evaluating and analyzing the responsibilities and performance of its minority, women and historically underutilized business program.

A major focus of the contract scope was to identify and recommend effective strategies to facilitate development and expansion of opportunities for underutilized minority, women and socially/economically disadvantaged subgroups. A corollary finding suggests that some of the factors most influential in promoting diversity and opportunities among the most underutilized subgroups in construction include: 1) reduced barrier packaging; 2) capital accessibility; 3) bonding assistance; 4) supplier price parity for materials and supplies; 5) project packaging which increases opportunities for minority, small and underutilized businesses to bid directly to the school system; 6) timely notifications regarding relevant scopes of work; 7) timely payment for work performed and change order requests; 8) comprehensive evaluation of "good faith" practices; 9) detailed guidelines regarding "good faith" measures and standards outlined in project specifications; and, 10) substantive input from stakeholder participants (minority, women, small and historically underutilized firms; general contractors; owner; support resources).

Existing data suggest that accountability and pre-bid, post-bid and post-award monitoring may be more effectively coordinated between the school system's Construction and Purchasing Units. Initial investigations examined the relations between the functioning roles and responsibilities of existing business development outreach offices (Construction Office and Purchasing/Contracts Office); policy implementation related to state statute; and, process measures instituted in the performance of "good faith" objectives. Findings indicate that oversight, outreach, compliance and monitoring of contract opportunities, business development and operational practices are uniquely determined by the Purchase and Contract Office. Such autonomy and independence may contribute to weaknesses related to staffing demands, i.e. collaboration and coordination between offices/units and necessary outreach to assist both historically underutilized businesses and larger contractors.

Recommendation: The Guilford County School System should consider the creation of a separate office/unit assigned the responsibilities of assisting management to provide the maximum opportunity to minority, women, small and historically underutilized businesses to participate in the performance of contracts awarded by the educational system. This unit/office will actively identify and seek minority, women, small and underutilized businesses to participate on contract opportunities with the school system.
This unit will also provide supportive services to minority, women, small and underutilized businesses through training assistance, networking opportunities, assistance in addressing historical barriers such as bonding, capital accessibility, price parity, etc. The "Minority/Women/Small/Historically Underutilized Business Unit" will work collaboratively with the Construction Unit, Purchasing Unit and other contracting units to strategically plan and implement outreach; monitor compliance; measure progress; and, assist in both the identification of opportunities and improved participation among the most underutilized businesses.

Moreover, the success of any objectives relies in great part on the ability to evaluate and measure existing strengths and weaknesses in the process and product outcomes defined and implemented in the performance of a program's overall goal. In order to offer recommendations to Guilford County School System officials to enhance opportunities for increased diversity in the construction program, the consultant performed the following action steps:

- Reviewed approximately one hundred forty-two bid documents submitted in response to bid requests for the period 2001 through 2006;
- Interviewed six attorneys possessing expertise in federal, state and local statues, and programs affecting minority, women, small and historically underutilized construction programs;
- Interviewed the former director for the Office of State Construction and legal counsel with the North Carolina Office of the Attorney General;
- Initiated contact with the United States Small Business Administration (regional office and national director) regarding bonding program;
- Initiated contact with the national surety association;
- Initiated contact with deans of the Schools of Business at North Carolina A&T State University and UNe-Greensboro and the director for the Construction Management Program at A&T State University;
- Interviewed the company president for the Bid Runner software tracking program;
- Collaborated with the technology and data system analyst for the Guilford County School System;
• Review of North Carolina Department of Administration Disparity Study;

• Review of Guilford County School System's local disparity and availability analysis;

• Review of North Carolina General Statutes related to public construction and collaboration with North Carolina legislative staff, legislators and legal counsel for local governments;

• Reviewed current Minority/Women Business policy instituted by the Guilford County School System; and,

• Conferred with three legal advisors regarding "goal programs" implemented by local units of government.
Objective I

To make recommendations for changes in the process for good faith effort compliance.

Recommendations:

The Guilford County School System should consider implementation of the following action steps in its efforts to monitor and ensure "good faith effort compliance":

i) Development of "good faith measures, standards and rules consistent with the Minority/Women and Historically Underutilized Business Program;"

j) Issue guidance and interpretation of "good faith measures and rules" prior to bid letting. Such action may be implemented during pre-bid meetings and may be included in project specifications;

c) Examine prime contractor documents to assess the extent to which a pattern of exclusive or primary dealings with identified subcontractors compromise genuine "good faith efforts".

d) Currently, the Guilford County School System does not perform certification responsibilities to confirm the status of a firm as a minority, female, economically/socially disadvantaged; or handicapped owned business. In determining whether a contractor/subcontractor is legitimately certified by a public entity - GCSS should require the submission of certification documents provided by the public entity issuing minority, women, economically/socially disadvantaged certification;

e) All subcontractors should be named at the time of bid opening. A letter of intent to participate as a subcontractor should be signed by the subcontractors and included with the bid;

f) Prime contractors will be required to list all subcontract bids received and specify the subcontractors included in their bid;

g) In the solicitation for GCSS contracts for which a goal has been established, the GCSS should require the contract awards conditioned upon submission of the following information at the time of the bid letting:
1. All bidders will be required to submit the names and addresses of minority, women, historically underutilized businesses and the specific subgroup identified for historically underutilized/minority certification;
2. A description of the work that each minority, women, historically underutilized business will perform;
3. The dollar amount of the participation of each participating minority, women, historically underutilized firm;
4. Written documentation of the bidder's commitment to use a minority, women, historically underutilized firm whose participation it submits to meet a contract goal;
5. Written confirmation from the minority, women, historically underutilized firm that it is participating in the prime contractor's commitment; the agreed upon dollar value; a description of the scope of work; and, good faith measures affecting the commitment agreement.

Objective II

Make recommendations for staffing and operationalizing the MWBE Program for 2006-2007 and beyond, including an exploration of "Bid Runner" as a tracking system used by the Association of General Contractors.

