

ADMINISTRATIVE GUIDELINES
FOR THE
EQUAL BUSINESS OPPORTUNITY-CONSTRUCTION POLICY

November 2025
CITY OF GRAND RAPIDS

EQUAL BUSINESS OPPORTUNITY CONSTRUCTION GUIDELINES

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SECTION 1: FOREWORD

1.1 AUTHORITY, PURPOSE AND APPLICABILITY

These Guidelines are promulgated by the City Manager pursuant to authority granted to the City Manager under the Equal Business Opportunity-Construction Policy (EBO - Construction Policy) adopted by the City Commission on the 23rd day of December 2003, and amended on the 1st day of June 2018 and on the 21st day of October 2025, which EBO- Construction Policy is expressly incorporated herein by reference and made a part hereof.

In support of the City's Strategic Plan, the purpose of these Administrative Guidelines is to:

- A. Ensure non-discrimination in the performance and administration of City contracting and subcontracting;
- B. Promote supplier diversity by providing all business enterprises access and an equal opportunity to participate on the performance of all city contracts;
- C. Utilize strategies that enhance the growth and development of local, small and emerging businesses;
- D. Establish requirements which must be met by all contractors when qualifying for and bidding on:
 - 1. Construction projects bid by the City of Grand Rapids Engineering Department, for which the engineer's estimate is ten thousand dollars (\$10,000) or more. This includes all construction, alteration or renovation

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of public works and public buildings/facilities projects financed in whole or in part by the City.

2. All construction projects bid by others when the engineer's estimate is \$10,000 or more and financed in whole or in part by the City. This includes all construction, alteration or renovation of public works and public buildings/facilities projects. If financed in part by the City, these requirements will apply to that dollar amount financed by the City.

E. If federal/state financial assistance is used to support all or part of a construction contract, and if federal/state guidelines apply to the project, the federal/state guidelines shall supersede these Guidelines.

1.2 ADOPTION BY REFERENCE

Unless otherwise indicated, upon adoption of these Administrative Guidelines by the City-County Building Authority, Grand Rapids Downtown Development Authority, Grand Rapids Building Authority, Grand Rapids Tax Increment Finance Authority, Grand Rapids-Kent County Convention/Arena Authority or other authorities or organizations letting bids for public works, utilities, and public buildings/facilities projects, the term "City," as used in these Guidelines shall be interpreted to mean the appropriate Authority soliciting the bid for the project at issue.

SECTION 2: DEFINITIONS

2.1 DEFINITIONS

As used in these Guidelines or in the EBO - Construction Policy, the following terms are defined as indicated:

1. Asian	A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian Subcontinent, including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan,
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	the Philippine Islands, Thailand, and Vietnam.
2. American Indian or Alaska Native	A person having origins in any of the original peoples of North America and South America (including Central America), and who maintains tribal affiliation or community attachment.
3. Benchmark	A measure that helps an organization understand its strengths and weaknesses by serving as a reference point by which performance is measured against and an indicator of what can and is being achieved.
4. Bid Discount	A business incentive practice by which an original bid is recognized as reduced by a certain percentage for the purpose of ranked tabulation and comparison in the selection process. The discounted bid amount reflects having affiliations or engagement in activities that embrace the City's Strategic Plan with regard to social equity, prosperous economy, enriched lives and clean environment.
5. Black or African American	A person having origins in any of the black racial groups of Africa.
6. <u>Business Incubator</u> :	A program that provides small or emerging businesses with affordable office space and shared support and business development services. Shared support and business development services include but are not limited to financial support, business counseling, management advising and professional assistance. Incubators play a nurturing role in helping newer businesses survive and grow during the start-up period when they are most financially vulnerable.
7. <u>Certification (Certified)</u> :	The process that the City of Grand Rapids utilizes to determine whether businesses meet eligibility criteria as bona fide Micro Local Business Enterprises (MLBE).
8. <u>City</u> :	City of Grand Rapids or the appropriate contracting Authority.
9. <u>Commercially Useful Function</u> :	The actual performance, management and supervision of the work on the contract, carried out by a business, including the following responsibilities: providing material and supplies used on the contract, negotiating the price, determining quantity and quality of the material, paying for material and installing the material if applicable.
10. <u>Compliance</u> :	The condition existing when a contractor meets the requirements of the EBO - Construction Policy and these Guidelines.
11. <u>Construction Contract</u> :	The agreement covering the performance of the Work, Addenda, Contractors Bid as incorporated in the Contract, the Bonds, Certificates of Insurance, the Supplementary Conditions, the City Standard Construction Specifications and Special Provisions, and the Drawings, together with all Change Orders.

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12. <u>Contractor:</u>	A generic term for a firm (sole proprietorship, partnership or corporation) that performs construction work under a contract or subcontract covered by the EBO - Construction Policy and these Guidelines.
13. <u>Diverse Business:</u>	Within these guidelines, this term means MBEs, WBEs, Non-MWBEs, MLBEs, VOSBs, and businesses located within designated geographical areas.
14. <u>Exception:</u>	A situation in which the EBO Policy shall not apply in whole or in part. Exceptions shall be limited to those situations in which there is an over-riding public policy reason for not applying the EBO Policy. A request for an exception to the EBO Policy must be made in accordance with these Guidelines.
15. <u>Full-Time Employee</u>	An employee who works an average of at least 30 hours per week or 130 hours per month.
16. <u>Federal System for Awards Management (SAM):</u>	The primary registrant database for the U.S. Federal Government. SAM collects, validates, stores and disseminates data in support of agency acquisition missions.
17. <u>Growth Market Sub-Contractor</u>	An emerging or historically underrepresented construction business with the potential to scale but facing barriers such as bonding, capital, or contract access. Within the City of Grand Rapids' EBO Program, these firms must be certified as a Micro Local Business Enterprise (MLBE) and prequalified with the Engineering Department for projects valued at \$250,000 or under.
18. <u>Hispanic or Latino</u>	A person of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race.
19. <u>Joint Venture:</u>	A legal business entity comprised of two or more separate businesses established with the intent of undertaking a single joint venture project for profit; and for sharing of profits and losses; and by contribution of skills or property by the parties as described in the joint venture agreement.
20. <u>Local small and emerging business:</u>	For the purpose of these administrative guidelines, local, small and emerging businesses are: • Local: Geographical areas of the proximity to the City of Grand Rapids including but not limited to: West Michigan, Kent County, Grand Rapids MSA and/or the City of Grand Rapids. Local is specifically defined in each of the applicable programs. • Small: A business whose size meets the standards of the North American Industrial Classification Service (NAICS) as established by the Small Business Administration (SBA). • Emerging: A small business whose size standard is 50% or less of the NAICS standard for a

