



CITY OF COLUMBIA
OFFICE OF BUSINESS OPPORTUNITIES
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MENTOR-PROTÉGÉ PROGRAM (MPP)
GUIDELINES

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CITY OF COLUMBIA

MENTOR-PROTÉGÉ PROGRAM GUIDELINES

INTRODUCTION:

The City of Columbia 2006 Disparity Study listed water and sewer construction as an area of potential development and opportunity for small, woman and minority-owned businesses. This program provides a strategy to increase the viability of small, minority and woman-owned businesses via participation in capital improvement projects. The City of Columbia through a Mentor-Protégé Program will assist Minority, Woman-owned businesses and Small Business Enterprises (M/W/SBE's) by having a goal of 40% of CIP Columbia Water projects to be designated to the program. Within the Mentor-Protégé Program, Columbia Water will utilize firms that operate in the following areas in Professional Services: 1) Water Treatment 2) Waste Water Treatment 3) Water Distribution 4) Waste Water Collection and 5) Storm Water. In Construction Services, the firms will operate in the following areas: 1) Water Line (WL) Division and/or 2) Water Plant (WP) Division. The program will implement industry specific training, mentoring and collaboration.

The Mentor-Protégé Program was developed in 2008 in partnership with the City of Columbia, the Office of Business Opportunities (OBO), the Columbia Water, and the SC Minority Business Enterprise Center (SCMBEC) to provide the City of Columbia with an additional option for obtaining opportunities for M/W/SBE firms to develop and expand in all areas of water/sewer construction. The program offers an opportunity to increase skills and gain experience in a construction situation to both less experienced M/W/SBEs positioned for training, operational, assistance, increased bonding capacity and financial competitiveness and established M/W/SBEs working to increase their present technical knowledge. This will be accomplished through two types of project structures: (1) Mentor-Protégé Projects; and (2) Protégé Only Projects.

The relationship between Mentor and Protégé is voluntary. The foundation of a mentor-protégé relationship is trust. In order to achieve their mentoring goals, the Mentor and the Protégé must collaboratively develop and agree to a Mentor-Protégé Business Plan that is fitting for both parties. The plan will identify the program goals they want to achieve through the effort.

The City does not guarantee that each team will be awarded a contract. Construction Service contracts will be awarded to the lowest (sealed bid) responsive and responsible bidder. Professional Service Contracts will be awarded based on qualifications.

BENEFITS TO THE CITY OF COLUMBIA:

- Enhances the capability of M/W/SBEs to compete for city contracts.
- Encourages private sector relationships/joint ventures and expands efforts of the Office of Business Opportunities, Compliance to identify and respond to the development needs of M/W/SBEs.
- Provides an avenue for historically disadvantaged Americans to achieve entrepreneurial success and contribute to the strength, energy and tax base of the City of Columbia's economy.
- Increases employment opportunities.

DEFINITIONS:

Local Business- Have a place of business located in the Columbia-Newberry Combined Statistical Area ("CSA") – These counties are: Richland County, Lexington County, Kershaw County, Fairfield County, Saluda County, Calhoun County, Orangeburg County, and Newberry County.

Mentor - A contractor (general or mechanical) or construction manager who counsels a M/W/SBE on how to fully perform items of work and advises them on their professional growth over a period of time through participation in the Mentor-Protégé Program.

Minority - A lawful permanent resident of the United States who is a Black American, a Hispanic American, an Asian-Pacific American, a Native American, or an Asian- Indian American.

Minority Business Enterprise (MBE) - A business firm which is 51% owned and controlled by one or more minorities.

Protégé - A M/W/SBE who receives help, guidance, training, and support from a mentor who has a high level of operational experience in construction and/or Engineering. One who is trained or whose professional growth is guided by a mentor in conjunction with the Mentor-Protégé Program.

Small Business Enterprise (SBE) - A concern, including its affiliates, that is independently owned and operated, is not dominant in the field of operation that it is bidding on government contracts, and is qualified as a small business in its primary NAICS code under the U.S. Small Business Administration criteria and size standards in 13 CFR Part 121.

Women Business Enterprise (WBE) - A business firm which is 51% owned and controlled by one or more women.

Water Line (WL) Division Projects – Water Line projects that would require a WL License which includes construction work on water mains, water service lines, sewer mains, sewer lines, and sewer manholes.

