

CITY OF GREENSBORO,  
NORTH CAROLINA



REQUEST FOR PROPOSALS

Shovel-Ready Industrial Development Site Grading  
City Loan Requests

August 1, 2013

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## **I. INTRODUCTION**

The City of Greensboro's Office of Economic Development and Business Support (City) is seeking proposals from qualified and experienced Development Teams (Developers) interested in grading industrial land that they own by means of a grading loan from the City of Greensboro of up to \$1,000,000.00.

Sites selected for grading loans from the City must be included in the State of NC's Access NC inventory of available development sites. The loans will bear interest at a fixed rate equivalent to the 5 year treasury bond + 50 basis points (currently 1.38%) annually compounded quarterly. The interest rate will be set at the date of closing of the loan. No principal or interest payments will be due until the earlier of: (1) the date of the sale of the land, or (2) 5 years after the date of the loan's closing. In all cases, the loan and accrued interest is required to be paid in full at the time of the sale of the property. In cases where the property is leased, the loan will be termed out and required to be repaid over a 5 year period. If the property is not sold or leased within 5 years from the date of the closing of the loan, the loan and capitalized interest will be termed out and amortized over a 5 year term at a fixed rate equivalent to the 5 year treasury bond + 50 basis points as of the day 5 years from the original closing of the loan.

Any industrial sites not currently in City limits must be able to be annexed by the closing date of the loan or a revenue sharing agreement acceptable to the City, County, and Developer must be negotiated and included with your submission package.

The City does not discriminate on the basis of race, color, national origin, sex, religion, age, or disability in employment or the provision of or contracting for goods or services and promotes equal opportunity through the Greensboro Minority and Women Business Enterprise Program and encourages Minority and Women Business Enterprises (M/WBEs) to participate in City contracting and sub-contracting opportunities through the North Carolina Historically Underutilized Business (HUB) Certification Program. Developers are encouraged to include M/WBE firms in the development of sites graded with the City's loan funds.

Firms may read about the HUB Certification program at the [HUB Certification web site](#). To become HUB certified, vendor firms must register in the on-line [Interactive Purchasing System Electronic Vendor Registration](#) system. An email address is required to register.

Completion of the [HUB Statewide Uniform Certification Application](#) is required to become a HUB Certified Business. The on-line application must be printed out, completed and submitted by postal mail to the HUB office with additional required documents. For assistance with the HUB Certification process, please contact the NC HUB Office at 919-807-2330.

## **II. SUBMISSION OF BIDDER'S PROPOSAL**

### **A. General Requirements**

All responses to the requested information should be answered thoroughly, but as succinct as possible. Additional or bulky information may be included as an appendix;

however, the responses to information requested in the Specific Requirements below should be fully contained within the body of the proposal. No Bidder may submit more than one response.

**B. Specific Requirements**

The Bidder shall submit the following information in the order listed below and clearly identify it in separate sections of the proposal.

1. Concise Letter of Interest
  - a) The name and address of the Developer and the states in which it is incorporated and chiefly located.
  - b) The name, address, telephone number, and e-mail address of the designated contact and principals authorized to conduct negotiations for the Developer.
  - c) A brief description of the Developer's site and how the City's loan will accelerate attracting a business that will bring new jobs to the community.
  - d) An acknowledgment of all addenda to the RFP document.
  
2. Statement of Qualifications
  - a) Developers must describe their qualifications and experience including direct experience with developing and marketing industrial sites.
  - b) A summary of all key staff persons shall be included in this section. Full resumes shall be provided and may be included as an appendix. All relevant experience should be highlighted on each resume.
  - c) Proposed contractors and subcontractors, who will be assigned direct work in grading and developing the site, must be identified.
  
3. Project Overview and Development/Marketing Plan

The proposal should demonstrate the Developer's commitment to providing a shovel-ready industrial site available for sale or lease and the marketing plan for the site.

The development plan shall include:

- a) Site location and layout – map or plan showing site location, public accessibility, infrastructure already in place, etc.
- b) Plan for developing and financing any remaining infrastructure items needed to make the site shovel-ready in addition to the grading to be funded by the City's loan.
- c) Projected type of industry targeted for the site and potential employment impact expected to be generated upon development of the site.
- d) Number of jobs to be created - developer will be required to create at least 1 full-time equivalent position for every \$50,000 borrowed.

