



OREGON ZOO BOND PROGRAM EQUITY IN CONTRACTING QUARTERLY REPORT

APRIL 2018



OREGON
ZOO

Cover photo: Lease Crutcher Lewis



Oregon Zoo Bond Program
Equity in Contracting Quarterly Report
 April 27, 2018
 For services through March 31, 2018

It is the policy of Metro to provide equal opportunity to everyone to access and participate in locally-funded projects, programs, and services of Metro. Metro's Equity in Contracting Program encourages the use of minority-owned businesses (MBE), woman-owned businesses (WBE), service-disabled veteran-owned businesses (SDV), and emerging small businesses (ESB), as defined under State law in ORS Chapter 200 and as certified by the Certification Office of Business Inclusion and Diversity (referred to here as COBID Certified Businesses) to the maximum extent practical. **The Oregon Zoo Bond program has an aspirational COBID-utilization goal of 15 percent (by dollar value of COBID-eligible work) for each construction project.** Scopes of work that are not provided by COBID firms are not included in the COBID-eligible contract dollars. Percentages are expressed as a percent of the COBID-eligible contract dollars, which include all general contractor costs.

| Program Construction Totals | Amount | % |
|----------------------------------|----------------------|--------------|
| Total Construction Contract \$ | \$ 75,662,047 | |
| Total COBID-Eligible Contract \$ | \$ 71,596,025 | |
| Total COBID Contract \$ | \$ 11,238,458 | 15.7% |
| MBE | \$ 3,574,344 | 5.0% |
| WBE | \$ 3,364,686 | 4.7% |
| ESB | \$ 4,299,428 | 6.0% |
| SDV* | N/A | N/A |

| Projects | Total Construction Contract \$ | Total COBID-Eligible Contract \$ | Total COBID Contract \$ | COBID % | MBE | MBE % | WBE | WBE % | ESB | ESB % | SDV* | SDV % |
|----------------------------------|--------------------------------|----------------------------------|-------------------------|--------------|--------------------|-------------|--------------------|-------------|--------------------|-------------|------------|-------------|
| Veterinary Medical Center | \$7,715,174 | \$7,316,174 | \$733,095 | 10.0% | \$62,680 | 0.9% | \$322,478 | 4.4% | \$347,937 | 4.8% | | |
| Penguin Filtration | \$1,380,272 | \$1,380,272 | \$83,110 | 6.0% | \$0 | 0% | \$0 | 0% | \$83,110 | 6.0% | | |
| Condors of the Columbia | \$1,566,777 | \$1,408,932 | \$363,502 | 25.8% | \$103,294 | 7.3% | \$0 | 0% | \$260,208 | 18.5% | | |
| Elephant Lands | \$49,167,294 | \$45,658,117 | \$4,448,588 | 9.7% | \$3,382,786 | 7.4% | \$677,180 | 1.5% | \$388,622 | 0.9% | | |
| Education Center (not complete) | \$14,487,103 | \$14,487,103 | \$4,264,737 | 29.4% | \$25,584 | 0.2% | \$1,019,601 | 7.0% | \$3,219,552 | 22.2% | | |
| Wayfinding (not complete) | \$533,315 | \$533,315 | \$533,315 | 100% | \$0 | 0% | \$533,315 | 100% | \$0 | 0% | | |
| Elect. Infra.: Generator/Feeders | \$812,112 | \$812,112 | \$812,112 | 100% | \$0 | 0% | \$812,112 | 100% | \$0 | 0% | | |
| Total | \$75,662,047 | \$71,596,025 | \$11,238,458 | 15.7% | \$3,574,344 | 5.0% | \$3,364,686 | 4.7% | \$4,299,428 | 6.0% | \$0 | 0.0% |

*Service-Disabled Veterans category not applicable to projects contracted prior to state of Oregon starting COBID program in January 2016.

Oregon Zoo Bond Program
Equity in Contracting Quarterly Report (continued)
April 27, 2018
For services through March 31, 2018



The zoo bond program and its contractors engage in a variety of activities to increase equity in contracting and utilization of COBID-certified firms. COBID refers to the State of Oregon Certification Office for Business Inclusion and Diversity. This office provides certifications including Minority-Owned Business Enterprise (MBE), Women-Owned Business Enterprise (WBE), Service-Disabled Veteran-Owned Businesses (SDV) and Emerging Small Business (ESB). SDV certification started on January 1, 2016.

The Oregon Zoo Bond program has an aspirational COBID-utilization goal of 15 percent (by dollar value of COBID-eligible work) for each construction project. As of March 31, 2018, the program has a total COBID utilization rate of 15.7 percent for construction contracts. Scopes of work that are not provided by COBID firms are not included in the COBID-eligible contract dollars. Percentages are expressed as a percent of the COBID-eligible contract dollars, which include all general contractor costs. Before 2016, certified firms were referred to as MWESB-certified firms. Zoo bond projects that started before 2016 used that earlier terminology.

The zoo bond program and its contractors' good faith efforts are summarized by project below, including quarterly highlights of the most recent efforts.

2018 1st Quarter Update: January – March 2018

**Polar Passage/Primate Forest/Rhino,
Lease Crutcher Lewis, CM/GC; CLR Design, design team**

CM/GC

Lease Crutcher Lewis submitted its Diversity in Workforce and Contracting Plan for the Polar Passage/Primate Forest/Rhino project (see Attachment B on page 31 for the complete plan and COBID outreach efforts). LCL intends to subcontract all scopes of work related to the construction of the project, to allow for the maximum amount of advertisement and opportunity for potential COBID partners. The aspirational target is for 15 percent of total contracted work to go to COBID firms.

LCL is a champion for diversity and equity in the community, and its report outlines the major areas in which it does so: general outreach, apprenticeships and on-the-job training, workforce diversity, bid packaging, bonding and insurance, technical assistance (including partnerships and mentoring), and COBID business liaison.

Subcontractor bidding is planned for spring 2018 for the small early work package, with construction scheduled to start in June 2018. The main project will be bid later in 2018. LCL will split bid

packages into multiple levels with focused scopes of work that allow smaller, yet technically qualified firms to participate. LCL has identified key scopes during the Early Work Package that will be directly awarded to COBID-certified businesses. LCL will solicit bids from a minimum of three COBID firms for each scope listed, and work with them to contract and complete the work. That package is scheduled to include:

- Steel Caging Reconfiguration/Repair, Metal Fabrications
- Metal Panels and Flashing
- Roofing/Patching
- Painting
- Concrete Masonry

For earlier reported LCL COBID activity, see page 13 of this report.

Design

CLR Design heads the architectural consultant team for Polar Passage, and per the Metro Council action in April 2017 that combined the remaining bond projects, CLR’s contract was amended in July 2017 to include the Primate Forest and Rhino projects. As of March 31, 2018, it **has a projected COBID utilization rate of 24.0 percent.** (This is separate from the bond program aspirational COBID utilization goal for construction contracts.)

| | | |
|-----------------------------------|-------------------|--------------|
| Total CLR Design Contract \$: | \$3,990,899 | |
| Total COBID-eligible Contract \$: | \$3,990,899 | |
| Total COBID Contract \$: | \$ 956,644 | 24.0% |
| WBE | \$ 248,429 | 6.2% |
| ESB | \$ 708,215 | 17.7% |

Six of the 11 architectural subconsultants are certified COBID firms:

1. TJP Engineering (life support systems), WBE
2. DCW Cost Management (cost estimating), WBE
3. PLACE Studio, ESB
4. Equilibrium Engineers (structural engineering), ESB
5. Listen Acoustics (acoustical engineering), ESB
6. Terry O’Connor Consulting

Electrical Infrastructure: Generator Replacement and Electrical Feeders Project, High Point Construction Services; Săzän Group, design team

High Point Construction Services, – a COBID-certified firm with triple certifications (woman-owned business, emerging small business and disadvantaged business enterprise) – was awarded a contract for \$812,112 to replace a generator and fuel tank on the lower service road, and replace an electrical switchboard and electrical feeders on the middle service road at the zoo. Work is scheduled to start April 30, 2018, and be substantially complete by October 31, 2018. Design and engineering for the project is being done by Săzän Group, which is not COBID-certified, for \$62,150.

