

**HUB ADVISORY COMMITTEE MEETING
NC STATE UNIVERSITY
Administration III-Conference Room 301
March 6, 2007 / 2PM**

Attendees:

Marvin Williams, Travis Wherry, Patrice Gilmore -- Guest, Michael Harwood, Jill Smith, Renee Jones-- Guest, Andy Snead, Zack Abegunrin, Scott Cutler, Gloria Shealey

Welcome

Marvin Williams

**Review and Approval
October 24, 2006 meeting minutes**

Michael Harwood

**College of Engineering III Building
HUB Efforts/ Mentor Protégé**

Renee Jones (Skanska)

Jones described Skanska's efforts toward encouraging HUB participation, including a training program designed especially for the Hispanic population, which was conducted in Spanish and was well attended. There were 23 complete prequalifications when it was over. Skanska has also hired a bilingual person for assisting contractors in the prequalification process.

Skanska is going to schedule an outreach program around mid-June, which will probably be held at the McKimmon Center. They would like to see an even distribution of work among the various HUB groups.

Skanska is making an effort to increase their HUB participation. They have tried to help project managers internally to split their 10% goal, asking them to seek HUB subcontractors across the board.

As for their Mentor Protégé program, Williams had referred to Skanska a firm with experience on underground utilities, and Skanska has begun to work with them.

Skanska holds a quarterly diversity breakfast in which it shows contractors how to do business with Skanska. Tax time is coming up, and Skanska will have a presentation for construction firms about the new tax laws.

Skanska has a Carolinas Outreach Page for prequalified contractors, showing all information for upcoming Skanska projects. Contractors must prequalify in order to get access to the site, which provides information on new projects coming up, bid dates, and contacts. Contractors can also ask specific questions through email.

Individual appointments can be made by those contractors not yet using computers to help them create email accounts and search online for upcoming projects, learn how to prequalify, and learn how to navigate through the new Carolinas Outreach web page.

Williams noted that he also addressed the problem of contractors who are computer challenged during the HUB Academy I a few years ago and that he continues to find that in some contractors today.

**Bovis Lend Lease (CVM Randall Terry Bldg.)
HUB Efforts/ a Mentor Protégé**

Patrice Gilmore (Bovis)

Gilmore said that she, Williams, and Craig Brantley met last Friday regarding HUB participation and how to implement a Mentor Protégé program. She said Williams had suggested a contractor for them to contact, and they have since talked with that contractor. She said that their senior executives are also interested in and backing their endeavor toward a Mentor Protégé program and bringing a contractor into the process.

Gilmore reported that she has submitted their HUB plan to Williams, showing what they have done in the past and what they plan to incorporate in the future. The Bovis team is dedicated to bringing the right contractors in and working with them.

Discussions are ongoing with H. Richardson and Company.

Gilmore said that internally their goal is 17% for HUB participation. They have had no trouble in the past in meeting that goal, and they plan to meet that goal in the future.

At Williams' question, Renee Jones responded that Skanska also has a Mentor Protégé program. They have brought in two project engineers who are working on Durham projects.

Gilmore discussed the problem of defining success in their Mentor Protégé program. Cutler mentioned that they have 4 CM projects ongoing with the Mentor Protégé program and also brought up the question of how success can be measured in terms of HUB participation.

Gilmore said that they are working to have smart goals and working with their contractors on measures for success, with the question of how one can demonstrate success in the program.

Cutler spoke about possible measurements for success in their 4 CM projects. Harwood asked about measurements for success and suggested a checklist initially but also long-term measures of success. We may look at whether the contractor has increased dollar amount of the business, or whether the contractor has increased market share of the

business, for example. Perhaps we should look years ahead to see the results of our current efforts.

Cutler said the goal for Daniele Company is to see the experience gained by the Mentor Protégé program. Is this going to help the person to stay with the company, to progress with the company, to expand in the future? It may be years before we know that.