- e) Detailed schedule of all outstanding liens on the property and detail on outstanding loans to include date of origination, terms, original and current balance, etc. City will require no less than a second lien.
- f) The loan will require sufficient personal guarantees.
- g) City will waive the personal guarantee requirement in cases where the City has a first lien on the land to be graded.
- h) Permits – Has development already been permitted? Any special permits required to develop the site?
- i) Developable acreage (Site must be at least 30 developable acres to be considered).
- j) A site in the City of Greensboro; if not, the site must be located in an area that can be annexed by the City by the time the loan closes OR a revenue sharing agreement must be agreed on by the City and County.
- k) An appraisal no more than 6 months old.
- l) The amount of equity the development team has in the property must be at least 10% of the appraised value to be acceptable.
- m) A Phase I Environmental assessment of the site that is acceptable to the City.
- n) The maximum cost per acre that the land will be sold for and maximum lease rate. Please note that the maximum price per acre may not exceed the current appraised value of the land including the improvements to be funded by the City and additional investment by the Developer.
- o) Statement indicating any judgments against the Developer within the last five (5) years or pending litigation related to professional conduct or services.

### **III. SUBMITTAL PROCESS**

Proposals shall be received in the City’s Office of Economic Development & Business Support no later than 4:00 p.m. (EST) on Friday, August 30, 2013. There will be no exceptions. Submittals received after the scheduled receipt time stated above will not be accepted. Proposals received shall become the property of the City and will not be returned. Proposals submitted by facsimile or e-mail will not be accepted or considered in the selection process.

The submittals shall include one signed original paper version of the proposal and an electronic copy on CD or flash drive. Submissions must be sent certified mail or hand delivered to the address below:

Office of Economic Development & Business Support  
 City of Greensboro  
 300 W. Washington Street, Suite UG-36  
 Greensboro, North Carolina 27402-3136

#### **A. Questions**

Questions must be submitted by e-mail and will not be accepted outside of the scheduled Question and Answer Period. Submitted questions and the City’s responses, and any other addendums to this RFP will be posted on the City web site at

<http://www.greensboro-nc.gov/index.aspx?page=576>. The City will not respond to verbal inquiries. Please e-mail questions regarding the RFP to the City's Office of Economic Development & Business Support contact below:

John Shoffner  
[john.shoffner@greensboro-nc.gov](mailto:john.shoffner@greensboro-nc.gov)

and

Kathi Dubel  
[Kathi.dubel@greensboro-nc.gov](mailto:Kathi.dubel@greensboro-nc.gov)

## **B. Rules of Contact**

All inquiries from interested Developers about the content of this Request for Proposals must be submitted by e-mail to the contact listed above. Oral, in person, or faxed inquiries on the content of this Request for Proposals will not be accepted. Any attempt to contact or influence outside of this channel may, at the sole discretion of the City of Greensboro, result in immediate disqualification from this RFP process.

## **C. Submission Schedule**

RFP Issuance	August 1, 2013
Question and Answer Period begins	August 1, 2013
Question and Answer Period ends	August 9, 2013
Addendum issued, if required	August 23, 2013
Proposals due (Submission period ends)	<b>August 30, 2013 at 4:00 p.m. (EST)</b>

Bidders are strongly encouraged to submit proposals at least 24 hours before the Request for Proposals Event closing time as the City cannot be responsible for any mail delays that may occur. **Proposals will be received up to, but not later than, 4:00 p.m. (EST) on Friday, August 30, 2013.**

## **IV. LEGAL DISCLAIMER**

### **A. Proprietary Ownership**

Any reservations on the use of information contained in a proposal must be clearly stated in the proposal itself. Unless otherwise stated in the proposal, information submitted in response to this Request for Proposals is public information after a Developer(s) has been selected and all other Developers have been notified.

### **B. Legal Relationship**

This RFP does not constitute an offer by the City of Greensboro to enter into a contract and make a loan to any Developer. The City, at its sole discretion, reserves the right to

accept or reject any proposal for any reason. The City further reserves the right to negotiate with any responder following an evaluation of all submittals.

## **V. BACKGROUND**

In light of improving economic conditions, the City of Greensboro seeks to proactively address a critical lack of large shovel-ready industrial development sites. The City's approach has been and remains to develop public-private partnerships with private developers where the private sector owns and develops the land and the City assists in bringing infrastructure to the site. Due to current underwriting requirements, it is currently not possible for developers to obtain private sector financing to grade speculative industrial sites.

City Council will have final authority to approve staff recommendations regarding recipients of City funded grading loans under this program.