Close-out Project: Plant Mitigation Project, Cafferata Consulting

Cafferata Consulting – a COBID-certified firm with triple certifications (woman-owned business, emerging small business and disadvantaged business enterprise) – was awarded a contract for \$21,880 in April 2018 to monitor the mitigation plantings at several bond projects: Veterinary Medical Center, Elephant Lands, Condors of the Columbia and Education Center, and provide reports to the City of Portland and neighborhood associations. The reports are required as part of the earlier land use decisions associated with the projects. The monitoring and reporting are scheduled to continue through December 2019.

Metro COBID Activities (not comprehensive)

This is a partial listing of Metro COBID activities. For a comprehensive list and more updates, see [Metro's Equity in Contracting web page](#), which includes its Equity in Contracting annual report.

Construction Careers Pathways Project (C2P2)

As part of the **Construction Career Pathways Project (C2P2)**, stakeholders from public agencies and private industry are working with Metro to identify strategies for providing reliable career pathways for people of color and women in the construction trades.

Regional Construction Workforce Market Study

In May 2018, Metro will release the final report of the market study and distribute it widely to public and private project partners. Staff have been working on a communications plan in advance of releasing the report, which includes related materials. Section deliverables can be found on the Metro website: www.oregonmetro.gov/pathways.

C2P2 Public Owner Workgroup

Staff have been working over the last few months to formalize a workgroup of public organizations in the region that are engaged in the delivery of public projects. The workgroup is charged with identifying investments and adopting strategies that help align efforts across the construction sector to support career opportunities for people of color and women in the trades. A third-party facilitator will be hired to guide this process while helping the workgroup develop strategies to effectively work with labor, industry and the community. The workgroup is expected to begin in June 2018.

Construction Apprenticeship Workshops

In May 2018, Metro, the Bureau of Labor and Industry (BOLI) and Construction Apprenticeship and Workforce Solutions (CAWS) are hosting a workshop entitled “Employers, public projects and workforce diversity” at Metro. This workshop is the third workshop in a series meant to help public agency staff learn about how to enhance diversity in their workforce development efforts on public construction projects.

Metro's Community Construction Training Program

In March 2018, Metro staff and Construction Apprenticeship and Workforce Solutions held a kick-off meeting for the Community Construction Training Program as part of the Hyatt Regency Hotel project.

Program funds support the training of 100 people of color and women with five local pre-apprenticeship training programs. A portion of the funds will also be spent on on-the-job retention services.

Existing and Prior COBID Activities (previously reported)

Metro Equity in Contracting

This is a partial listing of Metro COBID activities. For a comprehensive list and more updates, see [Metro's Equity in Contracting web page](#), which includes its Equity in Contracting annual report and a summary of that report. The 2016-2017 report includes reference to the zoo bond program.

Construction Careers Pathways Project (C2P2)

Purpose

As part of the **Construction Career Pathways Project (C2P2)**, Metro is looking to assess the region's construction workforce supply and demand outlook to better understand its overall capacity to meet growing demand, its current composition as it relates to the increasing demand to provide more diversity across the trades, and the existing opportunities for future workforce growth across the overall regional industry. By quantifying and analyzing the current and future supply and demand for construction workers, with an emphasis on women and people of color, Metro hopes to better position itself to determine meaningful areas of partnership and cooperation between public sector agencies, community, the trades and industry that can be pursued to mitigate any workforce supply gaps. This assessment will also help Metro to better invest its resources and implement policies in ways that will ultimately support the construction industry in providing more equitable pathways into the industry's living wage jobs for people of color and women in the Portland metro region.

Scope of Work

1. **Current labor pool** – Assess existing construction workforce in place today by trade, race and gender across Metro's jurisdictional boundary.
2. **Project demand for construction workforce** – Assess future demand for construction workforce in the Portland metro region over the next three to five years, including an inventory of the added workforce needed to construct major planned construction projects and planned public/private partnership projects.
3. **Trades' training pipeline and labor supply** – Determine the capacity of existing registered and nonregistered training programs to meet the projected Portland metro region construction workforce demands. Identify any existing barriers or obstacles to increasing the construction workforce pipeline's capacity to meet the overall projected demand.
4. **Gap analysis** – Quantify projected surplus / deficit between available and needed workforce to meet the projected diversity and inclusion targets by trade, race and gender by year for major public construction projects in the Portland metro area.
5. **Best practices** – Research national examples of best practices in rapidly increasing diversity in the enrollment and matriculation success of enrollees in construction trades apprenticeship training programs, and increasing utilization of these enrollees on major local government capital construction projects.

6. **Final recommendations** – Recommendations for what will be required to achieve success in construction workforce equity and diversity.

Consultant Team

Worksystems, Inc. was awarded the contract in May 2017 to conduct the market study and is partnering with the following organizations that bring specific expertise critical to successful completion of deliverables:

- Oregon Employment Department
- Portland State University
- Oregon Tradeswomen, Inc.
- Constructing Hope
- JM Woolley & Associates
- NAMC – National Association of Minority Contractors, Oregon

Regional Construction Workforce Market Study

In May 2017, the market study team led by staff at Worksystems began research on the construction industry's current labor pool to assess the existing construction workforce in place today by trade, race and gender across Metro's jurisdictional boundary. The team also gathered information on the region's public project demand for construction workforce. Draft findings will include specific information on employed and unemployed construction workers, registered apprentices, journey-level construction workers and apprentice-to-journey-level rates. Findings will also include information on public projects over the next three to five years, including an inventory of the added workforce needed to construct major projects.

The Market Study includes various sections. Draft findings from Section 1 – labor pool assessment – are currently available on C2P2's page on the Metro website (www.oregonmetro.gov/pathways). The team is working on draft findings from Section 2 – project demand for construction workforce – that includes an inventory of major planned public construction projects in the region and the workforce needed to meet this demand. It also includes draft findings from interviews with local public project owners about 1) their organization's workforce diversity participation goals, 2) current workforce diversity efforts, and 3) the supports most needed to diversify the construction workforce and meet the growing demand for minority and women apprentices and journey workers. Draft findings from Section 3 – the building trades' training pipeline and labor supply – are also in process.

Project partners

The Construction Career Pathways Project relies on the strength of its partnerships to help find effective ways to support the construction industry in providing more equitable pathways into the industry's living wage jobs for people of color and women. Everyone has a role to play as a partner – public sector, private sector, trades and labor organizations, and community-based organizations. The following are a few highlights of Metro's recent work with partners:

- Metro is working with its public, community and industry partners in planning the 2017 Diversity in the Construction Trades Summit. They are highlighting the regional approach to workforce equity as a key component of the Summit.
- Metro is in the early planning stages with its local jurisdictional partners in developing a work plan for a public project owner workgroup to help better understand the specific tools and policies government can collectively work on together on the regional level.
- On Wednesday, July 19, 2017, Metro hosted the Columbia Willamette Workforce Collaborative to discuss and kick start their industry-specific workforce strategy, which includes equity and diversity in the construction trades. This partnership reflects the opportunity for government to work directly with industry on these issues.

Metro's Apprenticeship Development Program

In an effort to apply principles driving the development of C2P2 on Metro construction projects, Metro is partnering with Construction Apprenticeship & Workforce Solutions (CAWS) to provide support for maximizing apprenticeship opportunities and retention strategies for laborers of color and women on the Hyatt Regency Hotel at the Oregon Convention Center project. This partnership is intended to complement general contractor Mortenson Construction's workforce efforts and serve as a supplemental investment in workforce equity. Metro has \$450,000 to invest in this program.

Construction Apprenticeship Workshop January 2018

Many agencies in the region have apprenticeship utilization requirements on their capital projects. The apprenticeship process can be perceived as challenging by contractors and subcontractors: How can agency staff enforce these requirements while also supporting small businesses who want to participate on public projects?