Water Plant (WP) Division Projects – Water Plant projects that would require a WP License which includes all classifications and sub classifications necessary for the construction of water treatment and wastewater treatment facilities, water storage tanks, lift stations, pumping stations and appurtenances to water storage tanks, lift stations, and pumping stations.

PROGRAM OBJECTIVE:

The immediate objectives of the Mentor-Protégé Program are to provide M/W/SBE's with assistance and operational strategies that will improve their ability to compete in water-sewer and other construction projects of the City of Columbia. The City also seeks to increase the capacity and number of local firms competing for water/sewer capital improvement projects. The ultimate objective of the program is to develop M/W/SBE firms that are capable of participating in the industry as fully independent and viable firms.

SPECIFIC OBJECTIVES FOR THE PROTÉGÉ:

- Opportunity to increase capacity.
- Opportunity to increase skill sets in water and sewer projects.
- Opportunity to increase business capital.
- Opportunity to increase bonding capacity.
- Opportunity to increase gross revenues.
- Opportunity to increase netearnings.
- Opportunity to increase creditrating.
- Opportunity to increase longevity and viability both during and after participation in the program.

APPLICATION PROCESS:

All contractors (including general engineers or mechanical engineers) or construction managers that want to participate in this program shall have an approved application on file with the Office of Business Opportunities, Compliance.

Candidates for this program are required to declare at their time of application their intention to participate as either a Mentor or Protégé. Current Mentors who have successfully completed a project in the Mentor-Protégé Program will be able to remain a Mentor. Upon the revision approval date of this policy, applicants will not be permitted to participate as both a Mentor and a Protégé in the Mentor-Protégé Program.

Candidates must submit all forms that are required for the application process in order for a firm's application to be reviewed. For a detailed list of forms that are required please review page 20.

Mentor and Protégé Applications and Protégé Assessments can be obtained from the Office of Business Opportunities, Compliance, and must be approved in advance of any participation in the Mentor-Protégé Program. The applications are to be submitted to the Office of Business Opportunities, Compliance.

Each Mentor-Protégé team will, collaboratively, develop a Team Agreement & Business Plan that addresses the strategic and tactical steps designed to help the Protégé achieve its objectives. The Team Agreement & Business Plan may reflect any additional items that the Mentor or Protégé feels may be necessary to properly support the Protégé in accordance with the Mentor-Protégé Agreement.

The Office of Business Opportunities, Compliance, will determine whether to authorize the Mentor-Protégé Agreement based on a review of the proposed Mentor-Protégé Team Agreement & Business Plan and the individual strengths and weaknesses of the two parties.

Team Agreement & Business plans will be reviewed by the Office of Business Opportunities to assess the needs of the protégé prior to approval. The office will assist both Mentors and Protégés with the business planning process. The completed business plan will be submitted to the Office of Business Opportunities, Compliance for review and approval prior to acceptance into the program. A copy of the approved business plan will remain on file with the Office of Business Opportunities, Compliance.

The Annual Report will be submitted to and reviewed by the Office of Business Opportunities, Compliance.

IN ORDER TO BE CONSIDERED FOR THE PROGRAM, THE PROTÉGÉ SHALL MEET THE FOLLOWING CRITERIA:

- Submit financial compilations from a CPA for the three (3) most recent tax years specifically highlighting gross revenues from the firm’s water and sewer projects.
- Protégés’ average over the last three (3) tax years of annual gross receipts in water and sewer projects must be under:
 - \$ 3.5 Million for professional services and/or
 - \$ 5 Million for construction services
- Established office location for a minimum of 1 year in the Columbia-Orangeburg-Newberry Combined Statistical Area (“CSA”)- These counties are: Richland County, Lexington County, Kershaw County, Fairfield County, Saluda County, Calhoun County, Orangeburg County, and Newberry County.
- Have at least one year’s cumulative experience on similar projects.
- Have a good safety record as measured by OSHA criteria.
- Have a good standing with the South Carolina Secretary of State.
- Possess a current Contractor’s (general or mechanical), Engineer’s, or Architect’s license to perform in South Carolina, or be qualified as a Construction Manager pursuant to Title 40, Chapter 11 of the Code of Laws of South Carolina.
- Have all necessary and current state and local licenses including a current City of Columbia business license.
- Provide certifications (state/federal) with program application, and include proof of certification. (Certifications are not required; but any certifications must be turned in with application to Compliance)
 - Certification will be verified by the Office of Business Opportunities - Compliance during application review.
 - For example: SMBCC Certification (Office of Small and Minority Business Contracting and Certification), DVBE and/or SCDOT DBE, SBE Certification
- Be a registered Vendor with the City of Columbia’s E-bid System.
- Designate the individual from the company with binding authority to enter the Mentor-Protégé Agreement (this individual may be a principal (owner) or officer of the company).
- Declare at the time of application your Firm’s intention to participate as a Protégé. Applicants will not be permitted to participate as both a Mentor and a Protégé in the Mentor Protégé Program.