Recommendation: The ultimate responsibility for implementation, oversight, monitoring and review of the Minority/Women/HUB Program should rest with a separate unit/office within the Guilford County School System. Basic responsibilities for such an office will include:

a) interpretation, coordination and implementation of state, local, and federal statutes, regulations, policies and procedures affecting minority, women and historically underutilized business participation;
b) development and implementation of training programs, recruitment efforts for minority/women/HUB owners which may have an impact on the attainment of goals and objectives;
c) preparing required reports concerning the minority/women/HUB program;
d) collecting and presenting statistical and other required information;
e) reviewing performance in the following areas: development, distribution and posting of a "Minority/Women/HUB Program Operations and Procedures Manual;"
f) regular monitoring of the GCSS MWBE policies and procedures to ensure inclusiveness and take appropriate action to deal with non-compliance with policy provisions. When appropriate, enforcement procedures should be implemented to insure that policies and procedures are followed;
g) development of surveys, needs assessments, evaluations and other pertinent documentation in accordance with program objectives and standards;

h) conduct "good faith" reviews, pre-bid, pre-award and post-award reviews/assessments and reference exact affidavits from existing documents;

i) investigate pre-bid, pre-award and post-award complaints regarding minority/women and HUB participation;

j) distribution of information regarding upcoming projects; project schedule; coordination of training and technical support outreach;

k) coordinate, facilitate and participate in pre-construction planning; assist in the development of standards and specifications in coordination with appropriate staff and consultants;

l) coordinate and facilitate community outreach and contractor/subcontractor partnerships, teaming relationships, joint ventures, etc.

m) assist the GCSS in the development of operationalized compliance and enforcement procedures affecting the M/W/HUB program, firms participating in the M/W/HUB program and rules governing information, confidentiality, intimidation and retaliation occurring within the GCSS program; and

n) assist the construction industry and GCSS in the identification, recruitment and utilization of M/W/HUB firms.

Staffing Recommendations:

The following staffing recommendations are proposed:

Program Director - The Director shall ensure the implementation of the M/W/HUB Program within the Guilford County School System.

Coordinators - Coordinators have responsibilities for development and collection of data surveys, needs assessments, evaluations and pertinent documents. Coordinators will conduct compliance reviews; develop handbooks; develop and monitor policy, procedures and guidelines; conduct outreach; facilitate and coordinate networking between M/W/HUB firms, GCSS staff and industry officials.

Enforcement Coordinators - Enforcement Coordinators will conduct site reviews, document inspections and work with an independent advisory team to develop enforcement and appeals procedures; define explicit guidelines to address removal of contractors/subcontractors for violations and non-compliance issues.
Minority/Women/HUB Advisory Team - M/W/HUB Advisory Team will serve as a monitoring entity for GCSS M/W/HUB activities. Responsibilities include:

a) helping GCSS staff with the review and evaluation of reports; b) assisting GCSS staff in reviewing plans submitted for approval and appeals documents related to suspensions, bid rejections, etc.; c) serve as an appeals process to M/W/HUB 'compliance failures; d) review proposed projects for adverse impacts, patterns and trends affecting exclusion of M/W/HUB subgroups; assist in discussions, plan development and communicate recommendations for improvement of M/W/HUB activities to staff, the Superintendent and his designee;

**Bid Runner Program** - The "Bid Runner" program is an electronic tracking and monitoring program developed to track notices forwarded to subcontractors. The internet-based program serves to disseminate information regarding the characteristics of subcontractors using the program; advertise notices of solicitations for general contractors; tracks responses to bid notifications and tracks commitments for participation. The program can be designed to track and compile data regarding construction program objectives for both public and private sector project owners. The Bid Runner system is currently being implemented by the North Carolina Department of Transportation for the Disadvantaged Business Enterprise Program and under evaluation by professors at MIT University according to Mr. Dale Cooper, the President of the company. The proposed cost associated with utilization of the internet-based program is estimated at $120,000.00 annually for Minority/Women/HUB firms in the GCSS data base. The proposed cost associated with utilization of the internet-based program for all subcontractors will be approximately $320,000.00 annually according to estimates given by the GCSS Purchasing Officer.

Realizing that the success of any program depends greatly upon the ability to measure, its success and failures - the Bid Runner electronic system provides the system with a methodology to compile performance data and report activities. To that end, the Guilford County School System must evaluate demands for a comprehensive MIW/HUB Program and staffing demands associated with the development and implementation of such a program. The underrepresentation in the utilization of electronic systems by some minority construction firms may limit responsiveness in the participation of some subgroups when using only electronic bidding and plan review systems. However, the ability of the North Carolina Department of Transportation to identify a controlled/restricted group of bidders as DBE program participants may reflect positive outcomes in the program currently implemented by the North Carolina Department of Transportation. Accordingly, most local units of government and public entities have not designed M/W/HUB programs for a subgroup of minority, women and HUB firms. Moreover, the capacity of the School System to respond to industry challenges and address diversity may warrant expanded staffing.
capabilities; community partnerships; and facilitating a consortium of construction industry and community partners to assist in the implementation of a comprehensive outreach program. The need for an updated Disparity Study and costs associated with such a study should be evaluated in connection with staffing demands.

**Objective III**

Propose strategies to bridge gaps in the implementation of a successful M/WBE program.

Recommendation: Monitoring, outreach, partnerships and alignment of project size with firm capabilities continue to be integral components of a successful M/W/HUB program. Recommendations for program enhancement include:

- Creation of an objective team of staff, community partners, etc. to assist in the review and evaluation of good faith documents;
- Comprehensive review of good faith documents by HUB staff and team members;
- Follow-up monitoring, verification of information provided and review for fraudulent practices;
- Review lists of identified firms selected, firms solicited and comparative data regarding firm characteristics identified in scope review (review bid solicitations);
- Develop comprehensive rules affecting owner responsibilities and guidelines affecting practices implemented by GCSS in both competitive and non-competitive bidding of projects;
- Consider partnering with local institutions of higher learning to assist in training, technical support and outreach efforts;
- Consider the development of contractor prequalification criteria. Criteria may include plans to address subcontractor diversity, supplier price parity; bonding assistance and factors addressing employment opportunities and job training for unemployed local citizens; and,
- Explore the advantages and disadvantages of the Construction Manager @ Risk method of contract awards as a strategy to both enhance diversity and to minimize consultant and owner-based management responsibilities;
Policy Development

Guilford County School System should review current policies established to address disparities in the participation and utilization of minority/women and historically underutilized construction firms. Existing policies were developed in response to studies conducted approximately ten years ago and may be considered obsolete.

Guilford County School System should consider updating policies and possible inclusion of state goals consistent with both Region G and North Carolina disparity indices.

Guilford County School System should consider participating in efforts to conduct updated disparity reviews and assessments. Such assessments may include the participation of multiple local owners.

Identification and Alignment of Contract Opportunities for M/WBE and Historically Underutilized Firm Participation

Guilford County School System should consider development of an outreach program to assist small, emerging, intermediate, and advanced construction firms to become more successful in efforts to participate on construction-related projects. Such efforts may include: training, teaming relationships, joint venture partnerships; bonding and loan capital assistance; equipment and supply house agreements, etc.

Outreach and Technical Support

Guilford County School System should consider the development of an outreach and technical support program. Development of collaborative relationships with the business schools and construction management programs located at area institutions of higher learning might be considered. The program should include the development of case-management growth plans to assist small and underutilized firms to become prime bidders.

Forecasting and Planning

Guilford County School System should develop quarterly forecasting notices and plans to both notify and identify contractors available to participate on upcoming construction projects. Such efforts can also assist the school system in aligning subcontractors and contractors with available market opportunities. Additionally,
small and underutilized firms may benefit by having time to secure necessary bonding, loan capital, etc. to pursue upcoming projects.