Construction Apprenticeship and Workforce Solutions (CAWS) is offering an "Apprenticeship 101" workshop for agency staff on Jan. 19, 2018, that will feature expert staff from the Bureau of Labor and Industries (BOLI), the State agency that registers and regulates Registered Apprenticeship programs across the State. BOLI will present: How does a contractor employ apprentices? What are the requirements? What are the costs? Is it all union? What technical assistance is available to help new companies? BOLI employs apprenticeship consultants who work with and advise the apprenticeship community, including contractors who want to employ apprentices and track and monitor apprentice progress. BOLI also oversees administration of the prevailing wage law.

CAWS is a local program established in 2006 to help diversify the construction workforce. It is a public-private initiative funded through construction industry leaders and managed by the nonprofit Worksystems, Inc. CAWS works to support, inform and advocate for the development of a regional comprehensive system that creates a diverse and skilled workforce for the construction industry, increasing the representation of people of color and women with successful construction trades careers.

Seattle-area best practices event September 2017

On Monday, September 18, 2017, more than 75 local jurisdictional staff in the Portland region met with Seattle-area officials in the Metro Council Chambers to see what they could learn about creating a more diverse and inclusive construction workforce. The event was co-hosted by Metro's Construction Career Pathways Project (C2P2) and Construction Apprenticeship & Workforce Solutions (CAWS). Panelists included labor equity staff from Sound Transit, City of Seattle and King County. Panelists said that even though the agencies found success with their own initiatives, collective efforts were needed to address the challenges of keeping the pipeline of skilled workers filled. In 2015, they formed a Regional Public Owners group along with City of Tacoma, the Port of Seattle, and the Washington State Department of Transportation with the goal of expanding pathways to apprenticeships, strengthening retention and completion rates, aligning and championing efforts for greater diversity and sharing accountability for common outcomes. The group shares resources and best practices, and has begun to standardize its data reporting.

Workforce Diversity Support

Metro and the zoo hosted the Regional Workforce Diversity Summit 2016 on November 10, 2016, at the zoo, with 91 attendees from public, private and community organizations.

Contracting Procurement Procedures

Metro's Equity in Contracting procurement procedures increase access to contract opportunities for COBID-certified firms by removing barriers to participation and promoting economic opportunities for small businesses.

- **Metro Solicitation of Bids/Proposals: General Contractor**

Metro **Request for Proposals** requires that the **Construction Management/General Contractor** submit a plan for how it will contract with COBID-certified firms and its projected utilization rate. This portion of the RFP is scored by Metro Procurement and Diversity staff and the zoo bond staff and constitutes 20 percent of the total proposal score.

Metro RFPs for CM/GCs require the following information to be submitted by the proposing firms:

- COBID certification of the general contractor proposing
- Diversity and demographics of the proposal team
- Results of three recent projects utilizing COBID-certified firms
- Activities undertaken to advise or mentor subcontractors and suppliers on their workforce diversity efforts
- Diversity in Workforce and Contracting Plan (see attachment A: Article 13 of General Conditions)

Metro **Request for Bids** requires that bidding primes contact all COBID-certified firms that attend pre-bid meetings as part of their Good Faith Effort outreach, negotiate with interested COBID firms, and report to Metro all subcontractors contacted and their response and price quote, in addition to the subcontractors the bidder intends to use on the project.

Metro advertises its RFPs/RFBs on the State of Oregon Procurement Information Network, ORPIN, which automatically sends notices to all COBID-certified firms. In addition, Metro also advertises its solicitations in the Daily Journal of Commerce.

- **Pre-bid meetings**

The zoo bond program offers optional pre-bid meetings that allow contractors and subcontractors to get more information on the bid package and ask questions. Questions and answers are distributed via ORPIN as an addendum to the RFP/RFB. The pre-bid meeting often includes a walk-through of the future construction site.

Contracting Procurement Procedures updated April 2017

In April 2017, the Metro Council approved new administrative rules governing procurement practices. The new [Equity in Contracting Procurement Administrative Rules](#) are posted on Metro's website. Some of the changes include:

COBID Marketplace – A new set of procedures called “COBID Marketplace,” that give special opportunity to COBID-certified firms for contracts less than \$50,000. For public improvement/construction contracts less than \$50,000, Metro will only accept bids from COBID-certified firms (mandatory). For personal services contracts less than \$50,000, Metro allows a direct, noncompetitive award to COBID-certified firms (elective). Each Metro department is limited to one COBID Marketplace personal services contract per firm at a time.

Direct award: \$10,000 threshold – One-time purchases under \$10,000 do not require competition, and Metro project managers can use this direct award process to give COBID-certified firms an opportunity to get a foot in the door at Metro and show their talents.

Subcontractor Equity Program and COBID utilization reports – Public improvement contracts for more than \$100,000 require the prime contractor to conduct outreach and negotiations with COBID-certified subcontractors, and to submit COBID-certified utilization reports tracking payments and certification status.

Equity Strategy Meeting – Metro project managers are now required to meet with Metro Procurement Services prior to releasing any formal solicitation to discuss options available to improve the equity outcome of the procurement and project.

- **Metro Procurement COBID Outreach**

- Annual MWESB procurement open house at the Oregon Convention Center hosted by Metro and Multnomah County, with **zoo bond staff at a booth with current bond project information**. In February 2017, more than 200 people attended; in February 2016, 171 people attended and in February 2015, 400 people attended.
- Sponsorship of regional Workforce Diversity Summit 2015.
- Metro maintains an Equity in Contracting Program calendar for current outreach opportunities.

- Minority and women organization outreach, including the Oregon Association of Minority Entrepreneurs; National Association of Minority Contractors, Oregon Chapter; Metropolitan Contractor Improvement Partnership; Hispanic Metropolitan Chamber of Commerce; Oregon Native American Chamber of Commerce; Oregon Tradeswomen, Inc.; Business Diversity Institute, and others.
 - Free bid and proposal writing workshops, which include the offer of two hours of free one-on-one technical assistance with bid or proposal preparation.
 - Metro also hosts tables at a number of trade show events that allow businesses to learn about and network with chambers, business associations, large businesses with subcontracting opportunities, and public agencies.
- **Sheltered Market procedures for public improvement contracts between \$10,000 and \$50,000 and personal services contracts between \$10,000 and \$50,000** (replaced by COBID Marketplace procedures in April 2017)

Until April 2017, Metro had Sheltered Market procedures that required that only COBID-certified firms be allowed to bid on public improvement contracts between \$10,000 and \$50,000. Public Improvement contracts consist of construction and construction-related services, including painting, fencing, roofing and electrical work. Personal services opportunities between \$10,000 and \$50,000 could be released to COBID-certified firms only, using a streamlined process that made it faster and easier for Metro and proposers. The RFP was issued directly via email to at least one MBE, one WBE, one SDV and one ESB who are qualified to do the work requested.

In April 2017, the Metro Council updated Metro’s administrative rules governing procurement practices and replaced the Sheltered Market procedures with COBID Marketplace procedures. (See current update on page 4.)

The **Zoo Bond program utilized this Sheltered Market procedure to contract with Enviromex Contracting, Inc.**, an ESB-certified firm, to do the asbestos hazardous waste abatement as part of the Tiger Plaza demolition (Education Center project), and for in-ground pipe removal at Elephant Lands.

- **Public works bond exemption**
All contractors and subcontractors working on Public Works contracts must post a \$30,000 public works bond with the Construction Contractors Board (CCB). State of Oregon COBID-Certified firms will be exempt from filing this bond for up to four years if they elect to do so.
- Metro’s current **methodology for calculating COBID utilization** deducts the value of the scopes of work deemed ineligible to COBID firms from the total construction contract amount to determine the base for utilization rate calculation. To determine if a scope of work is ineligible, the Metro project manager and contractor contact and search the Oregon Procurement Information Network (ORPIN), State of Oregon COBID website, Oregon Association of Minority Engineers, Oregon chapter of National Association of Minority Contractors and minority business chambers of commerce to

determine if any vendors in the area are eligible to perform the specialized work. The outcome of this search is documented in the project Minority Utilization Report. Metro's procurement manager must approve the request for any specialized work deemed ineligible to COBID contractors and is responsible for tracking and reporting COBID contractor utilization.

For more complete information on [Metro Equity in Contracting](#), visit the Metro website and the [Equity in Contracting Annual Report 2016-2017](#). A [summary of the report](#) is also available.

