

CMPA EQUAL BUSINESS OPPORTUNITY PROGRAM OVERVIEW

CMPA Equal Business Opportunity Policy

Despite the opportunities and achievements in construction that are being realized by an increasingly diverse group of contractors in the Pensacola Region, there is the reality, that the small business enterprises and minority/female business enterprises (“MFBE”) sectors of the Pensacola community still do not have the capacity, access and availability to the advantages and benefits of procurement opportunities. The Community Maritime Park Associates (“CMPA”) is fully committed to increasing the capacity, access and availability and encouraging the participation of MFBEs in all phases of its procurement and contracting activity. Partially in response to CMPA’s “Covenant with the Community”, CMPA has adopted a policy to provide access and opportunity to Minority/Female Business Enterprises (MFBEs) in all aspects of contracting relating to construction, materials and services, professional services, private development, management activities, tenant leases and concession operations of the Maritime Park. This policy applies to all Vendors, Contractors, Subcontractors, Tenants, Private Developers and other entities involved in any development, construction, management and/or operations of the Community Maritime Park public or private properties. The CMPA is fully committed to encouraging the participation of MFBEs in all phases of procurement and contracting activities and following a covenant of non-discrimination.

CMPA EBO Program a “Private-Sector Program Initiative”

More than three years ago, CMPA began working with community stakeholders and a master developer to establish a private-sector Equal Business Opportunity Program as a specific initiative developed from CMPA’s “Covenant with the Community” with the Pensacola community as a means to address issues of minority contractor’s capacity, access and availability to the procurement opportunities arising from the development of the Community Maritime Park. As part of this program, local community “stakeholders” were encouraged to meet and develop activities and initiatives that increased procurement opportunity awareness and availability for minority and other contractors. Some organizations, such as the Gulf Coast African-American Chamber of Commerce, established more formal efforts of information, outreach and support.

At the same time, CMPA began a concerted effort of outreach and awareness to community stakeholders and local officials related to the importance of minority contractor inclusion for the Community Maritime Park’s public sector projects. A positive outcome of these outreach efforts has been the tremendous demand from the community stakeholders for the development of a “private-sector program initiative” for minority contractor procurement inclusion guidelines, outreach initiatives and technical



assistance strategies. CMPA has been working with these various community stakeholders and professional consultants to tailor the range of potential programmatic support strategies to fit the needs, resources and requirements of Pensacola's local situation. This "private-sector program initiative" has involved the CMPA, and community stakeholders working together to make procurement opportunities available and, at the same time, working with contractors to make them more competitive.

The CMPA then executed the Contractor's Academy Equal Business Opportunity Program Agreement ("Agreement") with the Maritime Park Development Partners, LLC ("MPDP"), the former Master Developer of the Community Maritime Park public and private improvements. Under the Agreement, MPDP had the responsibility and duty to develop, implement, manage, administer and operate a "private-sector program initiative" to assist the CMPA in its execution of the aforementioned CMPA Equal Business Opportunity Policy. On December 10, 2010, MPDP was terminated as the "Public Improvements Project Coordinator" and then on January 14, 2011, had its contract rescinded as the Master Developer of the "Private Improvements" of the Community Maritime Park. In December 2010, MPDP "abandoned" its responsibility and duty to develop, implement, manage, administer and operate a "private-sector program initiative" to assist the CMPA in its execution of the aforementioned CMPA Equal Business Opportunity Policy.

However, in January 2011, the CMPA remained fully committed to terms and conditions of the Agreement encouraging the participation of MFBES in all phases of procurement and contracting activity and desired to engage "private-sector" consultants to assume MPDP's responsibilities and duties required in the Agreement and abandoned by MPDP. Accordingly, CMPA then engaged Diversity Program Advisors, Inc., program management/development company ("CMPA EBO Program Manager"), and other organizations in order to assume, develop, implement, manage, administer and operate the "private-sector" program initiated under the Agreement and to assist the CMPA in its execution of the CMPA Equal Business Opportunity Policy and to fulfill commitments in the CMPA's "Covenant with the Community" ("CMPA EBO Program").

The CMPA EBO Program represents an amalgam of the best of these efforts to date and is presented as a model for other local procurement agencies, state and local governments, business associations, contractors and contractor organizations to adapt and implement in their locales.

CMPA EBO Program Objectives

The CMAA EBO Program has as its objectives the following:

- Educating small, minority and women contractors about Community Maritime Park's procurement opportunities and assisting them in procuring agreements for construction.
- Establishing guidelines to assist small, minority and women contractors in obtaining contracting opportunities at the Community Maritime Park as well as similar state and local projects in the Pensacola area.
- Providing assistance and referrals to small, minority and women contractors in obtaining appropriate accounting, project management and financing expertise.
- Assisting small, minority and women local contractors in increasing their operating capacity.