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	regular small business as established by the SBA.
21. <u>Mentor</u> :	A mentor, as used in a mentor-protégé relationship, is an established firm that provides experienced staff and resources to assist a protégé firm (small and emerging business). The mentor helps the protégé firm set and achieve goals within an established timeframe.
22. <u>Micro-Local Business Enterprise</u>	A business designation provided by the City of Grand Rapids to businesses that meet all of the criteria of Administrative Policy 04-01.
23. <u>Minority</u> :	A person who is a citizen or lawful resident of the United States who is: a. Black, a person having origin in any of the black racial groups of Africa. b. Hispanic or Latino, a person of Cuban, Mexican, Puerto Rican, South or Central American ancestry. Persons with European Spanish ancestry are not included as Hispanic or Latino for purposes of these administrative guidelines. c. Asian American, a person having origins in any of the original people of the Far East, Southeast Asia, the Indian sub-continent, or the Pacific Islands. d. American Indian, a person having origins in any of the original peoples of North America. e. Native Hawaiian or Other Pacific Islander: A person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands. f. Two or more races or multi-racial: refers to individuals who identify with a combination of two or more of the following race categories: White, Black or African American, American Indian or Alaska Native, Asian, Native Hawaiian or Other Pacific Islander, or Some Other Race.
24. <u>Minority Business Enterprise (MBE)</u> :	A business concern that has obtained certification by one of the City's designated agencies, in accordance with Section 4.1B of these Guidelines.
25. <u>Native Hawaiian or Other Pacific Islander</u>	A person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.
26. <u>Non-Compliance</u> :	The condition existing when a contractor fails to meet the requirements of the EBO – Construction Policy or these Guidelines.
27. <u>Non-MWBE</u> :	A business entity that is not an MBE or WBE.
28. <u>Non-Responsive Bidder</u> :	A firm formally submitting a proposal for work contemplated, which proposal in the judgment of the City of Grand Rapids is incomplete and not in compliance with all bid requirements.

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29. <u>North American Industry Classification Systems (NAICS):</u>	The standard for used by Federal agencies in classifying business establishments for the collection, analysis, and publication of statistical data related to the business economy.
30. <u>Personal Net Worth:</u>	Personal financial condition of the controlling owner(s) of MLBE businesses as determined by SBA (8a) status. For certification as an MLBE with the City, Personal Net Worth DOES NOT include the value of an individual's personal residence.
31. <u>Pre-qualified:</u>	The process by which, in accordance with City Commission policy 1000-17, the Engineering Department determines a firm's capabilities to perform a specific category or categories of construction or related work and per-project maximum dollar threshold. This process is set forth to ensure public safety, quality construction and the timely completion of public works and public buildings/facilities projects to the benefit of both the City and the public.
32. <u>Primary Business Location:</u>	The official headquarters of a business where executive decisions are made and core administrative functions are managed. This is typically the address listed in business registration documents and reflects where the company is legally based, rather than where individual branches, stores, or franchise locations operate.
33. <u>Prime Contractor:</u>	A firm that submits a bid for a construction project. Prime contractors or general contractors are the entity entering into the construction contract and are responsible for an entire construction project but may subcontract portions of the project to others.
34. <u>Protégé:</u>	A protégé, as used in a mentor-protégé relationship, is a small and emerging business that meets all of the following conditions: - its average annual gross receipts do not exceed \$5 million over the previous three fiscal years. (The gross receipt limitations shall be adjusted periodically to offset inflation.); - has a history of growth in areas such as, gross annual receipts, employees, profits, capital or bonding over the previous three years that are expected to continue except for unforeseen circumstances; and - has agreed to accept the assistance and resources of a mentor firm by setting and achieving goals within an established time frame.
35. <u>Ready, Willing and Able:</u>	A business that exists and actively seeks to do business with the City in order to be included in the

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	pool of businesses available to perform on contracts, as determined by the City. Ready means that a business currently has the capacity and ability to perform work. Willing means that a business understands the requirements of the work requested and intends to perform the work. Able means that a business has demonstrated its capacity to perform the work.
36. <u>Registered Apprentice:</u>	An individual or an employee in a Registered Apprenticeship program approved by the Department of Labor's Office of Apprenticeship for the State of Michigan who will receive an industry- recognized credential ("Completion of Registered Apprenticeship" certificate) that is portable and certifies occupational proficiency.
37. <u>Responsive Bidder:</u>	A firm formally submitting a proposal for work contemplated, which proposal in the judgment of the City of Grand Rapids is complete and in compliance with the bid requirements.
38. <u>Satisfactory Performance:</u>	Contracted work completed by the subcontractor and accepted by the prime contractor.
39. <u>Subcontractor:</u>	A firm (sole proprietorship, partnership or corporation) engaged in a construction trade or specialized construction work which undertakes the execution and performance of part of the construction project by virtue of a subcontract agreement with the prime contractor. A subcontractor submits a quote to a prime contractor for the portion of construction work on a construction project that the subcontractor is willing to perform.
40. <u>Supplier Diversity:</u>	In support of the City's Strategic Plan and Equal Business Opportunity – Construction Program, supplier diversity is defined as a proactive practice that seeks to provide all construction contractors and subcontractors equal access to construction bidding opportunities in an effort to promote the City's Mission Statement and City Commission Sustainability Plan.
41. <u>Target Market Business:</u>	A MLBE located within the city limits of Grand Rapids and that meets all of the Engineering Pre-qualification requirements in order to participate in the "Target Market Program".
42. <u>Target Market Program:</u>	A program aimed at developing and growing local, small and emerging businesses by targeting specific City construction contracts for these businesses to perform as prime contractors.
43. <u>Target Market Project:</u>	A construction project estimated up to \$250,000 that lends itself to participation by local, small and emerging Target Market Businesses as prime contractors.
44. <u>Two or more</u>	refers to individuals who identify with a combination of