Harwood noted that the measurement of success may begin in the future, perhaps five years hence. Have there been new minority contractors created from these 4 protégés? We want to define for ourselves what success would look like after some period of time.

Gilmore said that for Bovis, one measure would be whether we have repeat work with this protégé, or whether the protégé has an increased work load and bigger projects, and/or higher rate of bonding, in the future. It depends upon the protégé and their goals.

Harwood said that for NCSU one of the first measures is how many dollars are spent on various segments of the business community. Have we impacted them in a positive way to take on more work, larger projects, more bonding, increased safety measures, etc. If we haven't done these things at NCSU, then the Mentor Protégé program has not made a significant change. The long-term goal must ensure that everyone has had unfettered opportunities, a condition which does not yet exist.

Cutler mentioned that the buzz word for today is metrics. A spreadsheet is not enough in a measurement of this kind. We need to see the success stories over time, what happens to the company in the future.

Shealey stated that her company's goal is to build strategic relationships for the future, not just for a particular project. The approach will be different for every company, and the success story will be different for every company. Her company's vision is beyond partnering with larger companies but rather to have the opportunity to build the infrastructure to actually compete for some of the larger projects themselves. They wish to mentor other smaller companies as well.

Gilmore said that they at Bovis are considering partnering with a HUB firm and mentoring them to take the lead on projects, especially smaller projects, with support from Bovis.

Williams asked Harwood whether NCSU has considered doing CM @ Risk for smaller projects. Harwood said that normally those projects are over \$10M. There is no specified threshold though.

Snead added that historically there has been experience with larger projects and the need for balance. With smaller projects it does not work as well financially for the University to use CM at Risk. Abegunrin agreed that they have had that same experience.

Informal Projects and OESAD

Andy Snead

Snead first offered some background on Design & Construction Services. The limit for informal projects, which is now \$300,000, may be changed soon by the Legislature, possibly to \$500,000.

Snead said that Harwood's group does large scale design, and Woodyard's group does large scale construction. Snead said that his group is moving toward a goal of working on all else.

The Designer open ended service agreement selection process is now under way. NCSU has advertised on the UNC-GA web site and just closed that process. Selection begins soon.

On the Contractor side, there is a deadline around April 2 for annual qualification for all trades. Snead's unit will continue to work more with informal projects. Snead described the process for selecting contractors and referred to the UNC-GA web site for more information on the qualification and selection process.

Abegunrin asked more about the level of projects referred to as "informal" projects. Snead described various types of construction projects and also time and materials projects. Additionally, he described the A list and B list for selecting contractors at NCSU, with rotation in the lists to ensure that contractors receive fair selection. Again, the Legislature will determine the upper limit for informal projects.

Snead said that the NCSU HUB participation in the past has gone well, and that this year it has become more of a challenge to get HUB participation. Williams mentioned that there are certain areas of work for which it is more difficult to find HUB contractors, such as mechanical work.

Snead also reported that the State Construction Networking Session went well.

House Bill 73

Marvin Williams
Zack Abegunrin

House Bill 73 was discussed at the State Construction Conference, which was held during the previous week. Abegunrin referenced this proposal, which is in the Ways and Means Committee, concerning the change from \$300,000 to \$500,000 for informal projects. The Bill also includes a proposal to hire more people. This decision is expected to be made by September or October at the latest.

Shealey stated that a bill for Unified Certification – Senate Bill 320 – has been filed.

Unified statewide HUB certification is being proposed. It would be a DOA web-based resource, easily available to all municipalities, counties, etc. A contractor would not need to certify everywhere they want to do business. Any municipality, for example, would be able to access the database to determine statewide certification. Gilmore brought up the complexity of this process, in that different municipalities have differing certification standards. It is necessary that a municipality can be assured that a contractor certified on the DOA web site is a legitimate firm which meets all of their own standards. It was a challenge to find a meeting of the minds, but Gilmore believes that this has happened.