Polar Passage/Primate Forest/Rhino project, Lease Crutcher Lewis, CM/GC; CLR Design, design team

Construction

On May 11, 2016, Metro accepted the proposal of Lease Crutcher Lewis LLC to serve as Construction Management/General Contractor for the Polar Passage project. LCL's proposal was deemed the top-ranked out of the three proposals received. The diversity section of the proposals was scored by Metro Procurement staff; a representative from the Metro Diversity, Equity and Inclusion team; and zoo bond program staff. The diversity score is 20 percent of the total score for the proposal. The project is currently in its design phase.

On April 6, 2017, the Metro Council approved Resolution 17-4779 that authorized combining the Primate Forest/Rhino project with the Polar Passage project under the existing construction and design contracts with Lease Crutcher Lewis and CLR Design.

LCL is performing COBID community engagement in the industry and on behalf of the PPR project. LCL is committed to growing COBID capacity in the construction industry as a whole, including apprenticeship training, opportunities for minority-owned and women-owned firms and other disadvantaged businesses in the industry. The company is actively engaged, through both sponsorship and attendance, with a number of organizations in the metro area that work to build capacity in the industry.

Below is a list of some of the areas where they have participated and talked about what a great project Polar Passage/Primate Forest/Rhino (PPR) is going to be. LCL's specific outreach since the summer of 2017 through December 2017 is listed:

Portland Business Development Group – PBDG's primary purpose is to improve the business conditions in the construction industry by increasing the capacity and utilization of DMWESB construction and professional services contractors. Andy Dykeman, LCL senior project manager, attended the PBDG bimonthly meetings to talk about LCL projects, including the zoo, on multiple occasions, including July 12, Sept. 9 and Nov. 15, 2017. Both he and Sarah Jimenez, also with LCL, were at the last meeting on Nov. 15 and talked to a number of firms about the project. LCL is currently scheduled to host a future meeting in its Lewis office in January 2018. This will be a great opportunity to showcase the zoo project as it gets closer to bidding, and zoo bond project staff will be invited.

National Association of Minority Contractors – NAMC works for the interests of Portland's certified minority-owned (MBE) construction and professional services. They work to build relationships between subs and primes, and advance firms capacity. They are also an advocacy group that works to effect policy changes affecting their members and the industry. Mr. Dykeman attended NAMC meetings on July 5 and Nov. 1, 2017, at Metro Regional Center and talked as he always does about the PPR project, among LCL's other projects. David Torres of LCL and Mr. Dykeman also attended a special invitation meeting on Sept. 6 to provide input to NAMC's one-year and five-year strategic vision, and how partner firms like LCL can contribute to their organization. He also met separately on Oct. 9, 2017, with Nate McCoy, NAMC's executive director, to review how LCL as a partner firm can work with NAMC to advance NAMC's mission. They talked about advocacy, legislative issues, the labor market/apprenticeship, barriers to increases in capacity, where the value lies for members and partner firms, Mr. Dykeman's role as a board member for Associated General Contractors, and how AGC may be able to use its network and workers compensation insurance-buying power to both grow membership and advance the core missions of both groups. They also talked about potential ways the state or other entities can use their buying powers to facilitate growth for COBID firms.

Oregon Association of Minority Entrepreneurs – OAME is an organization that seeks to increase capacity of disadvantaged businesses. This is a much bigger organization, and might be the oldest, and is a great networking organization. Because it's so good for networking, LCL tries to get broad exposure for its project managers, project engineers and preconstruction staff. LCL is a longtime sponsor and has had regular attendance at the monthly meetings. Since June 2017, LCL has had 12 different staff attend the meetings, network, build relationships and talk about their upcoming projects. LCL is planning on having a separate "meet and greet" to share project information and provide bidding support for OAME members as they get closer to bidding PPR.

BestHQ – BestHQ is a business incubator and resource for entrepreneur firms, primarily in Beaverton, and focuses on MWESB firms, but are really open to all companies. In this way, it serves a somewhat different market. It helps provide mentorship, office space and technical assistance for growing firms. LCL is a sponsor and has participated in a number of its events in 2017. In April 2017, LCL sponsored and attended its annual BizExpo event, which is a reverse vendor fair. LCL was also a part of its Entrepreneur Business Academy on June 22, 2017, which is an entrepreneur networking event that aims to partner new firms with established firms for mentoring and growth opportunities. LCL also worked with BestHQ in 2017 to help facilitate a mentoring agreement between LCL and Fulcrum Construction, a small minority-owned general contracting firm in Beaverton, Oregon.

Metro – Mr. Dykeman was actively engaged with Metro's consultant to provide significant historical data and time for interviews in July and August 2017 for Metro's Regional Construction Workforce Market Study as part of its Construction Career Pathways Project (C2P2) project.

Columbia Willamette Workforce Coalition – Mr. Dykeman and Shelton Davis, LCL estimator and member of LCL's diversity committee, are participants in a workforce group for the CWWC, administered by Worksystems, Inc. The workforce coalition is working to develop a regional workforce plan to address workforce challenges and identify opportunities in the construction industry. LCL has

been mostly engaged in the apprenticeship and training focus groups, and also participated in various meetings.

LCL is engaged with a host of other organizations where LCL works to address capacity issues locally and regionally, including **National Association of Women in Construction** (LCL is a sponsor and Lauren Holmes, LCL project manager, is a past president), **Constructing Hope** (LCL is placing apprentices from this pre-apprenticeship program for at-risk individuals and will place as many as feasible at the zoo PPR project), and **Architecture Construction Engineering (ACE) Mentor Program** (LCL has a number of people engaged in this program for high school students interested in Architecture/Construction/Engineering).

In summary, since March 2017, LCL attended many outreach events as a presenter or participant to network for COBID opportunities, including (but not limited to):

- 3/23/2017 Governor's Marketplace Convention (sponsor and attendee)
 - 4/6/2017 BestHQ BizExpo West Outreach Event – Beaverton (sponsor)
 - 5/3/2017 National Association of Minority Contractors - Oregon (NAMC) meeting
 - 6/9/2017 Oregon Association of Minority Entrepreneurs (OAME) meeting
 - 6/22/2017 Best HQ Entrepreneur Business Academy
 - 7/5/2017 NAMC meeting
 - 7/12/2017 Portland Development Group meeting
 - 8/11/2017 OAME meeting
 - 9/6/2017 NAMC meeting
 - 9/6/2017 NAMC strategic vision and partnering invitational meeting
 - 9/9/2017 Portland Development Group meeting
 - 10/9/2017 NAMC executive director meeting
 - 11/1/2017 NAMC meeting
 - 11/15/2017 Portland Development Group meeting
-
- Metro RFPs for CM/GCs require the following information to be submitted by the proposing firms:
 - COBID certification of the general contractor proposing
 - Diversity and demographics of the proposal team
 - Results of three recent projects utilizing COBID-certified firms
 - Activities undertaken to advise or mentor subcontractors and suppliers on their workforce diversity efforts
 - Diversity in Workforce and Contracting Plan (see attachment A: Article 13 of General Conditions)

LCL's submittal of these items was a significant part of its successful proposal:

- Lease Crutcher Lewis is an employee-owned firm committed to equity and providing opportunities for disadvantaged and emerging businesses.