**Small and Underutilized Business Participation Program**

Guilford County School System should develop a program to assist identified small and underutilized construction firms to participate in construction opportunities. The proposed program should evaluate the existing needs of each construction firm and develop strategies to assist firms to become more successful in their efforts to secure and perform construction projects that require specific knowledge, skills and abilities.

**Objective IV**

Develop a structure for a data base of minority contractors disaggregated by race, capacity and characteristics.

**Data Compilation**

Guilford County School System should require all contractors to submit data on all subcontractors utilized on construction projects. The list should include the following demographic information:

a) minority/nonminority/women certification
b) contractor/subcontractor trade
c) contract dollar value
d) bonding requirement
e) actual amount paid
f) race/ethnicity/gender of the owner of the construction firm
g) specific trades performed by the construction firms

Guilford County School System should identify the total number of subcontractors available to participate in construction projects (based in regional and state disparity study findings and analysis of local availability data provided by GCSS staff. Data should include:

a) race/ethnicity and gender of the firm owner
b) specific trades performed by the construction firms
c) type license performed by the construction firms (license numbers where available)
d) type of work performed by the construction firm, i.e. residential, commercial highway, churches, etc.
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c) bonding and bonding limit
f) insurances
g) number of yrs. in business
h) largest size project successfully completed

Guilford County School System should require all contractors to submit a comprehensive list of subcontractors contacted for each project. Data should include:

1. Name of firm contacted
2. Race/ethnicity/gender of construction firm owner
3. Minority/women/nonminority/handicapped/socially/economically disadvantaged certification of firm owner
4. Date contact made by the contractor
5. Bid/Quote price offered by the subcontractor
6. Good Faith Effort (if any) offered to each bidder/firm providing subcontractor quotes and notified
7. Response by construction firm
8. Type of work/trades performed by the subcontractor
9. Specific scope of work for which bid/quotes were solicited *

See Appendicies (Data Compilation)

Objective V

Develop standards and measures for "good faith effort".

GUILFORD COUNTY SCHOOL SYSTEM PRELIMINARY LIST OF GOOD FAITH EFFORT RULES/MEASURES/STANDARDS

Definition of Good Faith Effort

"Making a good faith effort means undertaking reasonable outreach efforts to provide an equal and fair opportunity for all segments of the business community, including minority, women and historically underutilized construction contractors or vendors and other businesses to submit successful bids/quotes or proposals for the contracts or subcontracts of a construction project." A good faith effort must be established by a bidder and construction management firm through its submission of documentation of its outreach efforts with the bid or proposal. Failure to submit required documentation with the bid will cause a bid to be rejected as non-responsive. Submission of Affidavits which include statements of "To Be Determined" or failure to submit the required information as outlined in the Specifications shall also be deemed non-responsive and subject to rejection.
Documentation of a bidder's outreach efforts shall be reviewed and evaluated by the Guilford County School System and its subdivisions. Reviews shall be performed in accordance with the indicators listed as "good faith efforts" to verify that the bidder historically and prospectively has made prime contract or subcontracting opportunities available to a broad base of qualified contractors and/or subcontractors, negotiated in good faith with interested prime contractors and subcontractors, and did not reject any bid for unlawful discriminatory reasons. Failure to achieve a minimum score of 90 out of 100 points are awarded on a pass/fail basis, i.e., either full or zero points can be achieved for compliance with each item as set forth.

PRELIMINARY LIST OF GOOD FAITH EFFORT RULES

- List sufficient bid items (including portions of bid items) identified as subcontract work to be performed by minority, women and historically underutilized businesses to increase opportunities for minority, women and historically underutilized firms. Indicate each specific item of work identified in the scope (include copies of notices forwarded to subcontractors outlining each scope of work identified as subcontract work to increase opportunities for minority, women and historically underutilized businesses. Indicate the total dollar value, the dollar value of each work item and the total percentage of work identified for minority, women and historically underutilized business participation.

- For each subcontract item identified - contact by mail, FAX and/or telephone a minimum of three-fourths of the certified minority, women and historically underutilized firms whose work and function codes match the type of work being solicited to increase opportunities for increased diversity. If soliciting by telephone, provide a telephone log of calls, including topic of discussion, date, time, name of person contacted, and the response received. If soliciting by mail, provide copies of letters to minority, women and historically underutilized businesses and their responses. Letters and faxes must specifically identify the project, the items to be subcontracted, items/scopes of work identified to increase opportunities for participation by minority, women and historically underutilized firms. Letters, faxes and telephone contacts must also include other good faith objectives offered to assist the minority, women and historically underutilized firms to provide a competitive bid/quote, i.e. bonding assistance and the terms of bonding assistance; supplier price parity and the terms of supplier price parity; issuance of two-party checks to assist subcontractor or contractor to establish lines of credit; etc., the bid date and the date good faith objectives were extended to the subcontractor/contractor.
• For each subcontract item identified to increase opportunities for participation and utilization of minority, women and historically underutilized firms - the contractor shall provide documented evidence of actions taken to make the plans and specifications available and accessible to certified minority, women and historically underutilized businesses whose work and function codes match the type of work being solicited to increase diversity opportunities. Notices of project owner placement of plans and specifications with different plan rooms shall not constitute performance of a “good faith” effort by the contractor. Letters, faxes and other notices must provide an address and phone number where specific quantities or details will be available to bidders and subcontractors. The Contractor shall provide a minimum of ten business days to allow the minority, women and historically underutilized firms to participate effectively in the bidding (quoting) process.

• List all minority, women, historically underutilized and non-historically underutilized bidders, bid dollar amounts for each bid item, and the name of the successful bidder. Describe how bid items were broken down to increase opportunities for specific minority, women and historically underutilized bidders. If the minority, women and historically underutilized bids were rejected, give reasons for each case. Prior to rejecting a bid on cost, the bidder shall factor in “good faith efforts” such as price parity, bonding assistance, quick pay agreements ... to the extent that identified good faith efforts may affect the bid price and the original quote/bid offered by the subcontractor/contractor. Therefore original price/quote may not be adequate justification for failure to use a minority, women or historically underutilized bid where other good faith efforts were instituted to assist historically underutilized firms to be competitive. If the work is to be counted as a potential minority, women or historically underutilized subcontract item, the Contractor cannot elect to perform that work itself when a minority, women or historically underutilized bid is competitive or only minority, women or historically underutilized bids are received.