ADDITIONALLY, PROTÉGÉS WILL ALSO HAVE TO DO THE FOLLOWING:

- Designate the individual from the company with binding authority to enter the Mentor-Protégé Agreement (this individual may be the project manager, principal of the company, etc.).
- Protégés in Construction Services who perform work that requires a License must commit to obtain a W.P. (Water Plant) and / or W. L. (Water line) certification within one (1) year of application.

PROTÉGÉ RESPONSIBILITIES:

- Pledge the time, personnel, and resources required for a successful relationship.
- Make substantial progress in implementing the business decisions developed during the course of the relationship.
- Provide complete up-to-date information on the business, including development plans, work in progress, and status of bids.
- Provide updated financial statement from a CPA that includes total Gross Annual Receipts annually.
- Routinely communicate with the Mentor to discuss issues and situations encountered.
- The Protégé shall not relinquish managerial or administrative control to the Mentor.
- Communicate progress issues or problems encountered to the Office of Business Opportunities, Compliance, as soon as possible after the concerns are identified.

IN ORDER TO BE CONSIDERED A MENTOR IN THE MENTOR-PROTÉGÉ PROGRAM, AN APPLICANT SHALL MEET THE FOLLOWING CRITERIA:

- Submit financial compilations from a CPA for the three (3) most recent tax years specifically highlighting gross revenues from the firm's water and sewer projects.
- Mentors' average over the last three (3) tax years of annual gross receipts in water and sewer projects must equal or exceed:
 - \$ 3.5 Million for professional services and/or
 - \$ 5 Million for construction services within water & sewer projects.
- Possess a current Contractor's (general or mechanical), Engineer's, or Architect's license to perform in South Carolina, or be qualified as a Construction Manager pursuant to Title 40, Chapter 11 of the Code of Laws of South Carolina.
- Have a good safety record as measured by OSHA criteria.
- Have a good standing with the South Carolina Secretary of State.
- Have the necessary skills and resources to guide and train the Protégé. Demonstrate a willingness to provide developmental assistance that will enhance the ability of the Protégé to perform in a new area of operation.
- Demonstrate experience with previous minority, women and/or small business enterprise programs.
- Completion of a minimum five (5) water & sewer projects.
- Provide proof of bonding coverage (Construction Only).
- Have all necessary and current state and local licenses including a current City of Columbia business license.
- Provide certifications (state/federal) with program application, and include proof of certification. (Certifications are not required; but any certifications must be turned in with application to Compliance)
 - Certification will be verified by the Office of Business Opportunities, Compliance during application review.
 - For example: SMBCC Certification (Office of Small and Minority Business Contracting and Certification), DVBE and/or SCDOT DBE, SBE

Certification

- Be a registered vendor with the City of Columbia's E-bid System.
- Designate the individual from the company with binding authority to enter the Mentor-Protégé Agreement (this individual may be a principal (owner) or officer of the company).
- Declare at time of application your Firm's intention to participate as a Mentor. Applicants are not permitted to participate as both a Mentor and a Protégé in the Mentor- Protégé Program.

