

Exhibit A

Portland Building Reconstruction Project

Community Opportunities & Enhancements Plan

The Request for Proposals for the progressive Design-Build-Relocate (DBR) contract for the Portland Building Reconstruction project includes aggressive requirements, goals, targets, and incentives for workforce diversity at all levels and in all trades, for apprenticeship hours, and for disadvantaged, minority-owned, women-owned and emerging small business for both the construction as well as the design and professional services components of the project as described in the Equity, Inclusion and Diversity Plan.

In addition to the significant opportunities and benefits that will be achieved through the progressive DBR contract, the Portland Building Reconstruction project offers a unique opportunity to invest further in community opportunities and enhancements.

When City Council directed the Office of Management and Finance (OMF) to proceed with the project, they also passed Resolution #37160, which directed OMF to allocate one percent of the hard construction costs for community opportunities and enhancements. Council directed that OMF bring back a plan on how to use these funds (estimated at \$800,000 - \$1,000,000) to provide opportunities for minorities, women, economically disadvantaged individuals and communities, and local contractors and organizations through capacity building, technical assistance, workforce training and apprenticeship opportunities, and other mechanisms. This plan outlines the categories of activities that will receive funding, and the dollar amounts proposed for each.

In order to provide certainty of funding availability, OMF proposes setting the dollar amount of the funding at a fixed \$1 million – equal to 1% of the higher end of the hard construction cost estimates (including construction contingency). The funds will be allocated to the different categories and generally will be distributed through competitive solicitations, either as grants or as contracts and will be dispersed in phases through the life of the project. Clear metrics to measure the desired outcomes will be outlined and tracked, and the Chief Administrative Officer will report back regularly to the Council on activities and results.

The categories for distribution are listed below with the dollar amounts to be allocated from the \$1 million Community Opportunities and Enhancements. Each category is explained in more detail in the remainder of this Plan.

Categories and Amounts:

- Support to Diversify Workforce - \$750,000
- Support for Minority, Women, Disadvantaged Business Enterprises (MWDBEs) - \$200,000
- Continuity of Opportunity - \$50,000
- Support for Building Vendors – Rent concessions

Portland Building Reconstruction Project

Community Opportunities & Enhancements Plan - Categories

Category: Support to Diversify Workforce (\$750,000)

Getting Diverse Workers into the Construction Trades

Contracts or grants would be provided to organizations with proposals that demonstrate how either individually, or in partnership with other organizations, they would be able to 1) provide education and outreach to under-represented populations to encourage interest in the full range of construction trades, and/or 2) provide training to and support for individuals from under-represented groups to be prepared and become eligible for apprenticeships and entry level positions that could lead to long-term employment in the construction trades. Under-represented populations to be served include minorities and women, as well as immigrants and refugees, formerly incarcerated individuals, English language learners, people with disabilities, displaced residents and residents of Portland low income areas (based on zip codes).

How: Competitive grants or solicitations administered in accordance with City policies.

Connecting Contractors with a Diverse Workforce

Funding would be provided for proposals that create or enhance a mechanism to support ongoing connections between contractors, subcontractors and community partners. The purpose is to assist in identifying and deploying diverse workers to meet project needs and support project diversity and equity goals at both the apprentice and journey levels, across all construction trades. Funding could be used for project-specific (or City-specific) mechanisms that provide linkages to and serve as a resource between Pre-Apprenticeship Training Programs, unions, Bureau of Labor and Industry, community-based organizations, etc. and City project contractors/subcontractors (and potentially other City project contractors) seeking diverse minority and women apprentices and journey level workers to be employed on the project(s).

How: Competitive grants or solicitations administered in accordance with City policies.

Retaining a Diverse Workforce

Funding would be provided to support strategies/services to address minority and women apprentice retention and movement into journey-level positions. Strategies/services could include resource and referral assistance, one-on-one career counseling, support and mentoring, and referrals for other services.

How: Competitive grants or solicitations administered in accordance with City policies.

Supportive Services and Direct Funding to Help Individual Workers be Successful

Funding would be provided to organizations that provide supportive services to individual workers and/or could equitably distribute subsidies/funding to individuals for specific expenses. Services would help workers overcome barriers they may be facing at the workplace and/or in their personal

lives that impact continued employment or progression from an apprenticeship program to journey level employment.

How: Competitive grants or solicitations administered by in accordance with City policies.

Category: Support for MWDBE Businesses (\$200,000)

Technical Assistance for Minority/Women/Disadvantaged Business Enterprise (MWDBE) Businesses

Funding would be provided to organizations/entities to provide technical assistance and training support to Minority/Women/Disadvantaged Business Enterprise (MWDBE) contractors and subcontractors. The goal would be to help firms understand agency and project conditions and their relationship to business costs; increase their profitability and net worth by improving their business management practices; and support their sustainable growth in firm capability and capacity. Ideally, technical assistance would begin early in the project to improve opportunities and access to subcontracts.

How: Competitive grants or solicitations administered in accordance with City policies.

Direct Funding to Help Eliminate Barriers/Improve Efficiency and Effectiveness of MWDBEs

Funding would be provided directly to MWDBE businesses through grants or loans to allow them to successfully participate in the contracting process. Funding could be used to purchase necessary hardware or software, pay for professional support services, secure bonding, or provide working capital loans.

How: Competitive small grants; competitive contract(s) with community based organization(s) to provide loans administered in accordance with City policies.

Category: Continuity of Opportunity (\$50,000)

Multi-Jurisdictional Continuity of Opportunity Efforts

With the City, County and Metro all planning major capital construction projects over the next several years, the three jurisdictions (and potentially other public sector entities) could partner and evaluate collaborative strategies to provide a “continuity of opportunity” for MWDBEs and minority and women workers who could participate in a series of projects. This funding could support research and development as well as implementation activities. A collaborative effort, across jurisdictions and over time, could lead to more effective partnerships between public sector agencies, the trades and community-based organizations to mitigate gaps and create a sustained and ready workforce beyond the life of any one project.

If the funds aren’t allocated within the first two years of the approval of the plan, then the money will be allocated to the Support to Diversity the Workforce category.

How: Intergovernmental Agreement with other jurisdictions in region; competitive grants; competitive contracts. The City of Portland to partner with other public sector agencies.

Category: Support for Portland Building Vendors (Rent Concessions)

Support for the Portland Building's Long-term, Minority-owned Businesses.

Based on feedback received during development of the Community Opportunities and Enhancements Plan, funding for direct compensation to the long-term minority-owned vendors being displaced by the building's reconstruction is not included in the proposed allocation.

Separate and apart from any possible direct payment under this Plan, the City is examining other options to mitigate the impacts of the project on the vendors, including rental concessions, up to a year's advanced notice of vacating the property and first rights to return to the reconstructed building.