- LCL included a COBID-certified subcontractor as a member of its proposed team for the Polar Passage project: **Kodiak Pacific Contractors (WBE# 4059), a local, woman-owned earthwork company** led by President Sandy Trainor. As an integrated member of the team, Kodiak Pacific will develop a preliminary work plan for the earthwork and excavation scope, and will provide budgeting

and constructability review for the site work package. Key objectives of this partnership include the following:

- Create an efficient, effective and collaborative team that works together to develop ideas in the best interest of the Metro and the project.
 - Create relationships for improved diversity and emerging small business involvement that can be sustained for this project and beyond.
 - Develop the team dynamics such that each member can educate and mentor others. It is critical that Kodiak Pacific is involved not as just a consultant, but an integral part of the team.
 - Use this opportunity for LCL and Kodiak to further develop their business relationship and open doors for future opportunities.
- LCL intends to **subcontract all scopes of work** related to the construction of the project. This approach allows for the maximum amount of advertisement and opportunity for potential COBID partners.
 - **Outreach Program**
LCL will maximize COBID utilization for this Project by means of the following outreach efforts in coordination with the Metro Procurement Office.
 - Directly solicit quotations from COBID subcontractors, utilizing its in-house database and the state COBID directory.
 - Establish bid packages in smaller work scopes, allowing smaller, yet technically qualified firms to participate.
 - Publicly advertise its solicitation of binds on ORPIN, the Daily Journal of Commerce Oregon, and in business publications catering to COBID contractors
 - Deposit bid packages at centers such as OAME and MCIP that cater to COBID subcontractors
 - Schedule and advertise public informational meetings to educate COBID firms about bidding opportunities, Workforce Hiring and Training Program, and to raise awareness about apprenticeship programs.
 - Participate in networking sessions to increase LCL's visibility as a prime among COBID firms.
 - Lease Crutcher Lewis held an Open House on June 21 for COBID subcontractors at their office soliciting interest in their upcoming projects, including Polar Passage. Of the 15-20 who attended, approximately half were COBID-certified.
 - **Subcontractor Mentorship**
In order to promote employment diversity among its subcontractors and suppliers, LCL does the following:
 - Assist subcontractors in obtaining BOLI registered training agent certification, which will enhance the subcontractor's ability to hire and mentor apprentices.
 - Indicate workforce diversity and apprenticeship goals in instructions to bidders.

- Encourage subcontractors to participate in the General and Concrete Contractors Association field internship program and Construction Summer Camp Program. Both programs aim to expose students from under-served areas to careers in construction.
- Invite subcontractors to participate in minority job fairs and networking events, such as the Women in Trades Career Fair and the DJC DMWESB Contractor Night.
- Establish ongoing mentor/partner relationships with subcontractors. For example, LCL has established an on-going relationship with minority-owned firm **R&R General Contractors** to collaborate on projects. The two firms have partnered during the last few years on several projects where the approach includes having R&R provide a member of their management staff as part of job-site supervision. This provides R&R with the opportunity to learn from LCL about both preconstruction and construction services on a large scale project. LCL and R&R collaborated together on the Elephant Lands project, where R&R was involved in early pricing of the excavation, civil, road and rail components. R&R's rail expertise was invaluable to LCL, and LCL's preconstruction methodology was beneficial to R&R.
- **On-the-job Training**
LCL promotes on-the-job training and apprenticeships in a variety of ways:
 - **LCL is a BOLI-registered training agent** that trains and mentors carpenter and laborer apprentices on most of its projects.
 - With a board member and volunteers engaged in the **National Association of Women in Construction**, LCL contributes to and provides opportunities to women in construction at all levels of its organization, from senior management to journeyed carpenters and laborers. LCL participates in the annual trade fair for Women in Construction and directly mentors apprentices and trainees involved in the program.
 - LCL also has a board member and volunteers involved in the **Architecture, Construction and Engineering (ACE) Academy** in East Portland. Through ACE, LCL is promoting industry interest among young people in four different metropolitan school districts with diverse ethnic backgrounds. Through its ACE involvement, LCL has hired several minority interns who have become apprentices on its projects, and **LCL will look for additional minority apprentice opportunities on the Polar Passage project**. (Though ACE lost funding in 2017, LCL is working with Associated General Contractors to identify a strategy to maintain this program as an extension of Portland Public Schools' Career and Technical Education program. LCL expects to continue to support the organization in its new form.) LCL will explore opportunities to connect with local schools' Career Technical Pathway specialists, and hire candidates who are interested in both summer internships on the construction site, and longer-term apprenticeship and journeyman positions.
 - LCL provides several varying **internships for college students and individuals considering a transition into a construction management career at any age**. LCL perceives that many skills learned on the job are difficult to learn in the classroom, so it immerses interns into the thick of things while allowing them to pursue their strengths and passions, with the help of a mentor. Many of LCL's internships translate to full-time positions.

Design

CLR Design heads the architectural consultant team for Polar Passage, and per the Metro Council action in April 2017 that combined the remaining bond projects, CLR's contract was amended in July 2017 to include the Primate Forest and Rhino projects. As of March 31, 2018, it **has a projected COBID utilization rate of 24.0 percent.** (This is separate from the bond program aspirational COBID utilization goal for construction contracts.)

| | | |
|-----------------------------------|-------------------|--------------|
| Total CLR Design Contract \$: | \$3,990,899 | |
| Total COBID-eligible Contract \$: | \$3,990,899 | |
| Total COBID Contract \$: | \$ 956,644 | 24.0% |
| WBE | \$ 248,429 | 6.2% |
| ESB | \$ 708,215 | 17.7% |

Six of the 11 architectural subconsultants are certified COBID firms:

1. TJP Engineering (life support systems), WBE
 2. DCW Cost Management (cost estimating), WBE
 3. PLACE Studio, ESB
 4. Equilibrium Engineers (structural engineering), ESB
 5. Listen Acoustics (acoustical engineering), ESB
 6. Terry O'Connor Consulting
- Terri O'Connor Consulting (Opt-in and Visitor Survey), a CLR Design subconsultant, is a women-owned firm that did not have COBID certification when the CLR Design contract began, but has subsequently been certified.
 - Diversity in employment and contracting were 20 percent of the scoring of the CLR Design project proposal submitted in response to the Request for Proposals, and a factor in CLR being awarded the contract in 2016. CLR Design is committed to the goals of equity, workplace diversity, economic justice, and sustainability, and demonstrates this by collaborating with a strong and dedicated team of Portland professional organizations that embody these ideals.
 - CLR and its subconsultants have a diverse workforce: Women and minorities constitute over half of CLR's staff, which is above the nation's average for a professional field that does not traditionally attract women and minorities. PAE Consulting Engineers is a firm of more than 200 employees, including more than 55 women, 21 minorities and 4 veterans. KPFF Consulting Engineers has a staff that is 26 percent minority and 30 percent female. Main Street Design's team for this project is 50 percent female.
 - CLR promotes workforce diversity within its local community by hosting a career day with a local school in Camden, NJ that is primarily African American and Hispanic, in an effort to introduce the profession of architecture and landscape architecture to middle school students who might not

otherwise be exposed to the opportunities of the profession. The firm also mentors students from disadvantaged backgrounds in an effort to help them prepare portfolios for college admission.

Interpretive Experience and Wayfinding, Ramsay Signs

Construction

The zoo campus wayfinding fabrication and installation contractor, **Ramsay Signs**, is a COBID-certified woman-owned business. The value of that contract is \$533,315. Directional pylons and four wayfinding kiosks have been installed, and the final related paving work was completed in June 2017. The Central Plaza wayfinding kiosk has been fabricated and will be installed in 2019 when the Central Plaza is completed as part of the Polar Passage project.

Education Center, Fortis Construction, CM/GC; Opsis Architecture, Design Team

Construction

Fortis Construction, the Construction Management/General Contractor for the Education Center, has a **COBID utilization rate of 29.4 percent** on the project as of March 31, 2018. Fortis has a record of active engagement and successful contracting with the COBID community, meeting or exceeding utilization goals. Fortis' utilization rate to date of **29.4 percent is nearly double the zoo bond program aspirational goal of 15 percent**, and exceeds Fortis' COBID utilization forecast of 26.7 percent for the project.

The Grand Opening of the Education Center was March 2, 2017. Substantial completion for the Education Center classroom building was December 21, 2016, and December 30, 2016, for the Nature Exploration Station (NESt). Contract close-out activities are still proceeding.