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<u>rac</u> es or Multi-racial	two or more of the following race categories: White, Black or African American, American Indian or Alaska Native, Asian, Native Hawaiian or Other Pacific Islander, or Some Other Race.
45. <u>Veteran</u> :	As defined at 38 U.S.C. 101(2), means a person who served in the active military, naval or air service, and who was discharged or released under conditions other than dishonorable.
46. <u>Veteran Owned Small Business (VOSB)</u> :	A small business whose size is no greater than 50% of the numerical size standard applicable to the NAICS and that is at least 51% unconditionally owned by one or more veterans; or in the case of any publicly owned business, at least 51% of the stock of which is unconditionally owned by one or more veterans; and whose management and daily business operations are controlled by one or more veterans.
47. <u>White</u> : (not of Hispanic origin)	All individuals with origins in any of the original peoples of Europe, North Africa or the Middle East.
48. <u>Women Business Enterprise (WBE)</u> :	A business concern that has obtained certification by one of the City's designated agencies, in accordance with Section 4.1B of these Guidelines.
49. <u>Working Apprentice</u> :	A "registered apprentice", who is employed by the sponsoring company while participating in the State approved Registered Apprenticeship program.

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SECTION 3: DOCUMENTATION OF SUBCONTRACTOR PARTICIPATION

3.1 LIST OF SUBCONTRACTORS

At the time of submission of a proposal or bid, each contractor shall have attached to the proposal or bid the List of Subcontractors form, which identifies the subcontractors, including MBEs, WBEs, Non-MWBEs, MLBEs and VOSBs, to be used on the project. The contractor must also indicate the dollar amounts, and type of work to be performed. Such information shall be subject to review and verification by the Office of Equity and Engagement (OEE) of the City of Grand Rapids. Any proposal or bid that is submitted without a completed List of Subcontractor's form, if applicable, may be considered non-responsive.

SECTION 4: DATA MANAGEMENT

4.1 TRACKING, MONITORING AND REPORTING

A. To ensure non-discrimination and equal opportunity to participate in City contracts; and to identify and recommend appropriate changes when warranted, the Office of Equity and Engagement, in conjunction with the Engineering Department, shall be responsible for tracking, monitoring and reporting utilization for those construction projects covered under these EBO – Construction Guidelines.

1. OEE will provide periodic reports and an annual report to the City Commission, in a public session. Such reports shall include but not be limited to data regarding MBEs, WBEs, Non-MWBEs, MLBEs, and VOSBs.

B. Tracking and Reporting of MBEs and WBEs

To ensure the integrity of the data collected regarding MBE and WBE participation, OEE will track and report the participation of bona fide Minority Business Enterprises (MBE) and Women Business Enterprises (WBE) certified

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by designated agencies.

OEE will only track bona fide MBEs and WBEs that have submitted relevant business contact information to the Office of Equity and Engagement along with a current copy of their certification from one of the following designated agencies:

- a. National Supplier Development Council (NMSDC)
- b. Michigan Minority Business Development Council (MMBDC)
- c. Women Business Enterprise National Council (WBENC)
- d. National Women Business Owners Corporation (NWBOC)
- e. Michigan Department of Transportation (MDOT)
- f. Arab American Business Advisory Council & Minority Certification.
- g. National Native American Supplier Council (NNASC)
- h. Certified Employee Ownership (EO) Certification

Because OEE tracks those MBEs and WBEs with current certification, it is the responsibility of the business to ensure that the City has a current copy of their certification on file in the current financial system.

C. Tracking and Reporting of MLBEs and VOSBs

1. To monitor the impact and progress of local small businesses, OEE will track and report the utilization of MLBEs certified by the City of Grand Rapids.
2. To ensure the integrity of data collected regarding veteran owned business participation, OEE will track and report the participation of bona fide VOSBs that have submitted relevant business contact information to the Office of Equity and Engagement along with substantiation of CCR registration as a VOSB.

4.2 FORECASTING

During the annual budget preparation process, Top Management shall forecast,

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to the extent practicable, all anticipated construction projects to be bid during the upcoming fiscal year that meet the requirements of Section 1.1D of these Guidelines.

1. The construction forecasting report shall include projects meeting the requirements of the Target Market Program in Section 6.1. Target Market projects must be identified as such in the forecasting report.
2. The forecasting report for construction must be submitted together with the forecasting reports for goods and professional and non-professional services.
3. All forecasting reports are due and must be provided at the time the department's general operating fund budget is due.
4. Forecasting reports must be submitted as directed by budget instructions.

The Office of Equity and Engagement shall be responsible for compiling and disseminating all forecasting reports.

SECTION 5: BID DISCOUNTS

5.1 ELIGIBILITY FOR BID DISCOUNTS

Contractors are encouraged to engage in practices that advance the City's Strategic Plan—particularly those that uphold the City Value of equity and promote the City Priorities of Government Excellence, Economic Prosperity, an Engaged and Connected Community, a Healthy Environment, Mobility, and a Safe Community.

The discounts outlined in Section 5.1 A–D below may be used in any combination not to exceed 5% or up to \$100,000 per bid, whichever is lower. However, under the four (4) discounts identified in Section 5.1 B.1 (Subcontractor Participation), B.2 (Growth Market Subcontractor Participation),

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B.3 (Joint Venture), and B.4 (Mentor-Protégé), the total discount may exceed the standard 5% or \$100,000 threshold—up to a maximum of 10% or \$200,000 as part of the approved 3-year pilot program.

Construction bids may be discounted where contractors can demonstrate and substantiate their involvement in these practices as follows:

A. Equity

1. Local Workforce: The City will give up to 2% bid discounts to contractors showing that they currently employ City of Grand Rapids residents (living within City limits) as part of their permanent workforce. Such commitment must be evidenced in the contractor's permanent labor force, defined as full-time employees who have been employed for at least 90 consecutive days (three months). Such commitment must be evidenced in the contractors' permanent labor force as follows:
 - a. Grand Rapids Resident: A contractor whose labor force is composed of 24% or higher Grand Rapids residents shall be eligible to receive a 1% bid discount.
 - b. Neighborhoods of Focus (NOF) Residents: A contractor whose labor force is composed of 24% or higher Grand Rapids residents and at least 50% of those Grand Rapids residents reside in the City's Neighborhoods of Focus (NOF) shall be eligible to receive an additional 1% bid discount.

B. Economic Prosperity and Affordability

The City will give bid discounts to contractors who participate in activities that improve the business environment and encourage business development as

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follows:

1. Subcontractor Participation: Construction bids may be discounted when MLBE subcontractor participation is voluntarily obtained by a contractor on a City construction project. Prime contractors must submit affidavit(s) verifying MLBE subcontractor participation pursuant to Section 5.2.A of these Guidelines.