## **VI. OTHER INFORMATION**

### **A. Regulatory Requirements**

It shall be the Developer's responsibility to comply with all codes, rules, regulations, laws, and ordinances applicable to the project and the development of the site.

### **B. Modification of Proposal Content**

Developers may not make changes or revisions to their proposals after the submission deadline. It is expected that all of the principals, agents, representatives and professional staff named as assigned to the project in the proposal will perform the work as specified in scope, terms and conditions per this request for proposals.

The City may request additional information or clarification from any or all Developers as necessary. The City reserves the right to include as contractual obligations any additional requirements that arise or result from contract negotiations between the City and the successful Developer.

### **C. Contractual Relationships**

1. The City shall enter into a contract for the work to be performed on this project with the selected Developer. The loan will be secured by a note and deed of trust. The contract and all other applicable closing documents are subject to review and approval by the City Manager, City Attorney, and Assistant City Manager for Economic Development.
2. The City will not be a party to agreements between the Developer and any contractors or sub-contractors employed by the Developer that may be selected to carry out the grading and development of the industrial site; however, the

Developer will execute fair and reasonable agreements with its contractors and sub-contractors and will provide the City with copies of such agreements prior to execution of any contract with the City.

- a) To assure equal opportunity, Contractor shall document good faith efforts to provide equal opportunity for certified Historically Underutilized Businesses, who are M/WBEs, to participate in significant material supplier and sub-contracting opportunities available under this prime contract.
  - i. In accordance with the current Greensboro M/WBE Program Plan, aspirational “goals” for this project are as follows:

Minority Owned	Women Owned	Hispanic/Asian Owned
10%	10%	2%

- b) Developer shall solicit bids and quotes from M/WBEs with reasonable advance notice to ensure that M/WBEs will have an adequate opportunity to respond. In soliciting sub-bids and quotes, the developer shall furnish at least the following information:
  - i. Developer’s name, address and telephone number;
  - ii. Project location and description;
  - iii. Work to be subcontracted or materials purchased, including a specific description of the work involved;
  - iv. Location and availability of plans, drawings and specifications for review;
  - v. The identity and contact information of the developer’s contracting representative; and
  - vi. Location, date and time when sub-bids and quotes must be received by the developer.
- c) The Developer will consider all sub-bids and quotes received from M/WBEs, not rejecting M/WBEs as unqualified without sound reasons based on a thorough understanding of their capabilities. If a subcontract is not awarded to a M/WBE, the contractor must document why. This requirement also applies to contractors and subcontractors, regardless of tier, who are themselves, certified by the North Carolina Secretary of Administration as a M/WBE or joint venture at least 51% owned and controlled by M/WBEs. A contractor at any tier shall include this requirement and all other requirements of this plan in any subcontract it may use to fulfill contractual obligations with the City.
- d) Developer shall at time of selection of Suppliers and Subcontractors notify the City in writing of selected vendors who are material suppliers or service providers by submitting the following documentation provided in RFP Attachment C:
  - i. Form Appendix C, Minority and Women Business Utilization Commitment listing HUB certified M/WBE firms the Contractor intends to utilize.



- ii. Form Appendix D, Letter(s) of Intent to Perform as Subcontractor, which shall be completed by each HUB certified M/WBE firm the contractor plans to utilize.
  - iii. Form Appendix E, Letter(s) of intent to provide materials or supplies, which shall be completed by each HUB certified M/WBE firm the Contractor plans to utilize.
  - iv. Form Appendix F, Statement of Intent to Perform Work Without Subcontracting, in lieu of Appendix D, if applicable.
  - v. Form Appendix G, Statement of Subcontract Opportunities Offered
  - vi. Form Appendix H, City of Greensboro Contract M/WBE Utilization Report
  - vii. Verification from NC Department of Administration HUB Web Site, documenting that all subcontractors and material suppliers Contractor plans to utilize are currently certified M/WBE firms.
- d) Contractor may submit Appendix F, Statement of Intent to Perform Work Without Subcontracting, in lieu of Appendix D; provided that it is a normal business practice of the Contractor to perform all elements of this type of contract with its own work forces without use of subcontractors. If Contractor is HUB certified, Contractor shall submit evidence of certification as an M/WBE firm.
- e) Contractor agrees to maintain complete records of HUB searches, outreach efforts, and payments to certified HUB firms. Records shall be subject to review by the City for a minimum period of three years.

**D. Proposal Preparation Expense**

The City of Greensboro will not be responsible for any costs incurred by any Developer in the generation of their submittal.