- **Fourteen COBID subcontractors were low bidders** and are participating in the project, **representing \$4,264,737 as of March 31, 2018:**

1. Kodiak Pacific Construction Co., WBE
2. Mark Adams Electric, Inc., ESB
3. Pagh Custom Woodworking Inc., ESB
4. Rayborn's Plumbing, ESB
5. River City Rebar LLC, ESB
6. Vaughn's Services, Inc., ESB
7. Green Man Construction, WBE
8. General Sheet Metal Inc., WBE
9. SL Green Construction, ESB
10. Northwest Masonry Restoration, ESB
11. Empire Painting, ESB
12. Merit Contractor of Oregon Inc., ESB
13. Budget Blinds, WBE
14. City of Roses, MBE

When founded in 2003, Fortis Construction LLC was an *Emerging Small Business* that has since grown to become the Portland metro-area's third largest general contractor. With its humble beginnings and core value of relationships, Fortis has formed strong partnerships with outreach firms in the area, and conducted a variety of COBID outreach activities for the Education Center project:

- Oregon Association of Minority Entrepreneurs Meet and Greet January 9, 2015
- Metro MWESB Open House February 11, 2015
- Oregon Association of Minority Entrepreneurs Meet and Greet February 13, 2015
- Metropolitan Contractors Improvement Partnership Subcontractor Trade Show February 19, 2015
- Oregon Association of Minority Entrepreneurs Meet and Greet February 27, 2015
- Oregon Association of Minority Entrepreneurs Meet and Greet March 7, 2015
- Metropolitan Contractors Improvement Partnership – Growing as a commercial contractor presentation April 8, 2015
- Oregon Association of Minority Entrepreneurs Meet and Greet April 10, 2015
- Fortis MWESB “Get to Know you” Luncheon April 30, 2015
- Meeting with Metro Procurement to collaborate on MWESB outreach strategy, including review of participation by trade May 2015
- Oregon Zoo Open House – Bid Package #1 MWESB pre-bid mtg. (early site work for stormwater infrastructure and civil scope) June 11, 2015
 - 26 total firms in attendance
 - 14 firms at MWESB-focused session
 - 12 firms at general session
 - Bids were due June 30:
 - 6 responses from bidders
 - 2 MWESB responses
- Oregon Association of Minority Entrepreneurs Meet and Greet June 12, 2015
- Oregon Association of Minority Entrepreneurs Meet and Greet July 10, 2015
- Oregon Zoo Open House – Bid Package #3 MWESB pre-bid mtg. (site finishes, landscape, structural concrete, wood structure, Roofing, sheet metal, interior finishes, mechanical/electrical/plumbing) July 16 2015

Announcements targeting the MWESB community were published in local trade journals and on industry websites.

 - 15 MWESB firms in attendance
 - 32 responses from MWESB bidders
 - 11 successful MWESB bidders
- Oregon Association of Minority Entrepreneurs Meet and Greet August 14, 2015
- Oregon Association of Minority Entrepreneurs Meet and Greet September 10, 2015

- Fortis MWESB “open house” Luncheon September 22, 2015
- **Fortis early payment policy to MWESB subcontractors:** Fortis realized that most MWESB contractors struggle with cash position from time to time. So Fortis decided to do something to help them. An option for early payment from Fortis is granted for subcontracts issued under \$100,000 to MWESB-certified contractors. Payments are guaranteed to be made to MWESB certified subcontractors within 15 days of invoice approval.
- All bidding complete (Interpretive package) February 2016
- Final substantial completion December 30, 2016

Design

Opsis Architecture heads the architectural consultant team for the Education Center project, and **to date has a COBID utilization rate of 8 percent.** (This is separate from the bond program aspirational COBID utilization goal for construction contracts.)

| | | |
|-------------------------------------|-------------------|-------------|
| Total Opsis Contract \$: | \$1,645,662 | |
| Total COBID-eligible Contract \$: | \$1,645,662 | |
| Total COBID Contract \$: | \$ 131,509 | 8.0% |
| MBE, WBE and ESB (triple certified) | \$ 33,945 | 2.1% |
| ESB | \$ 97,564 | 5.9% |

- Four of the 14 architectural subconsultants are certified COBID firms:
 1. Code Unlimited (code analysis), MBE, WBE and ESB
 2. Anderson Krygier (graphics/signage), MBE, WBE and ESB
 3. ACC Cost Consultants, LLC (cost estimating), ESB
 4. Listen Acoustics (acoustical/audio-visual), ESB
- Work force diversity, diversity in contracting and diversity of the firm were 20 percent of the scoring of the Opsis project proposal submitted in response to the Request for Proposals, and a factor in Opsis being awarded the contract in 2014.
- Opsis has made social equity and justice an integral part of its business, and utilizes the JUST Program, a social justice evaluation tool and voluntary disclosure program created by the International Living Future Institute, as a process to help measure its impact and learn where it can more effectively take action.

Elephant Lands Project: Lease Crutcher Lewis, CM/GC

For the Elephant Lands project, Construction Management/General Contractor Lease Crutcher Lewis, partnered with Metro to implement a comprehensive plan for promoting diverse and disadvantaged business participation. The project was substantially complete in December 2015.

- LCL achieved a **9.7 percent MWESB utilization rate** (based on the COBID-eligible contract value).

- 24 percent of the subcontractor bids received to construct Elephant Lands were from MWESB-certified firms, a result of the extensive outreach prior to bid day. Many of those subcontractors were not the lowest bidder and were not awarded contracts.
- **Eleven MWESB subcontractors** participated in the project, **representing \$4,448,588:**
 1. R&R General Contractors, MBE
 2. Art Cortez Construction, MBE
 3. Green Man Construction, WBE
 4. Portland Coatings, MBE
 5. Carr Construction, MBE
 6. Kodiak Pacific, WBE
 7. Sawtooth Caulking, ESB
 8. Turtle Mountain Construction, MBE
 9. Elder Demolition, ESB
 10. Western States Soil, ESB
 11. PLI Systems, MBE
- **Two MWESB subcontractors who were originally awarded contracts, subsequently withdrew** from the project: Agate Pacific Glazing, ESB (business closed) and Interior Focus, WBE (business sold).
- **Disadvantaged business mentorship**
Early in the project, LCL engaged **minority business enterprise R&R General Contractors as part of its CM/GC team.** The firm was brought to the table during preconstruction to provide early pricing for the excavation, civil, road and rail components of the project. This partnership provided R&R exposure to a larger, more complex project than would have been feasible for the growing site/civil contractor. R&R performed the rail scope and a segment of the site work for the project, with a contract value of \$1,198,200. R&R's civil and rail expertise was invaluable to LCL, and LCL's preconstruction methodology was beneficial to R&R's development. R&R owner Jesse Rodriguez has since won projects as a prime contractor and used lessons learned from Lewis to successfully execute those projects.
- **Apprenticeship at Elephant Lands**
In partnership with Construction Summer Camp, LCL employed **three high school carpenter apprentices** at Elephant Lands. A Portland Public Schools and Willamette Carpenters Training Center joint effort, the program connects high school students with diverse backgrounds interested in pursuing careers in construction, with general contractors for summer internship and training opportunities. The LCL foreman and superintendent mentored:
 - Skylar Williams, a senior at Madison High School who has since started his post-secondary career at Oregon State University where he is studying business.
 - Jose Contreras, an ACE Academy student who, after graduating high school, became a full-time carpenter apprentice at LCL. (ACE Academy – Academy for Architecture, Construction and Engineering – has been a public, tuition-free charter high school in Portland with a shared-time program for junior and senior students.)

- Andres Cortez, a junior at Roosevelt High School, who contributed to the construction of the concrete amphitheater at Elephant Lands.

- **Elephant Lands special contracting considerations**

The MWESB participation rate achieved for Elephant Lands was due to a highly concerted effort and outreach program. While it represents a lower overall percentage than LCL typically achieves on projects of similar magnitude in this market, it is considered a successful disadvantaged business outreach and bidding effort.

Some components of the project were highly specialized in nature and it was not possible to contract them to disadvantaged businesses. **These specialized scopes were not included in the COBID-eligible calculation.** For example, elephant doors, caging and exhibit rockwork constituted more than \$3.5 million dollars' worth of work, with no local subcontractors available to perform that work. In addition, trades like painting, drywall and doors/frames/hardware with higher concentrations of disadvantaged businesses in the local market represented a smaller percentage of the overall contract value than a typical building project of this size.

For example, while the drywall package was awarded to MBE-certified Art Cortez, and the doors/frames/hardware package to woman-owned firm Green Man Construction, the sum of the two packages was about \$400,000, representing only 1 percent of the total subcontracted value. These interior scopes typically represent 5 to 10 percent or more of the subcontracted value of similarly sized commercial building projects.