- a. The following is a schedule of discounted percentages based upon MLBE subcontractor participation achieved by the contractor:

<u>MLBE Subcontractor Participation</u>	<u>Discount Percentage</u>
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1.0	– 2.5%	2.0%
2.51	– 5.0%	2.5%
5.01	– 7.5%	3.0%
7.51	– 10.0%	3.5%
10.01	– 12.5%	5.0%
12.51	– 15.0%	6.0%
15.01	– 17.5%	7.0%
17.51	– 20.0%	8.5%
20.01%+		10.0%

- b. MLBEs acting as subcontractors shall provide a written quote that includes all pertinent information for that portion of the project that the subcontractor seeks to perform. With the exception of Trucking and Hauling, a prime contractor shall not submit a bid containing a quote from a subcontractor, unless the prime contractor has received such quote in writing from the subcontractor. In regard to Trucking and Hauling, a prime contractor must be able to show evidence of established seasonal rates for such work if the subcontractor did not provide a written quote for the specific project under consideration. A subcontractor shall not be permitted to sub-contract or assign any of such work upon which it submits a quote without the prior express

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written permission of the City of Grand Rapids.

- c. Prime contractors may not terminate an approved MLBE subcontractor working on a City of Grand Rapids construction project, and then perform the work on the terminated subcontract with its own forces or those of another subcontractor, without prior written consent by OEE and Engineering. If a MLBE subcontractor fails to complete its work on the contract for any reason, a prime contractor must notify OEE and Engineering and make good faith efforts to find another approved MLBE subcontractor to substitute for the original MLBE subcontractor. Utilizing good faith efforts, and to the extent reasonable, the prime contractor shall substitute an approved MLBE subcontractor to perform the same amount of work under the contract as the MLBE subcontractor that was terminated.

2. Growth Market Subcontractor Participation In an effort to further promote the growth and success of Micro Local Business Enterprises (MLBEs) within the Growth Market category, the City of Grand Rapids offers a separate bid discount exclusively for prime contractors who engage these specific MLBEs as subcontractors on construction projects.

- a. The following is a schedule of discounted percentages based upon MLBE Growth Market subcontractor participation achieved by the contractor:

MLBE Growth Market Subcontractor Participation
Discount Percentage

\$25,000 to \$75,000	4%
\$75,001 to \$150,000	7%
\$150,001 to \$250,000	10%

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- b. Prime contractors who utilize MLBEs categorized under the Growth Market will be eligible for an additional bid discount, not to exceed 10%, on their overall bid amount.
- c. Growth Market MLBEs acting as subcontractors must provide a written quote that includes all relevant information for the specific portion of the project they intend to perform. Prime contractors may not submit a bid containing a quote from a subcontractor unless they have received such a quote in writing from the Growth Market MLBE subcontractor. With the exception of Trucking and Hauling, a prime contractor shall not submit a bid containing a quote from a growth market subcontractor, unless the prime contractor has received such quote in writing from the growth market subcontractor. In regard to Trucking and Hauling, a prime contractor must be able to show evidence of established seasonal rates for such work if the growth market subcontractor did not provide a written quote for the specific project under consideration. A growth market subcontractor shall not be permitted to sub-contract or assign any of such work upon which it submits a quote without the prior express written permission of the City of Grand Rapids.
- d. Prime contractors may not terminate an approved MLBE growth market subcontractor working on a City of Grand Rapids construction project, and then perform the work on the terminated subcontract with its own forces or those of another growth market subcontractor, without prior written consent by OEE and Engineering. If a MLBE growth market subcontractor fails to complete its work on the contract

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for any reason, a prime contractor must notify OEE and Engineering and make good faith efforts to find another approved MLBE growth market subcontractor to substitute for the original MLBE growth market subcontractor. Utilizing good faith efforts, and to the extent reasonable, the prime contractor shall substitute an approved MLBE growth market subcontractor to perform the same amount of work under the contract as the MLBE growth market subcontractor that was terminated.

3. Joint Venture Bidding: As an incentive to contractors engaging in activities that stimulate the growth and development of local, small emerging businesses as partners bidding as a joint venture, the City will apply a 10% bid discount for partnering with an approved MLBE (as defined in Section 2.1). A Joint Venture (as defined in Section 2.1) must meet the requirements of paragraph six (6) of City Commission Policy 1000-17, Prequalification of Bidders and Subcontractors.
4. Mentor Protégé Programs: The City will apply a bid discount of 4% to approved mentor protégé programs that facilitate the business development of small and emerging firms. Participating mentor protégé programs must be approved as meeting the requirements of Section 7.
5. Private Sector/Non-City of Grand Rapids Utilization: Prime contractors that show evidence of equal opportunity in subcontracting on private sector projects and utilize MLBE subcontractors, pursuant to the City's MLBE Certification Policy, on non-City of Grand Rapids projects for work completed during the previous twelve (12) month period ending December 31st may be eligible for a bid discount based on the following

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schedule.

<u>Private Sector/ Non-City MLBE Participation</u>	<u>Discount Percentage</u>
5.0 – 10.0%	1.0%
10.01-15.0%	2.0%
15.1%+	2.5%

6. Veteran Owned Small Business (VOSB): The City will give a 1% bid discount to veteran owned small businesses, as evidenced as by the Small Business Administration (SBA) and meeting the requirement of being no greater than 50% of the numerical size standard applicable to the NAICS (i.e. *emerging small*).
7. Employee-Owned Business (EOB): The City will give up to a 2% bid discount to employee-owned businesses as evidenced by certification from a recognized third-party organization such as Certified Employee-Owned (Certified EO) and meeting all applicable City vendor requirements. Companies receive a 1% discount if headquartered in the State of Michigan, and an additional 1% discount if headquartered in Kent County, Michigan.
8. Construction Workforce: Construction businesses may be eligible from one (1%) to three (3%) bid discount incentives if they provide employment opportunities for entry level positions or higher for graduates of any one of the following construction entry programs:
 - The Gerald R. Ford Job Corps – Carpentry Program, or
 - The Youth Build program (Bethany Christian Services), or
 - Next Step West Michigan (Mel Trotter) - Pre-Apprenticeship Carpentry Program or
 - Grand Rapids Academy for Design & Construction, or
 - West Michigan Construction Institute (WMCI) or
 - Others, as determined by the City, who train participants to be new construction workers.