HUB Newsletter – March 2007 Edition

Marvin Williams

Williams presented a draft of the upcoming issue of Wolf Works and requested input for future issues of the HUB newsletter. It was suggested that it include a topic on upcoming events. There were questions on the frequency of newsletter publication and who receives it. The newsletter is published every four months and is sent to the entire database of contractors and designers, and to others as well.

Williams also mentioned that HUB Academy II is being planned, and funding possibilities were discussed, primarily the State Construction Office.

Questions/Comments from the Committee

Wake Tech was mentioned as a useful resource for HUB contractors' further education.

Adjournment

2007 Meeting Schedule

**October 30, 2007
2:00 pm**

Upcoming Topics:

- A representative of the Hispanic Contractors Association of the Carolinas is expected for our next meeting.

NCSU HUB Advisory Committee Meeting Minutes

July 31, 2007

Attending were Zack Abegunrin, Wesley Coble, Henry Richardson, Gloria Shealey, and our newest member, Sepideh Asefnia. From NCSU the attendants were Carol Acquesta, Director of Capital Project Design in the University Architect's Office, representing Mike Harwood, Kevin MacNaughton, Cameron Smith, Marvin Williams, and Willy Yamamoto of Facilities Planning and Design, representing Andy Snead.

Welcome

Marvin Williams

While waiting for all members to arrive, MacNaughton discussed the Budget Bill, the capital plan for State government. NCSU has been awarded two categories of projects. The first is design & planning money for Hunt Library on Centennial Campus, with library, an Institute for Emerging Issues, and a Center for Nonprofits, at \$17 million. The second is for \$7.5 million for 4H camps managed by NCSU.

Another type of money is designated for the Terry Animal Hospital. \$34 million in private monies has been contributed, and the State government has contributed \$38 million for the Hospital itself, parking deck, etc. under Bovis Construction.

On Centennial Campus we have Engineering Building III (EBIII) and we have \$34 million from State government for that. Three more engineering buildings are being contemplated after EBIII.

We also have renovation/repair funds at \$13.5 million for several projects. Although the bond program is winding down, we continue to have large projects being planned. House Bill 73 was recently ratified, and it asks the State Building Commission to study salaries, to fund personnel, etc. It also changed the threshold for informal projects from \$300,000 to \$500,000. Bonding requirements stay at \$300,000.

Introduction of New Board Member

Marvin Williams

Sepideh S. Asefnia
SEPI Engineering Group

Williams introduced Asefnia to the group, and all members introduced themselves.

**Review and Approval
March 6 2007 Meeting Minutes**

Cameron Smith

Smith asked for any corrections on the March meeting minutes. MacNaughton noted that Sam Snead should be Andy Snead. Smith noted that there was a lot of discussion in the last meeting and asked for any follow-up or comments, to which Richardson responded that his company has an upcoming mentor/protégé program which has been funded.

Williams said Skanska is moving toward their fourth mentor/protégé program. Review of informal project applications will begin next week.

Richardson said that his company is no longer only a contractor of highways but is also newly approved as a builder and that Leon Fennell has joined his company.

The minutes were approved with the one name correction.

Math and Stat Building: Mentor/Protégé Update

**Gloria Shealey
The Daniele Company**

Shealey said that she and Scott Cutler of Clancy & Theys initially met at a HUB Advisory Committee meeting. The Daniele Company (TDC) has been in business for two years. Through the United Minority Contractors of North Carolina, her company began to look at relationships, goals, and objectives. She and Cutler recognized a good fit for their two companies. She believes the Mentor/Protégé program requires a commitment to meaningful relationships by both of the companies, and their program started in November of last year.

The Mentor/Protégé program is specific to the needs of the protégé and the needs of the project. TDC is a general contractor with experience at the \$5 million level, and does not have trade subcontractors. Although TDC does subcontract out their work, all project management is done at TDC. They came to the Mentor/Protégé relationship hiring a skilled new employee for the project. MEP (mechanical/electrical/plumbing) trades are not as well represented by minorities, but TDC has a person with strong capabilities in that area.