MENTOR RESPONSIBILITIES:

- Mentors are required to designate a minimum of 20% of the total contract amount to the Team's Protégé selected for the project. Depending on the project, the minimum percentage may be increased at the discretion of the City and will be included in the solicitation. Mentors are required to send in an explanation with their Implementation Plan if they assign less than 20% of the total contract amount. Note: A Mentor-Protégé Program Project may consist of the Mentor-Protégé Team as well as other named Protégés that will be utilized as subcontractors for the project. However, subcontractors that are also protégés DO NOT count toward the 20% minimum for requirement. The Protégé team member must self-perform a minimum of 50% of their portion of work.
- Provide updated financial statement from a CPA that includes total Gross Annual Receipts in water and sewer annually.
- Carefully select staff member(s) to assign to the program that provide mentoring to the protégé.
- Routinely communicate with the Protégé to review the Protégé's growth, improvements in staff knowledge and expertise, financial management and profitability, and technical assistance needs, and to discuss issues and situations encountered by the Protégé.
- Introduce Protégé to various business resources, including banking, bonding, suppliers, management, and business industries.
- Communicate progress issues or problems encountered to the Office of Business Opportunities, Compliance, as soon as possible after the concerns are identified.

JOINT VENTURES FOR MENTORS:

The City of Columbia will allow joint ventures to apply and participate as Mentors in the Mentor-Protégé Program. In order for a joint venture to be considered as a Mentor, the following requirements must be met:

- (1) Submit a complete Mentor Application and fulfill all other Mentor requirements.
- (2) A fully executed joint venture agreement must be provided with the Mentor application. Note that the City will not draft, review, or approve any agreements, give advice regarding the structure of agreements, nor be a party to the agreement.
- (3) Each joint venture firm must meet all of the requirements of a Mentor, with the exception of gross receipts in water and sewer projects. Each firm's gross receipts in water and sewer may be combined to meet the minimum gross receipt requirement.
- (4) The joint venture is still required to designate a minimum of 20% of the total contract amount to the Team's Protégé selected for the project.

If a joint venture is approved as a Mentor in the Mentor-Protégé Program, the joint venture will be considered the prime contractor. The contract will be the responsibility of the joint venture.

MENTOR AND PROTÉGÉ TEAM REQUIREMENTS:

PROFESSIONAL SERVICES

Mentors are limited to one (1) Team¹ in place at any time within each of the five (5) project divisions. Protégés may have two (2) teams in place at any time within each of the five (5) project divisions:

1. Water Treatment
2. Waste Water Treatment
3. Water Distribution
4. Waste Water Collection
5. Storm Water

The project division(s) must be declared in the application.

¹In the event that a Protégé is overextended the Mentor can request an additional Protégé (without a current mentor) on a project-specific case-by-case basis in an area that they already have an approved Protégé.

CONSTRUCTION SERVICES

Mentors are limited to one (1) Team² in place at any time within each of the two (2) project divisions. Protégés may have two (2) teams in place at any time within each of the two (2) project divisions:

1. Water Line (WL)
2. Water Plant (WP)

For specific information about the two divisions above please review page 5 for the full definition. The project division(s) must be declared in the application.

PROFESSIONAL SERVICES AND CONSTRUCTION SERVICES

A Mentor-Protégé team agreement may not exceed four (4) years. After four (4) years, the Mentor and Protégé must form a new team in a new division unless a waiver has been approved when requesting to partner with the same team. A written notification of explanation must be submitted to the OBO Compliance Team when requesting to extend a team agreement. This will be considered a waiver and has to be approved by the OBO Compliance Team. Once a teaming agreement has expired, the Protégé can continue to perform with that Mentor as a subcontractor in addition to the new protégé.

- The Mentor also must notify any Protégé in a dissolved team by giving them 30- days' written notice. This notice is to be shared with the Office of Business Opportunities.
- Collaborate, Coordinate and Submit the following reports as a Team, jointly, to Compliance Staff:
 - Annual Report for MPP Teams (Due the 1st of August each year) consists of:
 - Mentor and Protégé Team Annual Business Plan Review (one per team) (Form 706) *This includes the company's most recent tax return or a letter from a CPA stating gross revenue. A current breakdown of water & sewer revenue received for the reporting period of July 1st – June 30th is also required.*
- Demonstrate a willingness to comply with the Mentor-Protégé Program.
- Schedule and attend all quarterly developmental meetings.
- Meet all deadlines for furnishing information required under the Mentor-Protégé Program.
- Demonstrate responsiveness and a willingness to work together and be open to the possibility of creating teaming agreements or joint ventures.
- Hold the City of Columbia, including its employees, or agents harmless from any claim, suit action, or demand of creditors, or any other person(s) arising out of this Program.

²In the event that a Protégé is overextended the Mentor can request an additional Protégé (without a current mentor) on a project-specific case-by-case basis in an area that they already have an approved Protégé.