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The Prime Contractor must meet the following criteria to obtain this bid discount incentive

1. Have hired a graduate of the listed trade training programs who graduated from the above recognized program(s) in the last 3 years, and
2. Employed that graduate full-time for three (3) months or more (overall), one (1%) bid discount.
3. Employed that graduate full-time for six (6) months or more (overall), two (2%) bid discount.
4. Employment of two (2) or more graduate workers meeting requirements in item (a) and (b), up to three (3%) bid discount.
5. Additionally, if a graduate is or becomes a Grand Rapids resident and item (a) and (b) requirements are met, then the business can obtain another 1% bid discount , for a maximum 3% bid discount.

To obtain each of the construction workforce bid discounts, the bid discount application will require supporting documentation (program graduate verification, payroll, etc.) as determined by the Office of Equity and Engagement . General Contractors that use subcontractors who have obtained this discount can use (roll-up) 50 % of that subcontractor's discount when they bid to the City of Grand Rapids.

9. Registered Apprenticeship: A company participating or employing an employee in a Registered Apprenticeship program approved by the Department of Labor's Office of Apprenticeship for the State of Michigan who resides in Kent County can achieve 1% - 3% bid discount incentives, if they employ an Apprentice who received an industry-recognized credential ("Completion of Registered Apprenticeship" certificate) that is portable and certifies occupational proficiency.
 - A. Apprenticeship programs resulting in a certificate of completion in 2 years or less must meet the following:
 1. Graduate is employed within six months of receiving credentials
 2. Graduate is a current employee for six months to 2 years after

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receiving credentials, then 1 bid discount point.

3. Graduate-employee meeting requirements of items 1-2, is a resident of Grand Rapids 6 months or more then, plus 1 bid discount point.
4. Employing two (2) or more graduates per items 1 and 2, and Grand Rapids resident is included, then plus 1% bid discount incentive.

B. Apprenticeship programs of more than two (2) years with working apprentices must meet the following:

1. Working apprentice is in the apprentice program for two (2) years or more
2. Working apprentice is a current employee for a minimum of six month, then 1% bid discount incentive.
3. Working apprentice meeting requirements of item 1-2 and is a resident of Grand Rapids for 6 month or more then plus 1% bid discount incentive.
4. Employing two (2) or more working apprentices per items 1 and 2, and Grand Rapids resident is included, then plus 1% bid discount incentive.
5. Maximum number of bid discount incentive is one (1%) until the Grand Rapids resident threshold is met, regardless of the number of graduate employees hired. Bid Discount incentives are available for same employee for 1st and 2nd year of employment only. Employers are eligible to use the same employee for this bid discount for a maximum of 2 years.
6. One (1) graduate meeting items A1 and A2 requirements (No GR Resident); 1% Bid Discount Incentive

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7. More than one graduates meeting items A1 and A2 requirements
(No GR Resident); 1% Bid Discount Incentive
8. One (1) graduate meeting items A1, A2, and A3 (GR Resident); 2% Bid Discount Incentive
9. More than one graduates meeting items A1, A2, and A3 (1 or more GR Residents); 3% Bid Discount Incentive

C. Engaged and Connected Community

1. Businesses that can demonstrate evidence of involvement in established partnerships that enrich the lives of the citizens of Grand Rapids through any of the activities listed below during the previous twelve (12) month period ending December 31st shall be eligible to receive a 1% bid discount for each activity, unless otherwise noted, up to 2% total.
2. Family Friendly Policies –Evidence of official recognition of a practice or policy by a federal, state or local organization as being family friendly.
Examples may include:
 - Paid Parental Leave
 - Flexible Work Arrangements
 - Lactation support (providing dedicated lactation rooms and paid time for mothers to express milk for their nursing child)
 - Employee Assistance Programs (EAPs)
3. School-To-Registered Apprenticeship (STRA) Program with Kent Intermediate School District (KISD) – Evidence of participation with a student who:
 - a. lives in the City of Grand Rapids;
 - b. attends a Grand Rapids high school or Grand Rapids Public School's GED Testing program for the entire period of training; and
 - c. earns a Certificate of Completion from KISD.

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Business may be eligible for a bid discount based on the following schedule:

<u>Participation with eligible students</u>	<u>Discount Percentage</u>
1-2 students	1%
3 or more students	2%

4. Other innovative programs and practices of the business that further the City Commission's Strategic Plan. Evidence of activities done in partnership with Grand Rapids Public Schools, Grand Rapids non-public schools or with area colleges and universities such as job training programs, job re-entry programs, apprenticeship programs, mentorship and internship programs that provide evidence of positive impact on the objectives of the City's Strategic Plan may be considered for bid discounts. Notwithstanding the above-mentioned examples, other innovative programs and practices may be considered.

The Office of Equity and Engagement will review and approve or deny programs under this section.

D. Clean Environment

Businesses that can demonstrate acceptable evidence of protecting the environment through the maximum of 2 (two) of the following activities during the previous twelve

(12) month period ending December 31st shall be eligible to receive a 1% bid discount:

1. Adopt-A-Stream program – Proof of active annual participation with the West Michigan Environmental Action Council in a full season of cleaning, monitoring and restoring streams within the City of Grand Rapids must be

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submitted to the Office of Equity and Engagement prior to approval of a bid discount.

2. Urban and Community Forestry Program – Proof of active annual participation in Friends of Grand Rapids Parks Urban Tree planting program (or other and/or successor program) in any of the Neighborhoods of Focus within the City of Grand Rapids. Must be submitted to the Office of Equity and Engagement prior to approval of a bid discount.
3. Other innovative programs and practices-Programs that further the environmental goals of the City Commission’s Strategic Plan must be submitted to the Office of Sustainability for review and approval by the Office of Equity. Examples of other innovative programs include but are not limited to: supporting alternative modes of transportation for employees, using all-electric or non-motorized equipment, waste reduction – composting and recycling, inclusion of green building practices.

5.2 VALIDATION

Once a bid has been received and opened, the City Engineering Department shall apply discount(s) to bids based on the original bid amount. Contractors desiring credit for bid discounts must follow the validation guidelines below.

A. Firms requesting bid discounts under Section 5.1B-1 (Subcontractor Participation) must submit at the time of the bid opening a completed List of Subcontractors form.