• Request for assistance from recruitment/placement agencies.
Not less than fifteen (15) calendar days prior to bid submittal, bidder requested and retained assistance from agencies that recruit and/or place prime contractors and subcontractors. Other organizations and trade associations that promote minority, women and historically underutilized prime contractor and subcontractor participation may also be contacted. Bidders shall submit a copy of each letter sent to outreach agencies requesting assistance in recruiting subcontractors and minority, women and historically underutilized firms. Faxed copies must include fax transmittal confirmation slips showing date and time of transmission. Mailed letters must include
copies of metered envelopes or certified mail receipts. The content of the letters must include the name of the affected Guilford County School project, name of the bidder, details regarding specific outreach effort and contact person's name and phone number.

• A “Letter of intent” shall be provided by each bidder which is signed by the listed minority, women and/or historically underutilized firms identified on Affidavits. The "Letter of Intent" shall include the name/title of the project; the firm with which the Contractor intends to execute the contract; the specific item/scope of work to be performed by the contractor or subcontractor; the dollar value of the identified scope of work as agreed by the Contractor and subcontractor, specific "good faith" conditions extended to assist the contractor and/or subcontractor; and, the date the "Letter of Intent" was consummated.

• Supplier Price Parity.
  Contractor shall provide detailed terms of the "supplier price parity" agreement. Documentation must include the specific supplies and/or materials for which prices were provided to assist the minority, women and historically underutilized firms to offer competitive bids/quotes, the price differential between the material/supply cost offered the minority, women and historically underutilized firms and the price provided by the Contractor for the identified supplies and materials to assist the identified firms to achieve increased price parity in the purchase of materials/supplies; and, other terms offered to assist the contractor/subcontractor to successfully secure competitive pricing for materials and supplies.

• Quick Pay Agreement
  Contractor shall provide detailed terms of the "quick pay" agreement. Terms shall include frequency of pay, invoice requirements; number of days payment shall be received subsequent to receipt of invoice; change orders and conditions of quick pay on items of work performed by subcontractors with change order approvals and work/field order approvals (define terms affecting work/field order approvals and quick pay conditions; define terms affecting approved change orders); any other conditions affecting quick pay.
APPENDICES
CONTRACTOR PROFILE

Company Name:
Owner/Contact:
Telephone: Fax: Mobile/Pager:
E-Mail: License:
Mailing Address:
Physical Address:
Highway Division:
DBE Certified ___ MBE Certified _____ (Women ___; African-American ___;
Native American ___; Latino ___;
Asian ___; Other {specify} _____)
SBE Certified ______; Trade(s) ______________; ______________; ____________
Registered by the following Public Entities: __________ ;  ;  ;
Annual Goal for the Year 2006-2007:
Site Visit Plan Initiated: Date ___________________
Date(s):
Interview Completed: Status of Goals/Objectives:
Contract Awards during the year 2006:
• GCSS prime contracts (please identify-include dollar value)
• Subcontracts (please identify-include dollar value)
Contract Awards during the year 2007:
• GCSS Contracts (please identify-include dollar value)
• Subcontracts (please identify-include dollar value)
GCSS Staff Assigned:
CONTRACTOR PROFILE

Company Name: 
Owner/Contact: 
Address: 

Telephone Number: 
Fax Number: 
E-Mail: 
Pager/Mobile Number(s): 

Please identify trades (scope of work) performed by your business: a) 
b) 
c) 
d) 
e) 
f) 
g) 

Number of Years in Business: 
Number of Years in the Industry: 
Is your business incorporated? 
Is your business a sole proprietorship? Is your business an LLC? 
Other (please explain) 

Please identify the public entity with which your business is currently certified as a minority, women or historically underutilized business: 

Is your business certified as a SBE (Small Business Enterprise)? 
Yes __ ; No __ ” Please identify the public entity that certified your business as an SBE: 

Approximately what number of public projects has your business completed within the recent 3 years? ________ . 

Approximately what number of Guilford County School System projects has your business completed within the recent 3 years? __________ 

Approximately what number of commercial projects has your business completed within the recent 3 years? __________ . 

Is your business licensed highway __________ ; commercial __________ ; residential __________ ?
License (please indicate the type of license held by your company if you are a licensed contractor):

a) Highway __________________________

b) Limited License (please indicate trade) __________________________

c) Intermediate License (please indicate trade) __________________________

d) Unlimited License (please indicate trade) __________________________

e) Unclassified __________________________

t) Other (please indicate) __________________________

Largest size project your company has completed (please indicate dollar value and type of project):

• Dollar Value __________________________

  Type Project: Highway ____________, Commercial ____________, Church ____________, Residential ____________

Financial Information

Does your company have bonding? Yes ________ ; No ________

What is your bonding limit?

Will your company need assistance with bonding? Yes, No ________

Does your company have insurance? Yes ________ ; No ________

Please list the types of insurance that your company holds:

1.
2.
3.
4.
5.

Is your business able to secure loan capital or working capital from the bank for contracts that you are awarded? Yes ________ ; No ________

Has your business attempted to secure loan capital or working capital from a bank within the recent 2 years? Yes ________ ; No ________
Was your business able to secure necessary loan capital or working capital when you applied for assistance? Yes ________; No __ (please indicate why your application was rejected if you were not able to secure necessary loan capital or working capital when you applied for assistance.

My application was rejected for the following reason(s):
1. 
2. 
3. 
4. 

Will your business need assistance in efforts to secure working capital loan funds? Yes ______; No______.

Does your company maintain a standard accounting system? Yes _________; No ___.

Does an accountant assist with payroll and financial management? Yes___; No____.

Does your business need assistance with payroll and financial management? Yes___; No__

Does your business need assistance with tax documents and tax preparation? Yes____; No____

Does your business need assistance preparing financial statements? Yes____; No ________.

Do you use an accounting software package in the financial management of your business? Yes___; No____.

Does your company currently own and use a computer? Yes___; No____.

Would you like to purchase a computer for use in your business if a pre-owned computer can be found at a reduced price? Yes____; No____.

How are software packages/computers used to support your business operations?

Does your company have a Business Plan? Yes____; No____.

Would you like assistance in the development of a business plan for your business? Yes____; No____.
Equipment/Vehicles Owned by Your Business

Please list the types of equipment/vehicles currently owned and operational:

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Employees

Please list the number of employees/laborers currently available to your company: ___________

Number of full time employees: ___________

Number of part-time employees: ___________

Number of contract laborers: ___________

Other (please explain): ___________

Has your company received notification of Guilford County School System contract opportunities within the recent twelve months? Yes: ___________; No: ___________

Did you respond to notifications of contract opportunities? Yes: ___________; No: ___________

Did your company offer a bid or price quote to notifications? Yes: ___________; No: ___________

If you did not bid or offer a quote on projects, please identify the reason(s) that your company did not respond:

a) Notification was not received in a timely manner (notification was received less than ten days prior to project bid date).

b) Notification did not include trade/scope of work performed by my company.

c) Could not secure necessary information to prepare a sound bid/quote.

d) The distance of the project location from my company was too far for my company to competitively bid.
e) My business was too small to perform the complete scope of work identified in the notification.

f) Bonding was required for project performance and my company does not currently have bonding.

g) My company did not meet the licensure requirement in order to bid the project.

h) Did not feel that my company could provide a competitive bid due to the cost of materials, supplies and required equipment.

i) Scheduling conflicted with contracts currently held by my company.

j) Did not have interest in the projects.

k) Other (please specify): _______________________________________________

What number of GCSS projects has your company bid or quoted during the recent 12 month period? ___________

Approximately what number of notifications has your business received during the recent 12 month period? ___________

Has your company received any contract awards during the recent twelve month period? Yes ☐ No ☐. If so, what number of contract awards? _______

What was the dollar value of each GCSS contract that your company received during the recent 12 month period?