**VII. SELECTION AND AWARD PROCESS**

The City’s grading loan contracts are competitively negotiated. The City reserves the right to accept any proposal deemed to be in the best interest of City, to waive any irregularities in any proposal, to reject any or all proposals, and to re-advertise for new proposals. The City intends to proceed with the proposal review, selection process, and enter into contract negotiation expeditiously and with due diligence. Any and all dates are subject to change.

**A. Duration of Confidentiality**

Submitted proposals shall remain confidential until the contract is awarded.

**B. Terms of Request for Proposals Submission**

Proposals must be submitted to and received by the City's Office of Economic Development & Business Support as specified in this RFP document. All documents included in this Request for Proposals and Developer's submittal shall be binding and made a part of the final contract awarded. No additional information will be accepted after the time and date of the deadline unless requested by the City.

**C. Selection Process and Selection Notification**

The City of Greensboro's Office of Economic Development & Business Support will evaluate all proposals. All proposals properly submitted and received will be evaluated against the criteria outlined below. The absence of required information may result in exclusion of the proposal from further analysis or evaluation. The City may request one or more Developer(s) to submit additional information and/or participate in interviews. The City's Assistant City Manager for Economic Development will make a recommendation to the City Manager for their concurrence to forward a recommendation to City Council on which contractor, if any, should be awarded the grading loans. The City maintains the right to reject any and all proposals and to waive minor irregularities.

**D. Evaluation Criteria**

The selection process will include a combination of qualification factors. The proposals must meet the following minimum qualifications in order to be considered for selection:

1. Complete and accurate response to RFP
2. Evidence the Developer is committed to providing a shovel-ready site that will attract new employment to Greensboro
3. Satisfactory qualifications and experience of the Developer's staff assigned to this project
4. Demonstrable track record of executing similar projects
5. Developer's ability to respond to the City's requests, e.g. shovel ready industrial site location within City limits, in an area to be annexed, or provide the framework of a revenue sharing agreement acceptable to the City and County.

Proposals from developers with projects determined to be in compliance will then be evaluated on the following factors in order to select the top candidate:

1. Quality of the Contractor's approach to the project, e.g. quality of development and likelihood of successfully marketing the site to an end user in a reasonable amount of time.
2. Previous track record.

**E. Anticipated Schedule of Award**

<b>Selection Process</b>	<b>Estimated Completion Date</b>
Review and rank proposals	September 10, 2013
Approve or reject any proposed changes to RFP terms and conditions	September 13, 2013
EDBS Recommends Loan Recipients	September 16, 2013

Note and Contract authorization and execution	September 23, 2013
Executed note and contract provided to developer	October 1, 2013
Grading project begins	October 1, 2013

**Attachment A: Personal Financial Statement**

To be completed and reviewed with the City for each personal guarantor. For confidentiality purposes, this document is not required to be submitted with the application.

# City of Greensboro Loan Program

City of Greensboro

## PERSONAL FINANCIAL STATEMENT

AS OF: \_\_\_\_\_

TO: City of Greensboro

Name: \_\_\_\_\_ Date of Birth \_\_\_\_\_

Address: \_\_\_\_\_ Social Security No. \_\_\_\_\_

CSZ \_\_\_\_\_ Residence Phone \_\_\_\_\_

Position or Occupation \_\_\_\_\_

Business Name \_\_\_\_\_

Business Address \_\_\_\_\_ Business Phone \_\_\_\_\_

CSZ \_\_\_\_\_

This is a(n) check box  Individual financial Statement.  Joint financial statement with spouse. If Joint, complete the following:

Spouse \_\_\_\_\_ Date of Birth \_\_\_\_\_

Social Security No. \_\_\_\_\_

Position or Occupation \_\_\_\_\_

Business Name \_\_\_\_\_

Business Address \_\_\_\_\_ Business Phone \_\_\_\_\_

CSZ \_\_\_\_\_

**YOU MAY APPLY FOR CREDIT INDIVIDUALLY OR JOINTLY WITH ANOTHER PARTY**

If you are applying for joint credit with another party (other than your spouse), the joint application must complete a separate financial statement  
 Reflect in this statement your personal financial condition as well as the financial condition of your spouse if:

1. You are applying for credit jointly with your spouse, or
2. You are relying on your spouse's income or assets in requesting credit, or
3. You are providing this statement to support previously extended joint credit with your spouse