- Document and maintain copies of communications between the Mentor and Protégé.
- Developmental team meetings shall be held at least quarterly. The Protégé should discuss with the Mentor the efforts to implement the Business Plan and the subsequent results.
- If a dispute arises out of or relates to the subject contract, or the alleged breach thereof, and if the dispute is not settled through negotiation, the parties agree first to try in good faith to settle the dispute by mediation before resorting to litigation. Mediation or litigation shall take place in the State of South Carolina and under applicable South Carolina laws. The process shall be confidential based on terms acceptable to the mediator and/or mediation service provider. The City of Columbia shall not be responsible for any costs associated with mediation or litigation.
- Mentors and Protégés must comply with the City of Columbia prompt payment requirements.
- MPP Teams should bid/submit on at least one project within a fiscal year or they may be removed from the program.
- Any approved Mentor or Protégé that does not seek to actively form a team within a year may be removed from the program.

While not a requirement, Mentor-Protégé Teams are encouraged to work together on projects outside of the City of Columbia.

THE BUSINESS PLAN:

The Business Plan may include, but is not limited to, the following:

- A statement demonstrating the commitments of the Mentor and Protégé to the Program.
- A description of the anticipated goals.
- Strategies to receive certifications.
- A description of the resources and/or manpower the Mentor and Protégé are going to commit to the program, including timelines and milestones.
- A description of the Protégé's business operations.
- A description of the Protégé's current contracts/subcontracts.
- Potential resources to be used for bonding, insurance, financing, technical assistance, etc.
- Bonding and insurance strategies.
- Safety programs.
- Financing strategies.
- Work scheduling methods.
- Projections / pro forma for next three years of projects to be performed by team and by protégé separate from team.
- Marketing and bidding capabilities.

- Equipment acquisitions.
- A description of any training requested by the Protégé. Such training may include project planning, OSHA regulations, field operations, bonding, management skills, technical skills, acquisition of capital and strategic planning.
- Business Plans will be updated annually and submitted to the Office of Business Opportunities - Compliance as a part of the Annual Report by August 1st of each year.

The specific items of the Business Plan should be reviewed to develop a course of action for any necessary corrections. Additionally, the Protégé should discuss the firm's current needs and concerns.

The Office of Business Opportunities will assist both Mentors and Protégés with business planning process. The completed business plan will be submitted to the Office of Business Opportunities, Compliance for review and approval prior to acceptance into the program. A copy of the approved business plan will be provided to the OBO.

MPP Teams are required to recertify annually by updating the business plan and sending in a current Financial Statement from a CPA to include total Gross Annual Receipts specifying water and sewer revenues from the most recent tax year.

Neither the Office of Business Opportunities, Compliance, nor any potential participants are bound by the requirements of this program until such time as the Mentor-Protégé Business Plan signature sheet is signed by the Mentor, the Protégé, and a Compliance Staff Member of the Office of Business Opportunities, Compliance.

By acceptance of the Mentor-Protégé documents and signature on the Business Plan Agreement, the Office of Business Opportunities, Compliance, commits to creating a program environment supportive of the objectives of the Mentor-Protégé Program. Staff members of the Office of Business Opportunities, Compliance, will be proactively involved in helping the mentoring effort.

MENTOR-PROTÉGÉ IMPLEMENTATION PLAN:

As required by a project's solicitation documents, the Mentor-Protégé team must complete a Mentor-Protégé Implementation Plan for review and approval to the Office of Business Opportunities - Compliance at the time of bid opening. The Implementation Plan will be reviewed and approved by the OBO Compliance Staff prior to the issuance of the Notice of Award.

Note: A Mentor-Protégé Program Project may consist of the Mentor-Protégé Team as well as other named Protégés that will be utilized as subcontractors for the project. However, subcontractors that are also protégés DO NOT count toward the 20% minimum for requirement. The Protégé team member must self-perform a minimum of 50% of their work.