<table>
<thead>
<tr>
<th>Type Work/Scope</th>
<th>Contract Value</th>
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</tbody>
</table>

What type of contract work did your company perform? (Please circle all correct responses).

a) General Contractor (formally bid project)

b) General Contractor - (informally bid project) (SBE). Please identify scope of work:

c) Subcontractor (formally bid project/quoted to general contractor) - Please specify trade/scope of work: _______________________________________

d) Subcontractor (informally bid project/quoted to general contractor) - Please specify trade/scope of work: _______________________________________

e) Subcontractor (formally bid project/quoted to subcontractor) - Please specify trade/scope of work:

f) General Contractor (work scope valued less than $30,000.00) - Please specify trade/scope of work: __________________________

g) Subcontractor (work scope valued less than $30,000.00) - Please specify trade/scope of work: __________________________

h) Other - Please explain: __________________________

Do you receive monthly notifications from the Guilford County School System regarding opportunities for available contracts? Yes ___; No ___. (please indicate the frequency of notices received if notifications are not received monthly: __________).

How were you notified?
a) telephone __
b) answering machine 
c) fax __
d) e-mail __
e) mail (letter) __
f) Notifications are not made 
g) Other (explain) 
h) newspaper

Do you receive monthly notifications from prime contractors/general contractors regarding project work opportunities? Yes ___; No ___. (please indicate the frequency of notices received if notifications are not received monthly: __________).

How were you notified?
a) telephone 
b) answering machine 
c) fax 
d) e-mail 
e) mail (letter) 
f) Notifications are not made 
g) Other (explain) 
h) newspaper
Company Name:
Guilford County School System Contractor Profile
Page 7

**Training/Technical Support Assistance:**
(Please identify the five areas of assistance most needed by your company. Please rank in order of importance with the number 1 representing the greatest need)

- Bonding
- Loan Funds/Working Capital
- Financial Management/Bookkeeping
- Preparing Financial Statements
- Developing a Business Plan
- Understanding how to operate a business
- Understanding how to do business with the Guilford County School System
- Preparing/Packaging Bids
- Estimating
- Insurance
- Laborers (skilled/trained laborers)
- Safety Program (OSHA Requirements)
- Project Management
  - Scheduling
  - Reading/Interpreting Plans
- Purchasing a computer
- Learning to operate a computer
- Purchasing a fax machine
- Clerical support
- Marketing Assistance
- Notification of contract opportunities
____ Purchasing Supplies and Materials (price parity)

____ Partnering/Teaming with prime contractors

____ Mentoring Assistance
   (Please identify area in which mentoring assistance is needed)

____ Partnering for subcontract work (identify trade: ___________________________

____ Other (please explain) __________________________________________

---

---
CONTRACTOR GOALS/OBJECTIVES
(GROWTH PLAN)

Company Name:

Contact/Owner:

Address:

Telephone: Fax: Mobile/Pager:

E-Mail:

Type Business:

License:

Number of years in business:

Number of years in the industry:

___ Socially and Economically Disadvantaged Business Certified

___ MBE certified/WBE/HUB Certified (please specify MBE, WBE or specific HUB classification)

___ Complete Business Plan

___ Complete Financial Statements

___ Bonding Available (please specify amount)

___ Type insurances currently held by the company: ____________________, ______________,

__________________, ________________, ____________________.

___ Type(s) of insurance needed by the company: ___________________________,

________________, ____________________.

___ Safety Program/Safety Manual is needed.

___ Bookkeeping assistance is needed.

___ Computer training is needed.
____ Contractor does not own a computer

____ Accounting software needed

____ Estimating assistance needed

____ Need technical support/training in the area of blue print reading/takeoffs

____ Need assistance in efforts to secure a line of credit/working capital

____ Need assistance in efforts to prepare tax reports

____ Need project management training

____ Need technical support/training in the area of scheduling

____ Need additional equipment (please identify type of equipment needed)

____ Need to receive monthly notifications regarding GCSS contract opportunities

____ Need to receive monthly notifications regarding informal contract opportunities

____ Need to receive consistent notifications regarding projects valued less than 30k

____ Need assistance with price parity in the purchase of supplies and materials

____ Need mentoring in the following area(s) __________; __________; __________; __________; __________; __________; __________.

____ Need assistance with labor force training and expansion

____ Other assistance needed (please specify): __________; __________; __________; __________; __________; __________; __________.
Company Goals Statement/Objectives

Company Name:

Contact/Owner:

Contact Date:

*Identified Goal for the period 2006 - 2007:*

*Identified Objectives:*

1)  

2)  

3)  

4)  

6)  

7)  

8)  

9)  

10)  

I. Priority Objectives for the 1st Quarter:

1)  

2)  

3)  

*Resources required to successfully complete objectives:*

Type of Training Needed:
Type of Technical Support Needed:

*Notifications forwarded to contractor by the Office of Purchase and Contracts*
*Contractor was notified by:*

a) telephone
b) fax
c) e-mail
d) letter/mail
e) newsletter
f) newspaper
g) other (please specify)

*Notifications regarding contract opportunities:* Please identify notifications provided each month.

a) 
b) 
c) 
d) 
e) 
f) 
g) 

*Notifications regarding training opportunities:*

a) 
b) 
c) 
d) 
e) 

*Notifications/coordination of technical support:*
*Type of technical assistance made available:*

a) 
b) 
c) 

Were any contracts successfully awarded to this company during the 1st quarter?
Notifications received from GCSS Construction Offices:

Type/Scope of Work:
Type/Scope of Work:

Notifications received from prime contractors:

Please list the names of companies from which notifications were received:

Bids/Quotes submitted by contractors:

Please list the names of companies to which notifications were submitted:

Was contractor awarded any contracts? Yes________; No ________

If not, why not? ____________________________________________

Did the contractor successfully complete the objectives for the 1st quarter? Yes __; No ____________________________

Please explain why objectives were not met if the contractor did not successfully complete the agreed upon objectives:

Please identify required changes/modifications that will assist the contractor to become successful.
II. Priority Objectives for the 2nd Quarter:

1) 
2) 
3) 

*Resources required to successfully complete objectives:*

Type of Training Needed:

Type of Technical Support Needed:

*Notifications forwarded to contractor by the Office of Purchase and Contracts!*

Construction

Contractor was notified by:

a) telephone  
  b) fax  
  c) e-mail  
  d) letter/mail  
  e) newsletter  
  f) newspaper  
  g) other (please specify)

Contacts
Date(s): Time(s):

Purpose of site visit:

Status/Outcome:
Notifications regarding contract opportunities (please identify notifications provided each month):

a)  
b)  
c)  
d)  
e)  
f)  
g)  

Notifications regarding training opportunities:

a)  
b)  
c)  
d)  
e)  

Notifications/coordination of technical support
Type of technical assistance made available:

Notifications received from GCSS offices/units:
Type/Scope of Work:
Type/Scope of Work:
Please list the names of units/offices from which notifications were received:

Bids/Quotes submitted by contractor:
Project Name:
Project Name:
Project Name:
Contact(s) made with GCSS offices by the contractor
Dates:
Outcome:

Contact(s) made with prime contractors by the Office of Purchase and Contract/Construction.

Dates:

Type of Assistance Requested:

Outcome:

Please list the names of companies from which notifications were received:

1) 
2) 
3) 
4) 
5) 

Bids/Quotes submitted by contractors:
Please list the names of companies to which bids/quotes were submitted:

1) 
2) 
3) 
4) 

Please list the reason(s) for rejection of bid/quote if the contractor was not selected to perform the scope of work:

1) 
2) 

Technical Support provided during the 2nd Quarter (please identify type of technical support provided, service provider and dates of service).

a) 
b) 
c) 
d)
Outcome:

Contact(s) made with prime contractors by the Office of Purchase and Contract/Construction.

Dates:

Type of Assistance Requested:

Outcome:

Please list the names of companies from which notifications were received:

1)  
2)  
3)  
4)  
5)  

*Bids/Quotes submitted by contractors:*

Please list the names of companies to which bids/quotes were submitted:

1)  
2)  
3)  
4)  

Please list the reason(s) for rejection of bid/quote if the contractor was not selected to perform the scope of work:

1)  
2)  

*Technical Support* provided during the 2nd Quarter (please identify type of technical support provided, service provider and dates of service).

a)  
b)  
c)  
d)
Training provided during the 2nd Quarter (please identify type of training provided, trainer(s) and dates of training):

a) 
b) 
c) 
d) 

Was contractor awarded any contracts? Yes______; No______

If not, why not? ________________________________________________

Did the contractor successfully complete the objectives for the 2nd quarter? Yes ___; No ___

Please explain why objectives were not met if the contractor did not successfully complete the agreed upon objectives:

Please identify required changes/modifications that will assist the contractor to become successful.

1) 

2) 

3)
III. Priority Objectives for the 3rd Quarter:

1) 
2) 
3) 

*Resources required to successfully complete objectives:*

Type of Training Needed:

Type of Technical Support Needed:

*Notifications forwarded to contractor by the Office of Purchase and Contracts/Construction*

Contractor was notified by:

a) telephone 
b) fax 
c) e-mail 
d) letter/mail 
e) newsletter 
f) newspaper 
g) other (please specify)

<table>
<thead>
<tr>
<th>Contacts</th>
<th>Time(s):</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date(s):</td>
<td></td>
</tr>
</tbody>
</table>

Purpose of site visit:

Status/Outcome:

Company Name:
Notifications regarding contract opportunities. (please identify notifications provided each month).

a)
b)
c)
d)
e)
l)
g)

Notifications regarding training opportunities:

a)
b)
c)
d)
e)

Notifications/coordination of technical support
Type of technical assistance made available:

Notifications received from GCSS offices:
Type/Scope of Work:

Please list the names of GCSS units/offices from which notifications were received:

Bids/Quotes submitted by contractor:
Project Name:

Project Name:

Project Name:

Contact(s) made with prime contractors by the Office of Purchase and Contracts/Construction Office

Dates:

Type of Assistance Requested:
Company Name:
Outcome:

Contact(s) made with prime contractors by the Office of Purchase and Contracts!
Construction

Dates:

Type of Assistance Requested:

Outcome:

Please list the names of companies from which notifications were received:

1)  
2)  
3)  
4)  
5)  

*Bids/Quotes submitted by contractor*:
Please list the names of companies to which bids/quotes were submitted:

1)  
2)  
3)  
4)  

Please list the reason(s) for rejection of bid/quote if the contractor was not selected to perform the scope of work:

1)  
2)  

*Technical Support* provided during the 3rd Quarter (please identify type of technical support provided, service provider and dates of service).

a)  
b)  
c)  
d)  

Company Name:
ii) Contractor Goals Statement/Objectives

Page 11

Training provided during the 3rd Quarter (please identify type of training provided, trainer(s) and dates of training):

a)  
b)  
c)  
d)  

Was contractor awarded any contracts? Yes _____; No _____

If not, why not? ______________________________________________________

Did the contractor successfully complete the objectives for the 3rd quarter? Yes __; No __

Please explain why objectives were not met if the contractor did not successfully complete the agreed upon objectives:

Please identify required changes/modifications that with assist the contractor to become successful.

1)  
2)  
3)  

Company Name:
IV. Priority Objectives for the 4th Quarter:

1)

2)

3) 

Resources required to successfully complete objectives:

Type of Training Needed:

Type of Technical Support Needed:

Notifications forwarded to contractor by the Office of Purchase and Contracts

Contractor was notified by:
  a) telephone
  b) fax
  c) e-mail
  d) letter/mail
  e) newsletter
  f) newspaper
  g) other (please specify)

Contacts
Date(s): Time(s):

Purpose of contacts:

Status/Outcome:

Company Name:
Notifications regarding contract opportunities: (please identify notifications provided each month).

a) 
b) 
c) 
d) 
e) 
f) 
g) 

Notifications regarding training opportunities: a) 
b) 
c) 
d) 
e) 

Notifications/coordination of technical support
Type of technical assistance made available:

Notifications received from GCSS offices:
Type/Scope of Work:
Type/Scope of Work:

Please list the names of GCSS units/offices from which notifications were received:

Bids/Quotes submitted by contractor:
Project Name:
Project Name:
Project Name:

Contact(s) made with prime contractors/subcontractors by the Office of Purchase and Contracts/Construction
Dates:
Type of Assistance Requested:
Company Name:
Outcome:

Contact(s) made with prime contractors by the Office of Purchase and Contracts/Construction

Dates:

Type of Assistance Requested:

Outcome:

Please list the names of companies from which notifications were received:

1)  
2)  
3)  
4)  
5)  

_**Bids/Quotes submitted by contractors:**_

Please list the names of companies to which bids/quotes were submitted:

1)  
2)  
3)  
4)  

Please list the reason(s) for rejection of bid/quote if the contractor was not selected to perform the scope of work:

1)  
2)  

_Technical Support provided during the 4th Quarter (please identify type of technical support provided, service provider and dates of service)._  

a)  
b)  
c)  
d)  

Company Name:
Training provided during the 4th Quarter (please identify type of training provided, trainer(s) and dates of training):

a) 
b) 
c) 
d)

Was contractor awarded any contracts? Yes_______; No______

If not, why not? ________________________________________________________________

Did the contractor successfully complete the objectives for the 4th quarter? Yes_____; No_____

Please explain why objectives were not met if the contractor did not successfully complete the agreed upon objectives:

Please identify required changes/modifications that will assist the contractor to become successful.

