



DAVIDSON AND JONES CONSTRUCTION COMPANY, Inc.

**Durham Performing Arts Center  
DPAC Restroom Upfit  
Small Disadvantage Business Enterprise Strategic Plan**

August 9, 2013

**PROJECT DESCRIPTION**

The project description is the new interior upfit of the new restrooms being constructed to support DPAC. The shell building is being constructed as part of the mixed-use private hotel and retail complex adjacent to the Durham Performing Arts Center and the Parking Garage.

The interior work for the restroom project is currently planned to commence construction at the start of the second quarter of 2014. The restroom upfit project will be bid out to subcontractor and suppliers as a separate project. The SDBE outreach and bidding process will be conducted in the early spring of 2014 to help attract more firms to bid the project and promote a higher level of participation.

**Small Disadvantage Business Enterprise Strategic Plan**

**SDBE PURPOSE / GOALS:**

The purpose of this SDBE plan is to encourage the use of small local SDBE firms in the City of Durham database. Through this process, firms that may not have otherwise received consideration due to lack of exposure to the larger business community will have the opportunity to become involved in this project in their community.

**STATEMENT OF POLICY:**

Successful city projects require the involvement of the entire local community. DJCC's plan is to provide opportunities for the construction workforce that is listed in the City of Durham's database, Small Disadvantaged Business Enterprise (SDBE) organizations. These organizations are a significant component that must not be overlooked. SDBE's include organizations owned and operated by minorities, females, and other economically disadvantaged individuals.

In addition, DJCC also has company-wide MWBE goals for all projects which are not part of this plan.

## **SMALL DISADVANTAGED BUSINESS ENTERPRISE STRATEGIC**

### **PLAN OBJECTIVES:**

Our Team's SDBE program will have the following objectives:

- Increase the overall level of Small Business participation on this project
- Increase the dollar value of all construction contracts awarded to Small Business contractors to the highest level that is reasonably achievable for any particular field of construction contracting
- Increase the level of communication, collaboration and working partner relationships with the Small Business construction community
- Foster supplier diversity
- Work with Small Business contractors to achieve a fair and equitable distribution of construction contract awards

### **ADMINISTRATION:**

This SDBE Strategic plan shall be administered by Davidson and Jones CC, Inc. Project Team. To ensure maximum success, and accomplishment of SDBE objectives, the plan will implement the following guidelines and activities:

1. SDBE Identification
2. Media and Plan Room Outreach
3. Proactive Procurement & Recruitment
4. Technical Assistance
5. Second Tier Strategy if applicable for the scope of work
6. General Condition Purchases
7. Monitor and Reporting

## **SDBE IDENTIFICATION RESOURCES:**

Davidson and Jones CC, Inc. with the City of Durham will identify potential SDBE's using available resources including:

### **1. Meet with the Director of the Department of Equal Opportunity/Equity Assurance to establish project specific goals.**

The method DJCC uses to develop its subcontracting goals is primarily from past goals and experiences from previous Government contracts and successful subcontracting plans. The City of Durham will set project specific goals on all scopes of work related to this project based on the total dollar value of the work and the availability of SDBEs who might perform the scope of work. In those circumstances where the City has no certified SDBEs to perform a scope of work, no participation goal will be established. Any goal set by the City of Durham on this project shall constitute the SDBE participation requirement.

Upon the completion of drawings and the procurement process DJCC will achieve specific participation in Minority SDBE and Women SDBE participation, including lower tier subcontractors and vendors. DJCC will do this by working with Deborah Giles, Director of the Department of Equal Opportunity/Equity Assurance to achieve the percentage goals already established for the work.

### **2. Selection of feasible portions of work to be performed by SDBE's.**

We propose to assist in packaging the scope of work to increase the likelihood of small business utilization in bidding and award of purchase orders and subcontracts. DJCC will match the scope and capacity of the project to determine each trades capability of success on the project.

### **3. Use of the City of Durham SDBE database**

The process of involvement starts with an awareness of SDBE companies potentially interested in contracting opportunities associated with the project. Contracts will be initially identified by focusing on those SDBE firms certified with the City of Durham and firms with pending applications for certification.

### **4. Identifying Local Organizations**

By fostering their involvement, other organizations can provide significant contribution to the successful completion of this project. Fostering of involvement is achieved through identifying local SDBE organizations with the assistance from the:

- DJCC's MWBE database
- NC Institute of Minority Economic Development, Inc contractors and vendor listing
- Minority / Women Business Enterprise Section of the 2013-14 North Carolina edition of the Blue Book

- North Carolina Minority Business Center
- Durham Business & Professional Chain

## **OUTREACH:**

Davidson and Jones CC, Inc. will solicit SDBE interest in the project utilizing the following:

### **1. Advertisement in general circulation, trade association and minority/women focus media concerning subcontracting opportunities.**

Solicitations of SDBEs will be made utilizing DJCC's source lists for these types of Businesses in the:

- Durham Herald
- The Carolina Times
- The Triangle Tribune
- The Carolinian
- News and Observer
- AGC bulletin
- Blue Book Invitation
- Bid Clerk Invitation

### **2. Provision of written notice to all SDBE's listed in the City of Durham database that might perform the work to be subcontracted.**

Because we have developed a diversified listing of certified Minority and Women Owned Businesses, we have already established a foundation of long lasting relationships to build upon; as well, we will work to locate additional qualified bidders.