Early on, both Shealey and Cutler recognized that the fit worked well in their Mentor/Protégé relationship. It will continue through the Math & Stat and Park Shops project at NCSU, and TDC will bring on different personnel as they go forward with other projects.

TDC has become integral in the management of the NCSU project, and Shealey attends the weekly construction meetings. She & Cutler also take time to look at their Mentor/Protégé relationship on a regular basis, considering other opportunities to work together. TDC will work with Clancy & Theys on Carmichael Auditorium. The

Daniele Company's work with Clancy & Theys has added to the credibility of The Daniele Company, and TDC is looking forward to even more upcoming opportunities.

Shealey is Chair of the United Minority Contractors of North Carolina (UMCNC), and they have a Charlotte 2008 event planned to make the country aware of what they have available for construction here in NC. Also, there is a very large Wachovia project, and the UMCNC is promoting minority participation. The Daniele Company pursued HVAC and electrical supply opportunities on the project and was successful in winning the bid for the electrical switchgear. TDC can lead the way for other minority contractors in bidding for larger projects.

MacNaughton said he has heard that CM at Risk contractors sometimes know about building structures but not necessarily about systems. He asked Shealey, as TDC mentors minority trade contractors, whether they can find anyone who can serve that role in systems planning and development? Shealey responded that as TDC becomes more successful, this positions them to engage in mentor relationships with other minority contractors. Also, UMCNC can be a valuable resource to majority contractors in identifying minority subcontractors in traditionally low participation areas such as HVAC, electrical and plumbing. MacNaughton then noted that for future projects, it might work to have one floor or one part of a huge project given to a minority contractor. Shealey responded that they have found that contractors are looking for minorities for HVAC etc. and said that her company can help contractors to find subcontractors from electrical, HVAC & other areas with traditionally lower minority participation. Shealey shows large contractors how to incorporate small, minority contractors into the bid process, giving the larger contractor an advantage in the process. Williams agreed that the process does need to begin early in finding ways to incorporate minority contractors.

Williams said that when the HUB construction program was started at N C State University, they wanted to incorporate minority designers, as well as construction contractors. NCSU has done this by adding more minority design firms on the Open Ended Service Agreement for Design (OESAD) services, by instituting pre-design meetings to stress the utilization of HUB consultants to lead design firms, and by sending advertisements for design services to HUB design firms on the NCSU database. Williams introduced Carole Acquesta, Director of Capital Project Design in the University Architect's Office, who had joined today's meeting in the absence of Mike Harwood, the University Architect.

Designer Utilization Updates

Carole Acquesta

Acquesta presented a spreadsheet summary of Design Selection for calendar years 2002 through 2006. She noted that the Bond program is winding down and that there is a decrease in the use of HUBs to accompany the decrease in services now. She also noted that Open Ended Service Agreement for Design (OESAD) HUB agreements peaked in 2003, and that new OESAD contracts started in July this year.

It was mentioned that Barbara Mulkey was removed from the OESAD list due to her appointment to the Board of Trustees at North Carolina State University.

Asefnia asked whether there would be more new contracts in 2007, to which Acquesta replied that there would be and that Asefnia should keep in touch to learn of upcoming contracts.

MacNaughton mentioned the design fee of \$36,000 that a specific firm can earn per project. He also said that we can expect to see two things in the next year or so. First, the limits for open-ended projects will probably increase. Also, for projects over \$500,000, an interview is currently required. That figure may be increased to \$1 million or even \$1.5 million.

HUB Newsletter - July 2007 Edition

**Cameron Smith
Marvin Williams**

Williams presented the third edition of “Wolf Works,” the NCSU HUB Newsletter, which was sent to approximately 650 contractors and individuals and has received positive feedback. Its purpose is to keep the community informed as to what is taking place at NC State University relative to Design and Construction. It also serves to help contractors find information on project advertisements.