1) 
2) 
3)
Guilford County School System Project Name:

Project No.:

Name of General Contractor:
Address:
Telephone:

The undersigned M/WBE or HUB firm intends to perform work in connection with the above referenced project as:

Check One:

__ an individual/sole proprietorship __
a partnership
__ a corporation
__ a joint venture with _______________________________ _
other (describe -attach additional sheets if necessary)

Contract No.:

Describe Scope of Work For Which The Subcontractor Commits To Perform (Description of work to be performed by minority/women or historically underutilized business contractor. Identify the scope of work to be performed or supply item that will be provided by the M/WBE and HUB firm. On unit price bids/quotes only, identify which bid line item this M/WBE and HUB's scope of work or supply corresponds:

Estimated Quantity:

Unit Price:

Item Amount:
Total Amount Credited To MBE:

Total Amount Credited TO WBE:

Total Amount Credited To HUB:

Total Amount Credited TO M/WBE and HUB Firms For Work Performed Under This Contract Is ___________ Dollars and _____ % Of The Proposed Total Contract Price.

Classification:

___ Prime Contractor
___ Manufacture
___ Subcontractor
___ Supplier
___ Joint Venture

___ No bonds are required of Subcontractor
___ The following amount and type of bonds are required of Subcontractor:

M/WBE or HUB Certifying Agency:
Each M/WBE or HUB shall submit evidence of their certification status. Finns maintaining a status as a "self-certified" minority/women or historically underutilized business enterprise must submit copies of financial statements, tax returns and/or Dunn and Bradstreet Reports where available.

The undersigned affirms that he/she is a duly authorized official representing the proposed General Contractor and Subcontractor or Supplier and that the above named company defined as the General Contractor and Subcontractor (supplier where applicable) shall enter into a formal agreement upon execution of the contract for the above referenced project pursuant to all conditions noted in attached documents, swearing and affirming under the penalties of perjury, that the foregoing information and appropriate attachments are true to the best of their knowledge.

Name of General Contractor: _____________________________________ 
Authorized Signature: 
Title Date: _________________________________ 

Name of WWBE or HUB Contractor:
Authorized Signature: 
Title: 
Date: ____________________________________ 

* In the event the bidder/offerer is not determined to be the successful bidder, the Letter of Intent shall be null and void.
GUILFORD COUNTY SCHOOL SYSTEM LETTER OF INTENT/SCHEDULE OF PARTICIPATION MINORITY /WOMEN/HISTORICALLY UNDERUTILIZED BUSINESS PRICE PARITY PARTICIPATION

(This Form Must Be Completed In Full And Submitted To The Guilford County School System With Minority/Women Business And Historically Underutilized Business Documentation Per Local M/WBE/HUB Requirements)

Guilford County School System Project Name:

Project No.:

Name of General Contractor:
Address:
Telephone:

The undersigned M/WBE or HUB firm intends to perform work in connection with the above referenced project as:

Check One:

__ an individual/sole proprietorship
__ a partnership
__ a corporation
__ a joint venture with __________________________________ _
__ other (describe -attach additional sheets if necessary)

Contract No.:

Describe Scope of Work For Which The Subcontractor Commits To Perform (Description of work to be performed by minority/women or historically underutilized business contractor. Identify the scope of work to be performed or supply item that will be provided by the M/WBE and HUB firm. On unit price bids/quotes only, identify which bid line item this M/WBE and HUB's scope of work or supply corresponds:

Estimated Quantity:

Unit Price:

Item Amount:
Total Amount Credited To MBE: _______
Total Amount Credited To WBE: _______
Total Amount Credited To HUB: _______
Total Amount Credited To M/WBE and HUB Firms For Work Performed Under This Contract Is ______ Dollars and ___________ % Of The Proposed Total Contract Price.

Classification:

______ Prime Contractor
______ Manufacturer
______ Subcontractor
______ Supplier
______ Joint Venture

General Contractor's Price Parity Assistance

______ The General Contractor extends assistance to the Subcontractor as a "Good Faith Effort" by providing assistance with the price(s) for materials and supplies. The Subcontractor has represented a price(s) in the following amounts for materials outlined in the scope of work for said project:

______ Material/Supply (list the type of materials/supplies)

a) ; __ Material/Supply Unit Price Presented By Subcontractor
b) ; __ Material/Supply Unit Price Presented By Subcontractor
c) ; __ Material/Supply Unit Price Presented By Subcontractor

General Contractor's Price Parity Assistance Price Differential:

__ Material/Supply (list the type of materials/supplies)

a) ; __ Material/Supply Unit Price Offered By The General
   Contractor To Assist With Price Parity In The Purchase Of Supplies/Materials.
b) ; __ Material/Supply Unit Price Offered By The General
   Contractor To Assist With Price Parity In The Purchase Of Supplies/Materials.
c) ; __ Material/Supply Unit Price Offered By The General
   Contractor To Assist With Price Parity In The Purchase Of Supplies/Materials.

M/WBE or HUB Certifying Agency: ____________________________
Each M/WBE or HUB shall submit evidence of their certification status. Firms maintaining a status as a "self-certified" minority/women or historically underutilized business enterprise must submit copies of financial statements, tax returns and/or Dunn and Bradstreet Reports where available.
The undersigned affirms that he/she is a duly authorized official representing the proposed General Contractor and Subcontractor or Supplier and that the above named company defined as the General Contractor and Subcontractor (supplier where applicable) shall enter into a formal agreement upon execution of the contract for the above referenced project pursuant to all conditions noted in attached documents, swearing and affirming under the penalties of perjury, that the foregoing information and appropriate attachments are true to the best of their knowledge.