\* List all amounts in dollars. Omit Cents

ASSETS	AMOUNT
Deposits in Banks & Other Financial Inst (From Sch 1 pg 2)	
Cash Value of Life Insurance (From Sch 2 pg 2)	
Notes and Accounts Receivable	
Marketable Stocks & Bonds (Sch 3 pg 2)	
Stocks in Closely Held Corporations (Sch 4 pg 2)	
Assets of Proprietorships	
Assets in Partnerships & Joint Ventures	
Vehicles, Boats, Machinery, & Equipment (Sch 5 pg 2)	
Wholly Owned Real Estate (Sch 6 pg 2)	
Partially Owned Real Estate (Sch 7 pg 3)	
Vested Interest in Pension/Retirement Accts (Sch 8 pg 3)	
Personal Property Furniture etc.	
<b>TOTAL ASSETS</b>	

LIABILITIES AND NET WORTH	AMOUNT
Other Loans Payable (Sch 9 pg 3)	
Loans on Life Insurance (Sch 2 pg 3)	
Taxes Due - Income	
Credit Card or Accounts Payable	
Liabilities of Proprietorships	
Liab of Partnerships/Joint Ventures	
Loans on Vehcl, Boats, Mach, & Equip (Sch 5 pg 2)	
Loans on Wholly Owned Real Estate (Sch 6 pg 3)	
<b>Total Liabilities</b>	
<b>Net Worth</b>	

**TOTAL LIABILITIES & NET WORTH**

**TOTAL ASSETS**

Please complete all appropriate schedules. If space is inadequate, attach an additional sheet.





**City of Greensboro Personal Financial Statement**

Name: \_\_\_\_\_ Date: \_\_\_\_\_

SOURCE OF INCOME	
FOR YEAR ENDED _____	
(Attach a copy of your most recent Income Tax Return and K-1's)	
Salaries - Yours	
Salaries - Your spouses, if applicable	
Bonuses & Commissions	
Dividends	
Interest	
Net Profits from:	
Rental Property	
Proprietorships	
Partnerships	
Joint Ventures	
Other Income: (Alimony, child support or separate maintenance income need not be re-averaged if you do not wish to have it considered as a basis for repaying this debt)	
TOTAL INCOME	

CONTINGENT LIABILITIES	
Are you indirectly liable for obligations of others? _____ If yes, list and describe. If the obligation is for a business or if you need additional space, list and describe on an attachment.	
Name of Borrower	_____
Total Amount Owed	_____
Lender:	_____
Description	_____
Name of Borrower	_____
Total Amount Owed	_____
Lender:	_____
Description	_____
Total Amount as endorser, comaker, or guarantor: _____	
PERSONAL INFORMATION	
Number of Dependents	Ages _____
Are you obligated to pay alimony, child support, or separate maintenance payments? If so, provide details: _____	
Are you a defendant in any suits or legal actions? If so, describe: _____	
Have you ever declared bankruptcy or had any judgements recorded against you? If so, explain circumstances. (Please include dates, location, amounts) _____	
Do you have a will? _____ If so, who is the executor? _____	
Do you have disability insurance? _____ If so, what is the monthly amounts? _____ What years are covered? _____	

**REPRESENTATIONS AND WARRANTIES**

The information contained in this statement is provided to induce the City of Greensboro ("the City") to extend or to continue the extension of credit to the undersigned or to others upon the guaranty of the undersigned. The undersigned acknowledge and understand that the City is relying on the information provided herein in deciding to grant or continue credit or to accept a guaranty thereof. Each of the undersigned represents, warrants, and certifies that the information provided herein is true, correct, and complete. Each of the undersigned agrees to notify the City immediately and in writing of any change in name, address, or employment and of any material adverse change (1) in any of the information contained in this statement or (2) in the financial condition of any of the undersigned or (3) in the ability of any of the undersigned to perform its obligations to the City. In the absence of such notice or a new full written statement, this should be considered a continuing statement and substantially correct. If the undersigned fail to notify the City as required above, or if any information herein should prove to be inaccurate or incomplete in any material respect, the City may declare the indebtedness of the undersigned or the indebtedness guaranteed by the undersigned, as the case may be, immediately due and payable. The City is authorized to make all inquiries it deems necessary to verify the accuracy of the information contained herein and to determine the creditworthiness of the undersigned. The undersigned authorize any person or consumer reporting agency to give the City any information they may have on the undersigned. Each of the undersigned authorizes the City to answer questions about the City's credit experience with the undersigned. As long as any obligation or guaranty of the undersigned to the City is outstanding, the undersigned shall supply annually an updated financial statement. This personal financial statement and any other financial or other information that the undersigned give the City shall be the City's property.