LCL conducted a variety of MWESB outreach activities specifically for the Elephant Lands project:

- **National Association of Minority Contractors, Oregon Chapter** June 11, 2013
Open to all NAMC members. Plans, project information and Lewis staff were available to talk about the project and present the project information to prospective bidders.
- **Oregon Association of Minority Entrepreneurs Meet and Greet** June 14, 2013
Open to all OAME members. Plans, project information and Lewis staff were available to talk about the project and present the project information to prospective bidders.
- **Lewis outreach and technical assistance workshop** July 24, 2013
Workshop held at the Lewis main office, with the invitation distributed to all state-certified MWESB subcontractors. The event was to provide prospective bidders an opportunity to review plans, project information and get assistance in bidding, bid forms, insurance requirements and other aspects of bidding.
- LCL representatives engaged in multiple meetings during bidding to provide **mentoring and bid assistance** with Miguel Durate of MSD Fencing and David Aldaz of Aldaz Structural Steel – both MWESB firms.

- **Bidding documents and project advertisements deposited on file at plan centers** that have a strong COBID partnership, including OAME Plan Center, Metropolitan Contractor Improvement Partnership, NAMC Newsletter (electronic bid docs), Latin American Times and The Skanner.
- **Invitation to bid distributed via fax/email to more than 1,000 state-certified COBID firms** with expertise in the scopes of work related to the project.
- **Hundreds of follow-up calls** to the same prospective bidders to verify bidding status, increase project awareness, answer bidding questions and direct bidders to documents.
- **Specific, targeted engagement with 10 subcontractor firms prior to Bid Package #2**, with ongoing contact and personal meetings during the bidding period to engage bidders, and answer their questions as they worked through the bidding process: Beaverton Plumbing, General Sheetmetal, Crossfire Sprinkler, Wood Mechanix, Gibson Door and Millwork, Green Man Construction (doors/frames), H&L Corp (steel), NWR Construction (wood framing), PDX Glass (glazing systems) and Star Construction (site concrete).
- Lease Crutcher Lewis also actively engages in local and statewide COBID outreach activities to broaden participation in all of their projects, including Elephant Lands:
 - **State of Oregon – Governors Marketplace Event:** LCL staffs a table at this annual event held in various locations from Portland to Eugene, specifically geared to partner general contractors with COBID firms.
 - **Oregon Association of Minority Entrepreneurs contractor meetings:** LCL provides regular updates at monthly meetings of this statewide organization based in Portland and geared to the design and construction industry. These updates keep OAME members informed about the projects available for bidding with LCL.
 - **National Association of Minority Contractors, Oregon Chapter contractor outreach:** In the fall of 2013, LCL completed a round of targeted outreach meetings with NAMC members in which a round robin format was used over the course of multiple months to meet various NAMC members in an informal setting to share ideas and learn about each other’s companies and opportunities to work together.
- **Workforce Development**
Throughout construction, LCL leveraged the project as an opportunity to **encourage disadvantaged students** to pursue careers in construction. One LCL project manager conducted an ACE Mentorship tour, and another LCL project manager led a tour and brownbag information session for ACE Academy, an alternative program in East Portland geared toward engaging students in careers in architecture, construction and engineering.

LCL also participates in the **Worksystems, SummerWorks youth employment program**.

Worksystems is an organization that pursues and invests resources to improve the quality of the

workforce in the City of Portland and Multnomah and Washington counties. One student worked for LCL on another project in 2015 as part of the program's Career Readiness Training Initiative.

Condors of the Columbia: 2KG, General Contractor

Condors of the Columbia general contractor 2KG Contractors achieved an **MWESB utilization rate of 25.8 percent** for the project completed in 2014, with 18.5 percent from emerging small businesses and 7.3 percent from minority-owned businesses. The specialty stainless steel aviary netting scope, available from only three suppliers in the nation, was deemed ineligible for MWESB firms, and the value was deducted from the calculation.

- **Six MWESB subcontractors participated** in the project, **representing \$363,502**:
 1. A2 Fabrication, ESB
 2. McBride Sheet Metal, ESB
 3. Agate Pacific. ESB
 4. Parkin Electric, ESB
 5. PLI Systems, MBE
 6. Alamo Paving, ESB
- Metro used a **two-step Request for Bids (RFB)** process to procure the general contractor. The first step involved a careful screening of qualified contractors based on their past performance, capabilities, project management techniques, and commitment to diversity. Contractors that passed the first step were invited to submit fixed-price bids for the construction, with the award going to the lowest bidder.
- The bid request for the project included an aspirational goal of 15 percent participation by MWESB subcontractors. While not a mandatory goal for prime contractors, the aspirational goal did make clear Metro's commitment to diversity in its contracts.
- **Outreach and advertising focused on MWESB firms throughout the process**, including attending the Oregon Association of Minority Entrepreneurs (OAME) meeting on Jan. 11, 2013, four days before the Metro pre-bid meeting.
- Metro provided the Condors of the Columbia solicitation schedule in advance of its publication to Oregon Native American Chamber of Commerce, the Asian Pacific American, OAME, National Association of Minority Contractors, and National Association of Women in Construction.
- Metro's condor construction RFB included a list of seven MWESB member organizations that bidders could contact for construction documents. Metro sent a letter to each organization encouraging them to support high participation in the project, along with RFB and construction documents describing the scope of the project.

Penguinarium Filtration Upgrade: Triad Mechanical, General Contractor

Completed in 2012, the Penguinarium water filtration upgrade project accomplished an **MWESB utilization rate of 6 percent** with Triad Mechanical as the general contractor.

- **Triad Mechanical self-performed 83 percent of the work** on this mechanical upgrade to the existing building to save water.
- **One MWESB subcontractor, Safety Electric (ESB), participated in the project**, with a contract value of \$83,110. This was the largest of the six subcontracts on the project and represented 36 percent of the subcontracted value of \$234,020.
- For this smaller, less complex project, Metro used a standard **low-bid Request for Bids** process to procure the general contractor. This process requires acceptance of the lowest, responsive bidder, and does not allow any evaluation for diversity in contracting.
- The RFB required all bidders to follow and document a specific good faith outreach effort to state-certified Minority, Emerging and Women-owned Businesses. Certification of good faith compliance and a declaration of any actual utilization pursuant to both programs was required at the time of bid opening.
- Metro held a pre-bid meeting on August 19, 2010, attended by 18 firms, four of which were MWESB firms.

Veterinary Medical Center: Skanska USA, General Contractor

The first zoo bond project, the Veterinary Medical Center, was also completed in 2012. With Skanska USA as the general contractor, it achieved a **10 percent¹ MWESB utilization rate**, with 4.8 percent from emerging small businesses, 4.4 percent from women-owned businesses, and 0.9 percent were minority-owned businesses.

- **Nineteen MWESB subcontractors participated** in the project, **representing \$733,095**:
 1. Minority Abatement, MBE
 2. Crown Landscaping, ESB
 3. Western Rebar, WBE
 4. Pagh Woodworking, ESB
 5. LCD Waterproofing, ESB
 6. Leewen, WBE
 7. Vaughns, ESB
 8. Portland Coatings, WBE

¹Metro's calculation methodology at the time of this project was to exclude the cost of prime contractor self-performed work. Out of the \$4,214,163 available in subcontracts (*i.e.*, work not performed directly by the prime contractor), 17 percent of the dollars went to contractors certified as a MBE, WBE or ESB. This number was previously reported in Metro's annual MWESB report.

9. Parker Fire Sprinkler, ESB
10. Cascade Tower, ESB
11. Onsite (Waste), MBE
12. Superior Fence, ESB
13. Quality Building Services, MBE
14. Tom Nelson Survey, ESB
15. Kodiak Bengel, WBE
16. Renner Trucking, WBE
17. Sterling Floors, ESB
18. Valve Instrument and Pipe, MBE
19. Pure Floors, ESB

- Based on a procurement method utilized by TriMet for light rail projects, Metro awarded this contract in June 2010 through a **two-step bid process**. The first step involved a careful screening of qualified contractors based on their past performance, capabilities, project management techniques, and commitment to diversity. Contractors that passed the first step were invited to submit fixed-price bids for the construction, with the award going to the lowest bidder.
- The bid request for the project included an aspirational goal of 15 percent participation by MWESB subcontractors. While not a mandatory goal for prime contractors, the aspirational goal did make clear Metro's commitment to diversity in its contracts.
- Metro held a pre-bid meeting on May 27, 2010, that was attended by 21 firms, three of which were MSWESB firms.