MacNaughton talked about his message in the Newsletter, which appears on the front page, giving the group some background as to a reference to negative discourse. He described the Board of Governors meeting in June at which there were negative allegations made about minority contractors’ experience with the University System, specifically mentioned by Steve Bowden of Greensboro and Kenneth Johnson of Raleigh. Johnson talked about minority trade contractors who did not get jobs, got jobs but were later taken off, or got jobs but did not get paid. She alleged that kickbacks were necessary in order for minorities to get work. There had been allegations at Winston Salem State about two years prior, but these were never proven. Johnson brought it up at the June meeting as though the allegations were proven and part of a trend. Nothing ever came out of the allegations at the Board of Governors meeting. MacNaughton noted that tremendous progress has been achieved with positive energy, and that we need to continue in that direction.

Shealey stated that UMCNC initiates collaborative engagement when such disputes occur, and this was discussed at a recent UMCNC meeting hosted by Skanska. The UMCNC is strategically proactive in supporting their membership, having a defined approach on how they deal with a situation. The UMCNC is working toward a paradigm shift to create a better overall quality of life for all people and want to create a model trade association in North Carolina, bringing a standard of excellence in whatever they do. They will soon be formally introducing themselves to UNC-GA. Shari Harris of UNC-GA is one of the five “visionaries” at UMCNC and works with UNC-GA.

Williams further pointed out several specifics in the Newsletter, beginning with the HUB data on page 2, which gives HUB statistics for both formal and informal projects.

Asefnia asked why Nonbond projects have much higher HUB participation than Bond projects. MacNaughton responded with a few reasons. There is greater infrastructure with Bond projects. The Nonbond projects included athletics and housing, which had high CM at Risk participation, and Nonbond projects are more likely to be CM at Risk projects. Asefnia further asked whether there is a different bid process for the Bond and Nonbond projects, to which MacNaughton replied that there is not.

Williams described the Newsletter feature on page 3 of Core Master, which is owned by a minority female, Lisa Gonzales, who Williams described as a person who will be successful in her endeavors. Shealey then noted that Gonzales has been appointed as co-chair to the UMCNC Economic Development Committee.

Williams pointed out on page 4 of the Newsletter the article on the Mentor/Protégé relationship between Clancy & Theys and The Daniele Company, which was described earlier in this meeting by Shealey.

Williams noted that page 5 of the Newsletter includes an article about Balfour Beatty, a construction firm that is making a real difference. Shealey said that Balfour Beatty has taken the lead in promoting minority participation, setting the bar high for all other companies.

HUB Academy II Graduate Program

Marvin Williams

Williams reported that we had HUB Academy I at NCSU in 2004, for which funds had to be solicited from contractors. The State Construction Office will provide funds for HUB Academy II, which is being planned to begin in January 2008 and to run for ten weeks. HUB Academy II is specifically designed for graduates of HUB Academy I, and for contractors who have worked with the University System successfully. The class is expected to include 20 to 25 participants but may increase up to 30 participants.

The mission of HUB Academy II is to provide educational content to assist contractors to elevate their businesses to the next level. These sessions are designed to go beyond information acquired in HUB Academy I.

Williams has met with AGC to discuss content and instructors for the classes. Billy Bryant in Construction Management at NCSU will conduct the class on change orders.

Abegunrin asked exactly what schedule is expected for the ten-week session, and Williams responded that it is being planned for once a week in the evenings, with the exception of one Saturday class, which will lead to OSHA certification.

Williams further described a few of the topics to be covered during the ten weeks, including how to bid, when to bid, and which projects to bid on. The content will continue to be tailored based upon input from the HUB Advisory Committee. Shealey said that she will share this information with her constituency.

**HCAC – Hispanic Contractors Association
of the Carolinas**

Sergio Aparicio

Mr. Aparicio did not attend the meeting.