The Mentor-Protégé Implementation Plan should address, at a minimum, the following:

- How the Mentor and the Protégé intend to work together on the designated project.
- How the goals specified in the MPP Business Plan will be implemented via work on the project.
- Proposed manpower and resources from both the Mentor and the Protégé that are required for the project.
- The amount of work to be performed by each participant of the MPP team.
- How the team will comply with the requirements of the Program for the duration of the project.
- The amount awarded to the Protégé for this specific project. Please note this amount is required to be at a minimum of 20% of total contract cost. (Total contract cost is the total contract amount to the City of Columbia)
- In the Business Information Records list all Subcontractors utilized on the project with the following information:
 - Contact Name
 - Address
 - Phone Number
 - Vendor Number
 - How much will the Subcontractor be paid? What will be their duties on this project?

CHANGE ORDERS/CONTRACT AMENDMENTS:

If any change orders/contract amendments are required on a MPP project the Protégé must be notified prior to the request for approval and given the opportunity to provide services. In addition, the MPP minimum percentage must be maintained or exceeded, where appropriate, throughout the duration of the project. These changes must be documented in the Change Order/Contract Amendment Implementation Plan Addendum (IPA).

TYPES OF PROJECT STRUCTURES (Traditional and Protégé Only):

Columbia Water will identify projects that will be implemented through the Mentor-Protégé Program. The contract documents for each City opportunity identified as part of the Mentor-Protégé Program will include a project provision entitled “Mentor-Protégé Program.” Participation in the Mentor-Protégé Program may be listed as a factor in the determination of responsiveness and/or responsibility. In all Mentor-Protégé Program contracts the Protégé must self- perform a minimum of 50% of their portion.

The prime contractor for Traditional and Protégé Only projects is responsible for immediately notifying the Office of Business Opportunities Compliance Office of any subcontractor substitutions. Prime Contractors must email the Compliance Office and original subcontractor with a brief explanation stating the reason for the subcontractor substitution.

Public Solicitations, i.e.: Invitation for Bids (IFBs) and/or Request for Proposals (RFPs) will require the Mentor-Protégé Team to be approved prior to submittal date. Teams not approved prior to this date will be deemed Non-Responsive.

Mentor-Protégé Project (Traditional) - Mentors in an approved Mentor-Protégé team may bid on traditional MPP projects. The Mentor serves as the contractor on traditional MPP projects and is required to award a minimum of (but not limited to) 20% of the total contract price to the Protégé. *The Mentor is responsible for all bonding and insurance requirements.* There is no minimum dollar amount required for the Mentor.

Protégé-Only Projects - Protégés are not required to be a part of an approved Mentor-Protégé team in order to respond to protégé-only projects. The Protégé will have direct contact with the City and will be responsible for the overall management, facilitation, bonding, and insurance requirements of the project. The Mentor-Protégé Team may work together with the Protégé receiving a minimum of 51% of the contract. The Protégé may request assistance from their Mentor, if needed. There is no minimum dollar amount required for the Mentor.

The City of Columbia reserves the right to require mentor participation on certain Protégé - Only projects due to the scope and complexity of the project.

MENTOR-PROTÉGÉ PROGRAM PROJECT'S PAY APPLICATION:

A Form 100 will be required to be submitted with each Pay Application for a Mentor-Protégé Program Project. Compliance Staff will review each Pay Application for approval.

PROTÉGÉ GRADUATION:

Current Protégés may be required to graduate after the completion of at least five (5) or more water & sewer projects throughout the program from the 2014 Guideline release date. New Protégé Firms, that become active in the program after the release date, may be required to graduate after the completion of at least five (5) or more water & sewer projects in the program from the date in which they were approved as a Protégé.

Current Protégé's will be required to submit documentation to determine if they have reached Mentor status. Applications will be reviewed by Compliance Staff. The Mentor and Protégé will receive a Certificate of Completion when the Protégé graduates.

In order for a Protégé that has graduated from the program to be considered a Mentor, the Protégé must apply as a Mentor and meet all of the Mentor requirements. Mentors are permitted to establish a new Mentor-Protégé Program Team, in each of the divisions, upon graduation.

EXISTING PROTÉGÉ TO MENTOR STATUS PRIOR TO GRADUATION:

Current Protégés may submit documentation to determine if they have reached Mentor status any time prior to graduation, after participating in the MPP program as a Protégé at a minimum of four (4) years. Protégés that would like to become a Mentor must apply as a Mentor and meet all requirements as outlined below. Applications will be reviewed by compliance staff in collaboration with Columbia Water.