1. The prime contractor shall submit a sworn affidavit from each MLBE subcontractor to be used in the performance of the contract. The affidavits

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must be provided within one (1) business day of the bid opening to the Engineering Department. A prime contractor shall not submit an affidavit that has not been signed by a MLBE.

2. The City Engineering Department shall record the percentage of certified MLBE subcontractor participation reported in the bid documents.
- B. Contractors participating in programs or activities detailed in Section 5.1 A1 and Section 5.1 B2 through 5.1 D, must submit substantiation of their involvement to the Office of Equity and Engagement for approval as follows:
1. Applications for bid discounts shall be made annually based on documentation substantiating involvement for the previous twelve (12) months (January 1 – December 31). Annual bid discount applications shall be submitted for review by December 1st. Approved activities will be effective January 1st through December 31st following the effective date.
 - a. Firms requesting a bid discount under Section 5.1 A1 (Local Workforce) must submit an Annual Bid Discount Request Form to the Office of Equity and Engagement, together with one of the following types of workforce documentation for review and a determination of eligibility.
 1. The most recently approved contract compliance workforce data (EEO form 201) and required substantiation.
 2. Local Workforce Form-4a.
 3. Other workforce data meeting the requirements of Section 5.1.A1.
 2. OEE will accept documentation of additional activities for bid discount

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purposes throughout the year. Documentation for such discounts shall be submitted at least fifteen (15) working days prior to the bid opening date. Notification of the acceptance or rejection of the activity for purposes of discounting bids will be provided to the contractor and the Engineering Department. Approved activities will remain in effect until December 31st following the effective date.

The discounted bid will be used in the ranking and tabulation of bids and the recommendation for award for the project, however, the original bid amount will be the basis for contract award.

In those instances where an analysis of bids, including such bids that are discounted, results in two or more contractors having the same bid amount, the recommended award shall be the bid with the lowest original bid amount; however, the City reserves the right to award a contract in the City's best interest, and therefore, may select a bidder other than the lowest.

5.3 USE OF SUBCONTRACTORS' ANNUAL BID DISCOUNTS

A prime contractor may use 25% of the total value of fixed, annually calculated bid discounts earned by a subcontractor under Section 5.1 A1-2 and Section 5.1 B2 through 5.1 D and validated under Section 5.2 B. This adjusted bid discount may be added to the value of the total bid discounts available to the prime contractor. The value of the subcontract must be \$25,000, or greater, at any tier. The bid discount limitations referenced in Section 5.1 remain in force and effect.

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SECTION 6: TARGET MARKET PROGRAM

The Target Market Program is aimed at developing and growing Grand Rapids-based MLBEs by targeting specific City construction contracts for these businesses to perform as prime contractors. Eligible businesses meeting the requirements of a MLBE as defined in Section 2.1 and located within Kent County . The ultimate purpose of this program is to facilitate the growth and development of local, small and emerging businesses to prime contractor status. *(Note: Bid Discounts are not available for the Target Market Program.)*

6.1 TARGET MARKET PROJECTS

Target Market projects are construction projects estimated to up to \$400,000 that lend themselves to participation by Grand Rapids MLBEs as prime contractors. All departments with construction projects that fall within the Target Market Program (projects up to \$400,000) shall identify and forecast specific construction projects for the upcoming fiscal year. Additional construction projects may be added throughout the fiscal year. OEE shall work with the Engineering Department to determine the appropriate designation of projects for the Target Market Program. Only Kent County businesses that are both (1) designated as a Grand Rapids MLBE by the Office of Equity and Engagement and (2) prequalified by the Engineering Department to perform work as a prime contractor for projects valued at \$400,000 or less are eligible to bid on Target Market Program projects. The prime contractor on a Target Market Program contract may subcontract up to 40% of the dollar value of the Target Market Program contract, or a percentage agreed to by both the OEE and Engineering Departments prior to advertising the bid.

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6.2 CRITERIA FOR DETERMINING ELIGIBLE TARGET MARKET BUSINESSES

An eligible business for the Target Market Program shall be an independent and continuing business for profit that performs a commercially useful function and is designated a MLBE. No contract shall be issued for the Target Market Program unless and until all other debts due and owing to the City, and all personal property taxes assessed against said eligible business have been paid.

6.3 IDENTIFICATION AND LISTING OF ELIGIBLE TARGET MARKET BUSINESSES

The Office of Equity and Engagement shall identify, compile and maintain a list of designated Micro-Local Business Enterprises that are ready, willing and able (RWA) to bid on Target Market Program construction projects with the City. This list shall include the construction category in which the contractor is pre-qualified to perform work, as determined by the Engineering Department. OEE shall monitor eligible Target Market Program businesses to ensure compliance with these Guidelines. A current list of eligible Target Market Program businesses shall be maintained by OEE.

SECTION 7: MENTOR PROTÉGÉ PROGRAM

The City of Grand Rapids encourages the establishment of mentor protégé programs. The purpose of such programs is to establish a beneficial relationship between a small and emerging firm and an established firm with the capacity to support the business development and financial growth of the MLBE firm, thereby increasing the number of competitive and financially capable firms available to contract with the City. OEE will be responsible for approving existing mentor protégé programs. The City may facilitate the creation of new mentor protégé programs.

7.1 ELIGIBILITY REQUIREMENTS

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- A. Mentor Firms: Mentor firms shall be established and experienced enough to provide developmental assistance as outlined in paragraph C below. A mentor firm must have construction persons with sufficient knowledge and experience to help the protégé firm set improvement goals and set and meet deadlines. Mentor firms must be pre-qualified with the Engineering Department. A mentor firm may have multiple protégé firms provided the mentor firm has the capacity to maintain the scope of activities agreed upon in the signed mentor protégé agreement.
- B. Protégé Firms: Firms eligible to participate as a protégé must be pre-qualified by the Engineering Department and approved by the Office of Equity and Engagement a certified MLBE. Protégé firms can have multiple mentors so long as a Mentor-Protégé agreement is not a duplication of the assistance provided by another Mentor-Protégé agreement.
- C. Scope: The City of Grand Rapids encourages and supports mentor protégé programs that provide a broad array of services and resources to facilitate the growth and development of small and emerging firms. The scope of services that can be provided by a mentor firm should include but not be limited to:
1. Management guidance in finance, organization and workforce development;
 2. Architectural, technical or engineering professional services assistance;
 3. Marketing, networking and public relations assistance; and
 4. Free or reduced cost for use of facilities and/or equipment.