Questions/Comments from the Committee

Richardson asked the question, “How do we measure success?” He said that he has been with the HUB program at NCSU since its inception and has seen it grow tremendously over the years. He recalled the distrust of NCSU by minority contractors when the HUB program first began. Through the years, he has seen all the ideas and efforts to promote minority participation, and he said that they have been successful. His company has benefited from the efforts of this and other HUB organizations, including HUB academies, mentor/protégé programs, and the various creative opportunities for growth.

Richardson recalled a conversation with Carol Woodyard in the past. He told her that NCSU was not helping with minority participation. He said that Woodyard responded by saying that NCSU was helping more than you (the minority contractor community) are. He said that was an important day for him.

Richardson said that there are excellent craftsmen who have great experience but do not have the education or ability to promote their work. However, some of them are under the wings of his company and will be growing along with the Richardson firm. He said that he finds it exciting to see all the creative ideas and how things are growing and moving forward.

Adjournment

Next Meeting: November 27, 2007

Upcoming Topic: North Carolina Indian Economic Development Initiative

HUB ADVISORY COMMITTEE MEETING
N C STATE UNIVERSITY
Administration III – Conference Room 301
November 27, 2007 / 2 PM

Attendees:

Carole Acquesta, conducting the meeting in Marvin Williams' absence, Michael Harwood, Jill Smith – guest and past member, Wesley Coble, Sepideh Asefnia, Willy Yamamoto – guest, Andy Snead, Scott Cutler, Luisa Moreno – guest, Curtis Wynn – guest, and Rebecca Rowson.

**Welcome
Acquesta**

Carole

Carole Acquesta introduced herself as the new Director of Capital Project Management and welcomed everyone to the meeting, introducing the guests. Membership attendance was not as high as usual, with a death in Marvin Williams' family, the illness of Kevin MacNaughton, and a few scheduling conflicts.

**Review and Approval
Acquesta**

Carole

July 31, 2007, Meeting Minutes

Acquesta presented the minutes from the last meeting to the committee for approval. They had previously been sent to all committee members. Asefnia moved that the minutes be accepted, and Yamamoto seconded the motion. The minutes were approved by the committee.

**HUB Newsletter - November 2007 Edition
Acquesta**

Carole

The November Newsletter was presented to the committee and guests by Acquesta, who proceeded to review its contents, pointing out the mentor/protégé relationship between Bovis Lend Lease and H. Richardson and Company, represented by Patrice Gilmore of Bovis Lend Lease as mentor and Henry Richardson as protégé. Acquesta also pointed out one article by Curtis Wynn on the new pilot program with RFQ Hosting to provide online bidding, and a second article by Willy Yamamoto on the changes in NCSU Design and Construction Services. Both Wynn and Yamamoto were guests and provided more information later in the meeting.

Harwood described the Design Project Statistics, noting that the statistics are based upon date of selection rather than on completion of projects. Harwood also noted the recent work of the design team on the Hunt Library project, as well as recent work on a couple 4-H projects and a project on Centennial Campus.

Rowson briefly discussed the Construction Project Statistics, noting especially the increases in nonbond projects in the categories of African American and Non-Minority Female, along with increases in overall HUB participation. These figures demonstrate the areas of greatest success and point to areas for future increased focus.

Recognize Jill Smith's Contributions Acquesta

Carole



Mike Harwood recognized Jill Smith's service to the HUB program as an Advisory Committee member since 2002. Harwood recalled strides in the HUB program at NCSU over those years of service and presented her with a service award.

RFQ Hosting

Curtis Wynn

Acquesta introduced Curtis Wynn of RFQ Hosting, which is currently working with N C State University on a pilot online bidding service. Wynn discussed the RFQ (Request for Quotes) software and demonstrated how it works. RFQ provides training sessions by phone for its users. Wynn also stated that RFQ is able to track use of HUB contractors but not use of HUB subcontractors.