- Declare at time of application your Firm's intention to participate as a Mentor. Applicants are not permitted to participate as both a Mentor and a Protégé in the Mentor- Protégé Program.
- Submit financial compilations from a CPA for the three (3) most recent tax years specifically highlighting gross revenues from the firm's water and sewer projects.
- Average over the last three (3) tax years of annual gross receipts in water and sewer projects must equal or exceed:
 - \$ 1.75 Million for professional services and/or
 - \$ 2.5 Million for construction services within water & sewer projects.
- Possess a current Contractor's (general or mechanical), Engineer's, or Architect's license to perform in South Carolina, or be qualified as a Construction Manager pursuant to Title 40, Chapter 11 of the Code of Laws of South Carolina.
- Have a good safety record as measured by OSHA criteria.
- Have a good standing with the South Carolina Secretary of State.
- Proof of Bonding Coverage (Construction Only)
- Have the necessary skills and resources to guide and train the Protégé. Demonstrate a willingness to provide developmental assistance that will enhance the ability of the Protégé to perform in a new area of operation.
- Demonstrate experience with previous minority, women and/or small business enterprise programs.
- Completion of at least three (3) water & sewer projects for Columbia Water.
- Completion of a minimum five (5) water & sewer projects outside of Columbia Water.
- Provide certifications (state/federal) with program application, and include proof of certification. (Certifications are not required; but any certifications must be turned in with application to Compliance)
 - Certification will be verified by the Office of Business Opportunities, Compliance during application review.
 - For example: SMBCC Certification (Office of Small and Minority Business Contracting and Certification), DVBE and/or SCDOT DBE, SBE Certification
- Be a registered Vendor with the City of Columbia's E-bid System.
- Designate the individual from the company with binding authority to enter the Mentor-Protégé Agreement (this individual may be a principal (owner) or officer of the company).

VOLUNTARY TERMINATION FROM THE MENTOR-PROTÉGÉ PROGRAM:

The MPP Agreement is intended to foster a long-term relationship that exceeds the duration of the program. There may be many reasons why an Agreement and Business Plan between the Mentor and the Protégé cannot be completed. If either the Mentor or the Protégé wants to terminate the Agreement, the Mentor and/or Protégé shall submit notification to the Office of Business Opportunities, Compliance, in writing stating the reasons why the Mentor-Protégé Agreement is to be dissolved. According to the Mentor-Protégé Program Agreement, a party that decides to dissolve a team relationship may be required to give the other party a 30-day notice, at the discretion of the Director of the Office of Business Opportunities.

The Protégé must submit a written notification to their Mentor and the Compliance Office before submitting a Mentor application.

CITY MAY TERMINATE OR SUSPEND FIRMS & TEAMS FROM THE MENTOR-PROTÉGÉ PROGRAM:

A recommendation of suspension or termination of the Mentor, Protégé and/or Mentor-Protégé team may be made based upon observance of the Mentor/Protégé relationship. The recommendation of suspension or termination may be a result of poor workmanship, project completion delays, safety concerns, damage to public/private property, noncompliance with program guidelines and/or administration such as required documentation and/or any action/activity that would hinder the quality of the project. Suspension or termination may also be recommended due to failure to pay subcontractors/sub consultants in a timely manner in accordance with the City of Columbia's prompt payment requirement. Additionally, the City may also suspend or terminate a firm from any future City projects in accordance with the City's debarment or suspension policy found in Appendix G of the Procurement Regulations. The Mentor, Protégé, or team will have the opportunity to demonstrate that corrective actions have been made, however if satisfactory terms are not met suspension/termination will be recommended.

All suspensions and terminations will be reviewed by the Advisory Council. Ultimately, the Assistant City Manager(s) responsible for the oversight and implementation of the Mentor-Protégé Program will recommend suspensions and/or terminations. The City Manager will have final approval of all suspensions and terminations.

EFFECTS OF SUSPENSION/TERMINATION:

Suspension/Termination of the Team shall not impair the obligations of the Mentor to perform its contractual obligations pursuant to the City of Columbia prime contracts being performed with the Protégé. Likewise, suspension/termination of this Agreement shall not impair the obligations of the Protégé to perform its contractual obligations under any contract or subcontracts that the Protégé is performing with the Mentor.

MENTOR-PROTÉGÉ EVALUATION:

In addition to the annual evaluation for required reporting, the Office of Business Opportunities will send out a survey annually to firms that are approved Mentors and Protégés in order to give feedback on the Mentor-Protégé Program.