Name of General Contractor: ___________________________________________ 
Authorized Signature: ____________________________
Title: ____________________________________________________
Date: ________________________

Name of M/WBE or HUB Contractor: 
Authorized Signature: ____________________________
Title: ____________________________________________________
Date: ________________________

* In the event the bidder/offerer is not determined to be the successful bidder, the Letter of Intent shall be Dated and void.
BIDDERS' LIST
ALL FIRMS BIDDING OR QUOTING ON SUBCONTRACT
FOR THIS GUILFORD COUNTY SCHOOL
ARE LISTED BELOW

Project Title: 

Project No.
Subcontract Bidders/Quotes

Firm's Name:
Address:
Certified Minority/Women Business/Historically Underutilized Business: ___Yes; ___No
Age of Firm:
Scope of Work:

Dollar Value of Contract:
Dollar Value of Project:
Date Bid/Quote Received:

Firm's Name:
Address:
Certified Minority/Women Business/Historically Underutilized Business: ___Yes; ___No
Age of Firm:
Scope of Work:

Dollar Value of Contract:
Dollar Value of Project:
Date Bid/Quote Received:

Firm's Name:
Address:
Certified Minority/Women Business/Historically Underutilized Business: ___Yes; ___No
Age of Firm:
Scope of Work:

Dollar Value of Contract:
Dollar Value of Project:
Date Bid/Quote Received:
MEMO

TO: MR. JOHN MANN, PURCHASING DIRECTOR  
GUILFORD COUNTY SCHOOL SYSTEM

FROM: KENNETH JOHNSON, CONSULTANT  
JOHNSON CONSULTING SERVICES, INC.

DATE: 5/30/2006

RE: CONSTRUCTION FIRM CLASSIFICATION CODES

John, we previously discussed several basic components of a data base which will serve to address Guilford County School System's original goal of providing opportunities for diversity on capital development projects. Current information suggests that critical factors considered by public entities in the award of construction contracts include:

- insurance
- bonding (payment and performance)
- license
- experience (sometimes considered by public entities)

The state statutes dictate licensure requirements and bonding thresholds for noncompetitive, informal and formal projects. However, public entities may exercise flexibility in establishing bonding requirements for projects identified as "informal". To that end, I offer the following identification categories in the development of your data base:

Code identifications may include stratifications (disaggregated indices) such as insurance (workers' compensation; trade; experience/size of previous projects; licensure; bonding; and race/gender).

a) trade; under $30,000.00; insurance; race/ethnic group; gender; and zero bonding capability
b) trade; appropriate licensure; $30,001.00 - $100,000.00 bonding capability; insurance; race/ethnic group; gender
b) trade; appropriate licensure; $100,001.00-$500,000.00 bonding capability; insurance; race/ethnic group; gender; past experience $100,001.00-$500,000.00
c) trade; appropriate licensure; $500,001.00-$1,000,000.00 bonding capability; insurance;
race/ethnic group; gender; past experience $500,000.00-$1,000,000.00

e) trade; appropriate licensure; $1,000,001.00-$1,500,000.00 bonding capability, insurance; race/ethnic group; gender; past experience $1,000,001.00-$1,500,000.00

f) trade; appropriate licensure; $1,500,001.00-$2,000,000.00 bonding capability; insurance; race/ethnic group; gender; past experience $1,500,001.00-$2,000,000.00

g) trade; appropriate licensure; $2,000,001.00-$3,000,000.00 bonding capability; insurance; race/ethnic group; gender; past experience $2,000,001.00-$3,000,000.00

h) trade; appropriate licensure; $3,000,001.00-$4,000,000.00 bonding capability; insurance; race/ethnic group; gender; past experience $3,000,001.00-$4,000,000.00

i) trade; appropriate licensure; $4,000,001.00-$5,000,000.00 bonding capability; insurance; race/ethnic group; gender; past experience $4,000,001.00-$5,000,000.00

j) trade; appropriate licensure; $5,000,001.00-$6,000,000.00 bonding capability; insurance; race/ethnic group; gender; past experience $5,000,001.00-$6,000,000.00

* continue using increments of $1,000,000.00 up to the standard contract size for new construction projects

Finally, please call me to discuss any issues regarding recommendations for the data base.

Thanks
MEMO

TO: MR. JOHN MANN, DIRECTOR
PURCHASING AND CONTRACTS
GUILFORD COUNTY SCHOOLS

FROM: KENNETH JOHNSON, CONSULTANT K. JOHNSON
CONSULTING SERVICES:

DATE: JUNE 01, 2006

RE: REQUEST TO REVIEW COPIES OF ALL POLICIES
AND PROCEDURES AFFECTING GCSS MINORITY/
WOMEN/DISADVANTAGED AND UNDERUTILIZED
BUSINESSES

John, I am attempting to develop recommendations for the Guilford County School System's Minority/Women/Disadvantaged and Underutilized Business Program. Your assistance is needed in providing the following information:

1) Guidelines, definitions of the Guilford County School System's Minority/Women Business Program.
2) The system's definition of minority, women, HUB and disadvantaged businesses.
3) All current policies and procedures affecting the participation and utilization of minority, women, historically underutilized and small construction firms are needed in order to evaluate current policies and procedures, the impact of current practices and procedures, and, recommendations for future policies and program implementation.
4) Current "Good Faith Effort Process".
5) Counting Minority/Women Business Enterprise Participation Toward Goals
6) Policy for the Guilford County School System Goal Program
7) Nondiscrimination Policies (where such policy affects the system's capital development! construction program)
8) Setting or Developing Overall Goal
9) Monitoring and Enforcement Mechanisms
10) All other policies and procedures affecting the Guilford County School System's Construction Program.

I would like to schedule to review any of the aforementioned documents at a time convenient for you. I realize that some of the policy documents may not be developed. Please indicate "Not Available" for any of the information that you do not currently have in place.

I would also like to meet with the director for the Construction Program. Should I contact him directly or am I to request coordination of this meeting through your office?
Look forward to hearing from you.

Thanks,

Kenneth
MEMO

TO: JOHN MANN, PURCHASING DIRECTOR
    GUILFORD COUNTY SCHOOLS

FROM: KENNETH JOHNSON, CONSULTANT

DATE: APRIL 13, 2006

RE: PRELIMINARY RECOMMENDATIONS FOR REVIEW AND CONSIDERATION IN THE DEVELOPMENT OF RULES FOR "GOOD FAITH EFFORTS"
Please review the attached recommendations for the development of "Rules" and/or "Procedures" to address compliance with "good faith efforts". Our discussion regarding standards and measures to assist in efforts to create a consistent and objective review process for evaluation of "good faith efforts" should be reflected in the establishment of "Rules" or "Procedures".

You will note that this is a preliminary set of "Rules" or "Procedures". "Permanent Rules or Procedures" should go through a review process. Please seek input from your legal counsel to ensure that the attached preliminary recommendations are not subject to legal vulnerabilities. Please contact me to discuss any issues or ambiguity surrounding the recommendations. I have attempted to conduct a sampling of minority firms to solicit feedback regarding "good faith practices". However, only a few firms have responded to date. It would be most helpful to have the opportunity to solicit responses from a broader audience of affected firms.