Coble asked who pays for RFQ, to which Wynn responded that N C State would be charged for RFQ services.

Smith asked what happens to the legal portion of the bidding process, and Wynn noted that the legal aspects still work as usual. In fact, the RFQ system is a secure, electronic verification of the "sealed" bid. Wynn also noted that the RFQ online bidding system is currently working with informal projects only. Yamamoto noted that the RFQ system would probably have the same legal ramifications for formal projects as it has for informal projects.

Wynn also mentioned that RFQ partners with the United Minority Contractors of North Carolina in creating a Who's Who in Construction in this state.

**HUB Academy II Graduate Program Update
Acquesta**

Carole

Acquesta pointed out the HUB Academy II brochure provided to committee members and said that work continues toward the January start date. There were 14 registrants at the time of this meeting. The guest speaker from the Hispanic Contractors Association of the Carolinas (HCAC), Luisa Moreno, requested an electronic copy of the brochure, which she will disseminate to their membership.

**Informal Projects Contractor Selection 2007
Yamamoto**

Willy

Yamamoto referred the committee to his article in the November issue of "Wolf Works" and expounded upon that information, describing changes in Design and Construction Services at N C State University. His department works primarily with informal projects, which are now defined as those costing \$500,000 or less. However, bonding is still required for all projects in the \$300,000 - \$500,000 range.

He said that contractors are prequalified on an annual basis by trade category. Efforts are being made toward increasing minority prequalification, and HUB participation has been growing.

Yamamoto further described the primary characteristics of a "good" contractor, including

- good communication skills – always staying in close contact and making suggestions when needed
- timely and accurate paperwork on a consistent basis

Yamamoto referred to the web site in the November HUB Newsletter for information on how to prequalify for informal projects. That web site is:

www.ncsu.edu/facilities/bid_procedures

Jill Smith asked Yamamoto whether his department handles any projects over \$500,000. Yamamoto responded that there are sometimes projects for repairs, for example, which exceed that figure. Smith asked whether those were design or construction projects, and Yamamoto said that his department would handle

construction projects and that Lisa Maune would handle the design portion of such projects.

**HCAC – Hispanic Contractors Association of the Carolinas Luisa
Moreno**

Luisa Moreno, the Executive Director of HCAC, was introduced by Carole Acquesta. Ms. Moreno described the organization, including who they are and what they do. HVAC's primarily goals are the equitable growth and expansion of its members, and equitable levels of participation of Hispanic and other minority groups in the construction industry. She especially noted the importance of her organization working closely with other organizations having similar goals, such as the HUB offices and UMCNC, sharing communities and best practices.

Yamamoto asked whether HCAC has a database of their contractors and by trade, to which Moreno responded that they do have a database of approximately 60 contractors, and growing, and that they would be glad to provide that. Scott Cutler asked that it be distributed to the committee membership.

Since Moreno had previously worked in Atlanta, Asefnia asked whether the local organization is related to other groups in Georgia and in other states, to which Moreno replied that there organizations of Hispanic contractors in numerous states and that a national organization does exist.

Acquesta asked whether HCAC is associated with the AGC of the Carolinas. Moreno said that although she is new in the HCAC she expects to be working hand in hand with AGC and anticipates meeting with them soon.

Acquesta also asked Moreno what the most challenging aspect of her work is and how she deals with it. Moreno said that immigration is quite challenging and that HCAC provides legal assistance and seminars for companies and workers in an effort to avoid problems. Acquesta asked who teaches these and all the other courses described on the HCAC web site, and Moreno said that these are hosted by HCAC as needed, using outside instructors.

Moreno provided the committee with copies of the HCAC brochure and said that she will soon be sending copies in English.

Questions/Comments from the Committee

There were no additional questions or comments, and the meeting was adjourned at 3:45 pm.

Adjournment

2008 Meeting Schedule:

March 25

July 29

November 25

Upcoming Topic: North Carolina Indian Economic Development Initiative