The Office of Business Opportunities, Compliance, in collaboration with Columbia Water, will schedule and conduct a MPP Project Completion (exit) interview at the close of every MPP Project. The interview will be standardized in format and designed to address all requisites of the MPP Program, as well as the business and project implementation plan.

MENTOR-PROTÉGÉ PROGRAM ADVISORY COUNCIL:

The City Manager will establish a Mentor-Protégé Program Advisory Council that will consist of nine (9) to eleven (11) mentor and protégé firms in both construction and professional services. This Council will serve in an advisory capacity only.

The Council will provide input to the city regarding the administration of the program, help establish and review annual program goals, make recommendations to assist the program in meeting its stated goals, and assist the City Manager or City Council in any additional requests that may be deemed necessary.

The Compliance Staff will provide an annual report to the Council highlighting the program's performance based on its stated goals. The Council will meet as needed, but at least semi-annually. The term limits for Advisory Council members will be four (4) years. Inactive members will be replaced after one year. Current members may serve as ex-officio members after 4-year term.

OFFICE OF BUSINESS OPPORTUNITIES:

The Office of Business Opportunities will assist both Mentors and Protégés with the business planning process. OBO will also offer technical assistance and training to help build the capacity of Protégés. Protégés will have the opportunity to work one on one with OBO personnel to develop and implement business plans required by the Mentor-Protégé Program. Additional technical assistance will be available to help develop business plans for participants overall as well as financial management and construction training. Annually, OBO staff will meet with MPP Participants to discuss the status of team relationships.

LIABILITY DISCLAIMER:

This program is designed to develop M/W/SBE firms that are capable of participating in the industry as fully independent and viable firms. The assistance provided by the Office of Business Opportunities, Compliance, and the Mentors is to encourage and offer advice and opportunities to perform on projects so that the M/W/SBE firms can gain the experience necessary to grow their businesses. The success of the program is not guaranteed, but it is hoped that an opportunity will be provided for success.

Furthermore, the relationship between the Mentor and the Protégé is voluntary. Any decisions made by M/W/SBE firms will be the responsibility of the firms. The Mentor and the Protégé must agree to hold the City of Columbia, including its employees and agents, harmless from any claim, suit action, or demand of creditors, or any other person(s) arising out of the program.

The Mentor-Protégé Program does not create a contractual relationship between the City and Protégé. The Protégé remains a subcontractor of the Mentor and does not have any other status. The Mentor-Protégé Program is not intended to, and does not, make the Protégé an intended third party beneficiary of any agreement between the City and Mentor/Prime Contractor. The owner or a principal (mentor) cannot hold a financial interest, ownership of, or a controlling interest in, or be significantly involved in the operation of the protégé's business. The Office of Business Opportunities, Compliance, reserves the right to make any necessary changes to the guidelines should it be found to be in the best interest of the City of Columbia.

MPP Documents & FORMS:

Guidelines (Document 701)

- 701 Mentor Protégé Program Guidelines

Mentor Application (Form 702 only)

- 702 Mentor Application

Existing Protégé to Mentor Application (Form 799 only)

- 799 Existing Protégé to Mentor Application

Protégé Application (Form 703 & 704)

- 703 Protégé Application
- 704cs (Construction Services) Protégé Assessment
- 704ps (Professional Services) Protégé Assessment

Team Agreement and Business Plan (Form 705)

- 705 Mentor /Protégé Team Agreement & Business Plan Review

Annual Reporting (Form 706)

- 706 Mentor/Protégé Team Annual Business Plan Review(one per team)
*Due the 1st of August each year for the reporting period of July 1st-June 30th.

Project Specific Reports

- 709 - Traditional Implementation Plan
- 709PO - Protégé Only Implementation Plan
- 100 - Payment Application
- 200 - Change Order/Contract Amendment Implementation Plan Addendum (IPA)
- 200PO - Change Order/Contract Amendment Protégé Only Implementation Plan Addendum (IPA)

OFFICE OF BUSINESS OPPORTUNITIES
CONTACT INFORMATION

COMPLIANCE CONTACTS:

**(Mentor Protégé Program/Columbia Disadvantaged Business Enterprise/Subcontractor
Outreach Program/Local Business Enterprise)**

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