CMPA EBO Program Components

The CMAA EBO Program has several components drawn from the terms and conditions of the Contractor's Academy Equal Business Opportunity Program Agreement and the more recent initiatives of national contractor associations and various nationwide state and local governments who have been actively involved in this type of activity. However, even with this wealth of information and experience, the CMAA EBO Program remains a work in progress. Throughout the implementation phase of the CMAA EBO Program, the CMAA EBO Program Manager will continue to monitor and document unanticipated obstacles, innovative approaches and other program aspects that lend themselves to improving the program for better results. Furthermore, local proponents of this program are encouraged to actively offer solutions to adapt this Program to the specific circumstances of the Community Maritime Park development process as it evolves in the future. The CMAA EBO Program components include:

Networking and Outreach: This component involves identifying and establishing liaisons with local small, minority and women business groups, especially local chapters of contractor associations and working more closely with the various outreach "partners" in the area to make them aware of the CMAA EBO Program. Establishing these "outreach" liaisons may involve becoming a "strategic partner" of the CMAA EBO Program and supporting and attending the Program's activities and events. For example, through CMAA development of new liaisons in the Pensacola Region there is active interest in the Maritime Park's contracting opportunities, efforts are being made to reinforce the construction industry's commitment to increasing minority contractor's access to procurement opportunities and to inform ALL contractors of the other

components of the CMPA EBO Program. In addition, on-going networking activities are being undertaken which include sponsoring a quarterly networking breakfast or reception in which construction industry members facilitate linking the small, minority and women contractors to members of the contracting, banking, professional and larger construction community.

Education and Information: The cornerstone of this component is the establishment of a series of seminars for small, women and minority contractors on various aspects of the Maritime Park's procurement opportunities. Seminar topics in some seminars will include a surety bonding overview, tips for obtaining your first bond, the importance of financial and accounting controls, project management techniques that enhance increased construction performance, and legal issues of construction. This component also includes disseminating general information and awareness of the CMPA EBO Program's technical assistance to local minority contractors and contractor associations.

Resource Identification and Capacity Building: This component involves establishing "resource information" that will be available to the local minority contractor community, preferably linked through a web site. These resources would include information on the CMPA EBO Program, as well as state and local programs of bonding, financing, training, and technical assistance support. This component also would facilitate linking small, minority and women contractors to potential mentors and joint venture partners that might assist them in becoming bondable or in increasing their operating capacity. Lastly, the component would provide referrals for technical support to these contractors in areas such as project management, job costing, finance and accounting.

Assistance in the Bidding Process: A most critical component of the CMPA EBO Program is the provision of assistance to the minority contractor in the actual bidding process. In most instances, this is being done through the required guidelines of the CMPA EBO Program's Bid Requirements that defines specific requirements for all bidders to conduct "good faith efforts" to include the small, minority and women contractors in the bidder's "construction team." Additionally, these guidelines define reasons for potential bid rejections and identify factors that would make the contractor's bid non-responsive bondable. The CMPA EBO Program Manager, in concert with local technical assistance providers and others with relevant expertise have developed a strategy to address the minority contractor "capacity building", including referring the contractor to specialized project management, accounting or finance assistance, if needed.

Advocacy and Policy Development: This component involves the CMPA EBO Program Manager and other local stakeholders, participating in advocacy and policy initiatives that might include support for legislation that enhances procurement opportunities for small, minority and women contractors; providing technical assistance and advice to jurisdictions on establishing guarantee programs and other bonding support initiatives; and tailoring state and local minority contractor "inclusion"



programs for specific contracting opportunities available throughout the Pensacola Region.

Support from the CMPA EBO Program Manager

In implementing the CMPA EBO Program, local minority contractors and other local business entities are receiving the full support of the CMPA EBO Program Manager's. In addition to the CMPA EBO Program Manager keeping abreast of the various contractor development initiatives and providing to those in other areas the successes and lessons learned from these efforts, the CMPA EBO Program Manager team is available to provide assistance in drafting newsletter articles and in preparing workshop and other presentations related to this Program. Also, the CMPA EBO Program Manager is updating a CMPA EBO Program Handbook that will provide a compendium of materials to support the CMPA EBO Program's Outreach efforts, including contractor workshops and CMPA EBO Program guidelines.

Conclusion

The members of the CMPA EBO PROGRAM MANAGEMENT TEAM are committed to keeping procurement opportunities available and accessible to all qualified contractors. They are also committed to increasing the number of small, minority and women contractors who included in the Community Maritime Park procurement process. The intention of the CMPA EBO Program Manager is to assist the CMPA, local trade groups, local contractor associations, and other organizations in the implementation of these goals in their respective organizations.

Program Information Contact

For more information or to find out how to become involved in CMPA EBO Program the CMPA EBO Program Manager is establishing website links and telephone contact information that will be distributed to the public shortly. Please keep reviewing www.maritimepark.us for this important information and updates for the CMPA EBO Program. EBO Program Manager contact information:

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