Mentor personnel may be temporarily assigned to the protégé firm for training purposes only.

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7.2 MENTOR PROTÉGÉ AGREEMENT

Mentor protégé relationships accepted or approved by the City shall be evidenced by a written, signed agreement that outlines the scope of the relationship. At a minimum, a mentor protégé agreement should contain the following provisions:

1. The name and address of mentor and protégé firm and contact persons in each.
2. A description of the types of assistance programs that will be provided by the mentor firm to the protégé firm, including a schedule for providing assistance and criteria for evaluation of the protégé's developmental success;
3. The duration of the agreement, with a minimum of twelve (12) month term;
4. Rights and responsibilities of both mentor and protégé, including termination procedures and procedures for voluntary withdrawal from the program;
5. A listing of the number and types of subcontracts to be awarded to the protégé firm, if applicable;
6. Measurable goals or benchmarking milestones to be achieved during the pendency of the mentor protégé relationship; and
7. Other terms and conditions, as appropriate.

7.3 PROTÉGÉ AS A SUBCONTRACTOR

- A. Mentor firms may use their protégé as a subcontractor on City construction projects only if the program agreement clearly defines the development goals that the protégé will achieve.
- B. In those circumstances where the mentor-protégé relationship involves a

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MLBE protégé, either party may enter into a contractual relationship with another party outside of the mentor-protégé relationship in order to qualify for additional bid discount incentives.

Mentors may receive incentives for participating in an approved mentor protégé program pursuant to Section 5.1 B-3 of these Guidelines. The mentor protégé agreement must be in place and functioning for at least six (6) months prior to submission of bid discount application.

SECTION 8: OTHER STRATEGIES

The City of Grand Rapids continues to recognize that practices such as bonding, financing, insurance assistance, training, business development, communication, outreach and matchmaking are essential in helping all small businesses, including but not limited to MBEs, WBEs, Non-MWBEs, MLBEs, and VOSBs overcome obstacles to successfully compete for contracts in the local construction market. Through its EBO-Construction Policy and Guidelines, the City will facilitate strategies that amplify opportunities. The Office of Equity and Engagement will work collaboratively with other entities in West Michigan to develop programs, services, training opportunities and other resources to facilitate the growth and success of these businesses.

8.1 BUSINESS DEVELOPMENT ASSISTANCE

OEE will provide business development assistance in planning, marketing, insurance, workforce training and other areas as needed. OEE will provide this assistance by assessing the needs of firms, identifying the resources, and matching the assessed needs with the resources available. OEE will then refer firms to business development organizations and business assistance centers that provide individualized assistance.

8.2 BUSINESS INCUBATORS

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The City encourages joint efforts between government and other non-profit agencies and private developers to develop business incubators. Business incubators are facilities that provide small and emerging businesses with affordable space and shared support and business development services, such as financing, marketing, and management. The business incubator is a physical facility, which provides offices, warehousing and manufacturing space, common loading docks, shared meeting space and a common reception area. The incubator provides a reception and incubator manager to assist participants in preparing business plans, securing financing, business counseling and management advising. Incubators play a nurturing role in helping newer businesses survive and grow during the start-up period when they are most financially vulnerable.

8.3 BONDING ASSISTANCE

Bonding is critical to the continued success of any business. Without bonding, small and emerging businesses cannot compete for jobs. Successful job performance enables firms to secure bonds for larger jobs and allows them to establish their reputation and financial ability. The City will encourage bonding providers to engage in strategies designed to assist small and emerging businesses to obtain bonding. The City will not provide bonding guarantees. The City will provide assistance in training on the elements and concepts of bonding. This program will assist businesses that lack the capital or capacity necessary to meet bonding requirements for bids so that they can compete for projects.

8.4 FINANCIAL ASSISTANCE

Small and emerging businesses often lack sufficient funds to undertake medium-to-large scale projects. OEE will work closely with local banks to develop better

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access to financial support for such businesses. Some of the financing instruments to be considered include micro loans, investment funds, and loan guarantees.

8.5 COMMUNICATION AND OUTREACH

A. Communication

1. The City will advertise and post bid opportunities for construction projects.
2. The City will publicize the EBO – Construction Policy by advertising in the news media and by notifying and discussing this policy with all entities seeking to be more inclusive in their procurement practices and/or seeking to do business with the City.
3. The City will develop and maintain a web site containing pertinent information regarding doing business with the City.

B. Outreach

The City will take affirmative steps to ensure that all business including but not limited to MBEs, WBEs Non-MWBEs, MLBEs and VOSBs have an equitable opportunity to compete for City contracts and subcontracts by engaging in the following activities:

1. Notification of City contracting and subcontracting opportunities.
2. Conducting pre-bid/pre-proposal conferences to provide contractors with an opportunity to ask questions about the EBO – Construction Policy.
3. Making available lists of firms bidding as prime contractors.
4. Engaging in general recruitment and outreach efforts directed at business assistance organizations to assure diversity and non- discrimination in the pool of contractors available to do business with the City of Grand Rapids.

8.6 TRAINING

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OEE shall independently or in collaboration with other public or private entities develop and/or sponsor workshops, classes and networking opportunities to assist small businesses in gaining expertise, information and resources on relevant business development practices. OEE will provide technical assistance and facilitate other opportunities for growth.

SECTION 9: SUBCONTRACTOR PAYMENT

9.1 PROMPT PAYMENT CLAUSE

The City will include a prompt payment clause in construction contracts that specifies time limits for payment to subcontractors for both progress payments and final payments.

This prompt payment provision does not confer third-party beneficiary rights or other direct rights to a subcontractor against the City.

9.2 PAYMENT CERTIFICATION

The prime contractor must provide to the City closeout documentation certifying total dollars paid to subcontractors on the project pursuant to the bid and contract documents. The City reserves the right to withhold final payment to a prime contractor until the requirements of this provision have been satisfied.

SECTION 10: CHANGE ORDERS AND EMERGENCY BIDS

In those situations where construction contracts are modified subsequent to City Commission approval or emergency conditions occur necessitating immediate action, the City will, to the extent practicable under the circumstances, make efforts to utilize diverse businesses as prime contractors or subcontractors to perform some of this work.