DJCC will also send invitations to bid to firms in the City of Durham SDBE database expressing the desire to receive a proposal from their firm for scope of work in their respective areas of expertise.

### **3. Timeliness of advertisements to permit sufficient time for response by SDBE's.**

Awareness of opportunities is essential to SDBE involvement. The invitation to bid will begin 30 days in advance of the bid date. The SDBE contractors are notified via telephone calls, facsimile, and electronic mail of the upcoming project and the scope of work available. These notifications include a brief description of the project, potential subcontracting opportunities, contact information for interest and assistance, and anticipated solicitation dates.

Some of the specific efforts we will employ for notifying small business firms

include, but are not limited to direct notification through phone calls or written notification through fax or email, and advertisements in local and statewide minority newspapers.

In addition, one Pre-bid conference will be conducted 2 weeks in advance of actual bid dates to allow all interested participants adequate time to prepare competitive bid packages and to receive any additional assistance we may be able to provide. The Pre-Bid will be held on site to allow the interested bidders access to the work area and to have the opportunity to physically measure and inspect the shell building conditions.

In addition, we will work with The Durham Rescue Mission if day labor is need by the subcontractors.

**4. Follow-up to determine with certainty SDBE interest in participation in project, once bid is underway.**

SDBE firms are notified early in the bid period to meet the Project Team, receive further information regarding the project's status, and discuss the Owner's goals for SDBE participation. SDBE firms are encouraged to prepare for bidding by contacting DJCC, and internally by preparing finances, and reviewing the plans and specifications. SDBE contractors will not be required to bond their work for this project. The SDBE firms will be required to provide Certificates of Insurance meeting the minimum project requirements.

**5. Consideration of all proposals received from SDBE's.**

The Project Team will meet with any SDBE's prior to bidding any of the work. DJCC will review the goals for contracting to Small Business and Small Disadvantaged Business enterprises. We will also conduct a thorough post bid review of the responsive bidders to ascertain which aspects of the work will be assigned to Small Disadvantage Businesses to meet the prescribed goals.

**PROACTIVE PROCUREMENT & RECRUITMENT:**

Davidson and Jones CC, Inc. will go beyond the "good faith" effort to pursue a pro-active SDBE recruitment involving the following:

1. Host SDBE project information session at the project site.
2. Place bid documents at the following plan rooms:
  - a. Davidson and Jones CC, Inc. - Raleigh Office
  - b. City of Durham, Department of Equal Opportunity / Equity Assurance
  - c. UDI Minority Contractors Resource Center – Durham
  - d. Project trailer on site - Durham

## **TECHNICAL ASSISTANCE:**

Davidson and Jones CC, Inc. will provide technical assistance to SDBE's to aid them in the preparation of proposals by:

1. Providing assistance to review applicable plans, specifications, and descriptions of the scope of work for the project. During the bid phase of the project, DJCC will be available to assist SDBE businesses to review drawings since a key aspect of the bidding process is the importance of understanding the scope of the project and pricing the bid accordingly.
2. Share material quantity / take-offs on bid packages to allow SDBE enterprises to compare their own take-offs.
3. Provide construction schedules with the bid packages to allow SDBE's to better understand their general conditions.
4. Offer referral assistance to SDBE's to match them with appropriate vendors or suppliers.
5. Our team will provide management and technical assistance to SDBE's on all phases of the project.

## **SECOND TIER STRATEGY:**

Our project team will execute its subcontracting program for targeted groups on two levels:

1. We provide subcontract opportunities with DJCC. (1st Tier)
2. We will assist SDBE firms who wish to be second tier subcontractors with contacts to first tier subcontractors.
3. We will assist SDBE firms who wish to supply materials to first and second tier subcontractors.

## **GENERAL CONDITION PURCHASES:**

Davidson and Jones CC, Inc. will invite SDBE contractors and vendors for the construction cleaning of the Restroom area.

## **MONITORING AND REPORTING:**

DJCC Construction will develop an Accountability/Reporting System to document the program's actual accomplishments. This system will include:

1. Meet the requirements of the Owner/City Project Agreement for reporting.

2. Commence reporting and monitoring process post bid which is tentatively scheduled for the first to second quarter of 2014.
3. Review awards to lower tier contractors and vendors to assure compliance with participation levels stated in the proposals.
4. Reviewing awards and reporting SDBE participation by ethnicity, gender, scope of service, and dollar volume.
5. Provide quarterly reporting. Reports shall be submitted by the 15th day of the month following the close of each quarter. (January, April, July, October)
6. Conducting monthly site visits to verify SDBE Participation as contracted.
7. Issuing reports on the status of SDBE participation.
8. Providing reporting and mediation of conflicts or discrepancies regarding SDBE performance or reporting.
9. Providing compliance reports.
10. Preparing and presenting final reports on SDBE results.
11. Including EO/EA staff in project team meetings in which SDBE participation is discussed.

Davidson and Jones CC, Inc. is committed to and supports the goals and objectives of the City of Durham with this plan and for the DPAC Restroom upfit project. This Small Disadvantaged Business Enterprise Strategic Plan for the DPAC Restroom Upfit Project is hereby submitted and agreed to by:

Mark Striebel Date: August 16, 2013

Mark Striebel - President  
Davidson and Jones CC, Inc.

Deborah G. Giles Date: 8/19/13

Deborah Giles  
Director  
Department of Equal Opportunity/Equity Assurance - City of Durham