THE UNDERSIGNED HAVE READ AND FULLY UNDERSTAND THE FOREGOING REPRESENTATIONS AND WARRANTIES

\_\_\_\_\_  
DATE

\_\_\_\_\_  
YOUR SIGNATURE

\_\_\_\_\_  
DATE

\_\_\_\_\_  
YOUR SIGNATURE

This statement received by: \_\_\_\_\_

Date \_\_\_\_\_



**Attachment B: Items to Be Included with Submission**

- 1) Detailed Contractor Estimates for all costs to be incurred to grade and implement any other site improvements proposed at this time.**
- 2) Detailed sources and uses of funds schedule to include all costs necessary to make all contemplated improvements to the site that are being proposed at this time.**
- 3) Marketing plan and budget for the site.**
- 4) Appraisal of the site.**
- 5) Phase I Environmental Assessment.**
- 6) M/WBE Participation Information.**











**APPENDIX D  
LETTER OF INTENT TO PERFORM AS A SUBCONTRACTOR**

Project \_\_\_\_\_

To \_\_\_\_\_  
(Name of Prime or General Bidder)

The undersigned intends to perform work in connection with the above project as:

- Minority Business Enterprise                       Women Business Enterprise
- An Individual       A Corporation       A Partnership       A Joint Venture

The M/WBE status of the undersigned is certified by the City of Greensboro.

The undersigned is prepared to provide the following described work in connection with the above project. (Specify in detail particular work items or parts thereof to be performed):

at the following price: \$ \_\_\_\_\_

You have projected the following commencement date for such work, and the undersigned is projecting completion of such work as follows:

Items	Projected Commencement Date	Projected Completion Date

\_\_\_\_\_ % of the dollar value of the subcontract will be sub-let to non-minority/women contractors. The undersigned will enter into a formal agreement for the above work with you conditioned upon your execution of a contract with the City of Greensboro.

Date \_\_\_\_\_ (Name of M/WBE Contractor)

By \_\_\_\_\_

Title \_\_\_\_\_

**APPENDIX E  
LETTER OF INTENT TO PROVIDE MATERIALS OR SUPPLIES**

Project \_\_\_\_\_

To \_\_\_\_\_  
(Vendor)

The undersigned intends to provide materials or supplies in connection with the above project as:

Minority Business Enterprise                       Women Business Enterprise

An Individual     A Corporation     A Partnership     A Joint Venture

The M/WBE status of the undersigned is certified by the City of Greensboro.

The undersigned is prepared to provide the following materials and supplies in connection with the above project. *(Specify in detail particular materials or services to be performed):*

at the following price: \$ \_\_\_\_\_

You have projected the following delivery for such materials or supplies.

Items	Delivery Date
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

\_\_\_\_\_ % of the dollar value of the subcontract will be sub-let to non-minority/women material suppliers or service organization. The undersigned will enter into a formal agreement for the above items conditioned upon your execution of a contract with the City of Greensboro.

Date \_\_\_\_\_ (Name of M/WBE Supplier)

By \_\_\_\_\_

Title \_\_\_\_\_



**APPENDIX F**  
**STATEMENT OF INTENT TO PERFORM WORK WITHOUT SUBCONTRACTING**

We, \_\_\_\_\_, hereby certify that it is our intent to perform 100%  
of the work required for the \_\_\_\_\_  
\_\_\_\_\_ contract.  
(Name of Project)

In making this certification, the Bidder, pursuant to Item VIII, Section A, states the following:

1. That it is a normal business practice of the bidder to perform all elements of this type of contract with its own work forces without use of subcontractors.
2. That if it should become necessary to subcontract some portion of the work at a later date, the bidder will notify the City of Greensboro and institute good faith efforts to comply with all requirements of the M/WBE program in providing equal opportunities to M/WBE firms to subcontract the work.
3. That the bidder will provide equal opportunity for M/WBEs to participate in significant material supplier opportunities available under the prime contract and to document good faith efforts as required herein.

Accompanying this certification the undersigned shall provide conclusive documentation which serves to verify that it is, and has been, a normal business practice for the indicated firm to perform all elements of this type of contract with its own workforce and without the use of subcontractors.

The undersigned hereby certifies that he or she has read the terms of this certification and is authorized to bind the bidder in accordance herewith.

Signature and title of authorized official of the company and the date must be properly executed on this document.

Date \_\_\_\_\_ (Name of Authorized Officer) \_\_\_\_\_

By \_\_\_\_\_

Title \_\_\_\_\_