SECTION 11: DIRECTORIES AND LISTS

The City shall maintain the following sources of listings:

1. A directory of Micro-Local Business Enterprises and Veteran Own Small

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Businesses by construction category, and prequalification status together with other pertinent information such as address, email, telephone and/or fax numbers.

2. A list of eligible Target Market Businesses by construction category and prequalification status together with other pertinent information such as address, email, telephone and/or fax numbers.

SECTION 12: CONTRACT SANCTIONS

The City, or designee of the appropriate Authority, may impose sanctions against any contractor or subcontractor who violates these Guidelines or provides information that is materially false or misleading. The severity of sanctions will depend on the degree of culpability and the extent to which the City or appropriate Authority relied on the false or misleading information.

In any event, if the City or appropriate Authority relies on the false or misleading information to award a contract, the City or appropriate Authority may impose monetary sanctions, in addition to other possible sanctions.

Furthermore, any contractor or subcontractor under City or appropriate Authority contract who violates these Guidelines, fails to perform or is determined to be inadequate in performance shall also be subject to contract sanctions.

SECTION 13: APPEALS AND EXCEPTIONS

13.1 APPEAL OF ADMINISTRATIVE DECISIONS

Administrative decisions relating to certification may be appealed to the Deputy City Manager. Any person wishing to file such an appeal must do so within five (5) working days of the notice of the administrative decision from which an appeal is taken.

The request for an appeal must be in writing and addressed to the City of Grand Rapids Office of Equity and Engagement Director and must make reference to the

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specific action or actions at which the appeal is directed. Within ten (10) calendar days of the request for appeal, the Deputy City Manager or their designee shall hold a hearing at which interested parties may present evidence and arguments in support of their respective positions. Failure of a party to appear at the hearing shall be deemed to be final acceptance of the administrative decision. Within five (5) working days of the hearing, the Deputy City Manager shall issue its written decision. The Deputy City Manager may affirm, modify or reverse all or any part of the administrative decision.

13.2 APPEAL OF DEPUTY CITY MANAGER DECISIONS

The decision of the Deputy City Manager which denies a contractor's appeal may be appealed to the City Commission or Authority which let the bid for the project at issue (i.e., City-County Building Authority, Grand Rapids Downtown Development Authority, Grand Rapids Building Authority, Grand Rapids Tax Increment Finance Authority, Grand Rapids-Kent County Convention/Arena Authority or others). Request for such appeals shall be filed with the Office of Equity and Engagement Director within five (5) calendar days of the notice of the decision in question. The request for appeal must make specific reference to the decision of the Community Relations Commission being appealed. Following receipt of the request for an appeal, the City's Office of Equity and Engagement Director shall schedule the matter for hearing by the City Commission, or the appropriate Authority. The party requesting the appeal shall be notified in writing of the time, date and place when the appeal will be heard. Failure on the part of a party to appear at the hearing shall be deemed by the City as final acceptance of the Community Relations Commission's decision.

All appeals from the Deputy City Manager's decisions which deny either a

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contractor's appeal or request for an exception by the City Manager (or designee) or the appropriate Authority's designee shall be heard under a procedure established by the City Commission or appropriate Authority. The appealing party shall be notified of the procedure to be followed. The procedure shall comport with basic due process. The City Commission or appropriate Authority shall, within ten (10) calendar days of the hearing, render a decision by a majority vote of those hearing the appeal and also present at the regular public meeting at which the vote is taken. The City Commission or appropriate Authority may affirm, modify or reverse, in whole or in part, the decision of the Deputy City Manager. The decision of the City Commission or appropriate Authority shall be final.

13.3 EXCEPTION TO THE EBO - CONSTRUCTION POLICY REQUIREMENTS

Whenever the City Manager (or their designee), based on various circumstances related to the award of any City construction contract, or a designee of the appropriate Authority in regards to the award of any Authority construction contract, determines that there is a need to request an exception to the EBO – Construction Policy, the City Manager (or designee) or the Authority's designee shall make such request for an exception to the Director of Equity and Engagement.

The Director of Equity and Engagement shall have the authority to grant or deny a request for an exception to the EBO – Construction Policy, and its decision shall be based upon relevant factors as presented by the City Manager (or designee) or the Authority's designee, and a determination of what result would best serve the public interest.

The request for an exception to the policy must be addressed to the Director of Equity and Engagement, and must include all relevant information which serves as

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the basis for the request for an exception to the policy. Within ten (10) days of the request for exception, the Deputy City Manager shall hold a hearing at which the City Manager (or designee) or the Authority's designee may present oral and written evidence or arguments in support of the request. Within five (5) working days of the hearing, the Deputy City Manager shall render its written decision to the City Manager (or designee) or the Authority's designee. Any decision by the Deputy City Manager which denies a request for exception may be appealed to the City Commission or appropriate Authority pursuant to Section 13.2, paragraph two.

SECTION 14: FIELD EXAMINATIONS

The City reserves the right to conduct periodic on-site examinations of project sites, offices and records of any contractors subject to the EBO – Construction Policy and these Guidelines. Records relating to the business may be examined at the discretion of the City Manager (or designee) or the designee of the appropriate Authority. Failure to provide access to any worksite, office, records or other items reasonably related to the administration of the EBO – Construction Policy or these Guidelines shall subject the contractor denying access to appropriate sanctions to be determined by the City.

SECTION 15: SEVERABILITY

If any provisions of these Administrative Guidelines or any application thereof to any person or circumstances is held invalid, such invalidity shall not affect other provisions or applications of this article which can be given effect without the invalid provisions or applications, and are to this end declared to be severable.

All questions regarding these Administrative Guidelines should be referred to the Office of Equity and Engagement, City of Grand Rapids, 300 Monroe N.W., Grand Rapids, MI 49503, (616) 456-3027.

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Promulgated this 23rd day of December 2003, by the City Manager under the authority of City Commission Policy 600-12. As amended on the 11th day of August 2005, by the City Manager under the authority of the City Commission Policy 600-12. As amended on the 23rd day of January 2007, by the City Manager under the authority of the City Commission Policy 600-12. As amended on the 16th day of September 2008, by the City Manager under the authority of the City Commission Policy 600-12. As amended on the 1 day of June 2009, by the City Manager under the authority of the City Commission Policy 600-12. As amended on June 1, 2018, by the City Manager under the authority of the City Commission Policy 600-12. As amended on November 14th, 2025 under the authority of the City Commission Policy 600-12.



Mark Washington

City Manager