Zoo Bond Program Equity in Contracting Quarterly Report
Attachment A: Metro Construction Management/General Contractor
General Conditions, Article 13

ARTICLE 13 Diversity in employment and contracting

Metro defines diversity as the variance or difference amongst people such as race, ethnicity, gender, age, religion, nationality, language preference, socioeconomic status, disability, sexual orientation, gender identity and others. Metro's Equity in Contracting Program encourages the use of minority-owned businesses, woman-owned businesses, service disabled veteran-owned businesses, and emerging small businesses, as defined under State law in ORS Chapter 200 and as certified by the Certification Office of Business Inclusion and Diversity (referred to here as COBID Certified Businesses) to the maximum extent practical.

13.1 Contractor shall not replace a minority business, women-owned business, service disabled veteran-owned business or emerging small business enterprise Subcontractor with another Subcontractor, either before Contract Award or during Contract performance, without prior written approval of Metro. In replacing a COBID Certified Business, Contractor shall replace such COBID Certified Business with another COBID Certified Business or make good faith efforts to do so. Failure to do so shall constitute Contractor's default of this Contract, and Metro, at its option, may terminate this Contract under the procedures set out in Article 15.

13.2 Metro reserves the right, at all times during the period of this Contract, to monitor Contractor's compliance with the terms of the COBID Certified Business Program and enforce the program if Contractor should fail to so comply. Contractor shall be bound by any and all representations made concerning its compliance with the program prior to Contract Award and any and all representations made by Contractor concerning the replacement of a COBID Certified Business during the performance of this Contract.

13.3 COBID Certified Business Participation in the Contract.

13.3.1 It is Metro's policy that Contractor shall take reasonable steps to ensure that minority-owned businesses, women-owned businesses owned, service disabled veteran-owned businesses and emerging small businesses have the opportunity to participate in the Work.

13.3.2 Contractor shall submit a Diversity in Workforce and Contracting Plan for the Work as part of its response to Metro's Request for Proposals for the Project. The Plan shall include a narrative description of the following:

13.3.2.1 A proposed Aspirational Target, estimated in total dollars, for COBID firms, along with the divisions of Work Contractor intends to subcontract.

13.3.2.2 A proposal for outreach, bid document availability and mentoring to COBID Certified Businesses regarding subcontracting opportunities, including coordination of outreach with the Metro Procurement Office.

13.3.2.3 A description of how on-the-job training and apprenticeships are used within the Contractor's organization to encourage diversity.

13.3.2.4 A description of efforts the Contractor will take to enhance the diversity of the workforce on the entire project.

13.3.2.5 A description of how subcontracts will be packaged to make them attractive to small contractors.

13.3.2.6 A description of whether or when bonding or insurance coverage as otherwise required in this Contract should be reduced to remove barriers to participation, including a process for proposing and obtaining approval of such reductions from Metro.

13.3.2.7 A description of how partnerships, mentorships and/or other technical assistance will be provided to support COBID Certified Business.

13.3.2.8 The name and experience of the COBID Certified Business liaison officer who will administer the Contractor's COBID Certified Business program.

13.3.3 Contractor shall perform the Work according to the means and methods described in the Workforce Diversity Development Plan as proposed, which shall be part of the Contract, unless changes are requested or approved in writing in advance by Metro or are required by applicable laws, ordinances, codes, regulations, rules, standards, or Metro Specifications.

13.3.4 Prior to start of the Construction Phase, Contractor shall submit the following to Metro:

13.3.4.1 Contractor's project schedule showing the Work commencement date and estimated completion date for each COBID Certified Business that will perform Work on the project.

13.3.5 Termination and Substitution of COBID Certified Business. The Contractor shall notify Metro in writing and confer with Metro before terminating or replacing a COBID Certified Business that has a signed contract with the Contractor.

13.3.6 Changes in Work Committed to COBID Certified Businesses. Metro will consider the impact on COBID Certified Businesses participation in instances where Metro changes, reduces, or deletes Work contracted to COBID Certified Businesses at the time of Contract Award. In such instances, the Contractor shall not be required to replace the Work but is encouraged to do so. If the Contractor proposes any changes that involve a contracted COBID Certified Businesses, the Contractor shall notify the COBID Certified Businesses of the proposed change, reduction, or deletion of any Work committed at the time of Contract Award prior to executing the Change Order. The Contractor can choose to enable the affected COBID Certified Businesses to participate in the Change Order request and is requested to make every effort to maintain the contracted COBID Certified Business percentage.

13.3.7 Contractor Payments to Subcontractors. The Contractor shall maintain records of all subcontracts entered into with COBID Certified Businesses and records of materials purchased from COBID Certified Businesses. Such records shall show the name and business address of each COBID Certified Business and the total dollar amount actually paid to each MWESB subcontractor or vendor. The Contractor shall pay each subcontractor for satisfactory performance of its contract no later than ten (10) Calendar Days from receipt of each payment the Contractor receives from Metro. The Contractor shall also return Retainage payments to each subcontractor within ten (10) Calendar Days after the subcontractor's work is satisfactorily completed. Any delay or postponement of payment from the above-referenced time frame may occur only for good cause following written approval of the Metro Project Manager. The Contractor shall submit a completed, signed original "Metro Monthly Subcontractor Payment and Utilization Report," available from Metro. The Contractor shall submit the form when a progress or final payment has been made to each subcontractor or supplier or when any held retainage is returned to a subcontractor or supplier. Contractor shall submit the form no later than the fifth day of each month. At the completion of the Project, Contractors shall submit a final form indicating the total amounts paid to all subcontractors and suppliers. The participation of a COBID Certified Business will not be credited towards the prime Contractor's COBID Certified Business achievements or the overall Aspirational Target until the amount being counted toward the target and any Retainage held by the prime Contractor has been paid to the COBID Certified Business.

Zoo Bond Program Equity in
Contracting Quarterly Report
Attachment B

Oregon Zoo

Polar Passage/Primate Forest/Rhino

Diversity in Workforce and Contracting Plan

April 25, 2018

Lewis is a champion for diversity and equity in the community. We strive to create a vibrant, inclusive culture where diversity of thought sparks innovation. We seek to cultivate lasting relationships with diverse and emerging trade partners, based on a foundation of Trust and Respect.

In the following pages, we have assembled an outline of the major sections of our Contracting Plan. They include Outreach, General Bidding, On-the-job training, Partnerships, Mentoring, and Technical Assistance. In each of the sections we have included our sample forms and metrics that we will use to track and ensure a consistent process.

In an effort to maintain coordination of design, while balancing the goals of the project including safety, best value, diversity/inclusion and local participation, it is our intent to assemble the bidding for this project in 2 phases. An outline of our contracting strategy, as well as our approach to outreach is included in the following pages, with a general outline listed below.

Outline

1. Aspirational Target
2. General Outreach
3. Apprenticeships/On the job training
4. Workforce Diversity
5. Bid Packaging
6. Bonding/Insurance
7. Technical Assistance
8. Lewis Liaison

To date, Lewis has been working with National Association of Minority Contractors – Oregon (NAMC-O), Oregon Association of Minority Entrepreneurs (OAME), Professional Business Development Group (PBDG), National Association of Women in Construction (NAWIC) to bring awareness to the start of the Polar Passage, Primate Forest and Rhino project. Lewis as well has a developed long-standing relationship with many firms we have previously worked with on past projects, like most recently with the Oregon Zoo Elephant Lands, Roosevelt High School, and University of Oregon Erb Memorial Union. With those established relationships we will be reaching out to those teams to join our efforts at the Oregon Zoo PPR.

Section 1

Aspirational Target

COBID Aspirational Target

The Oregon Zoo Bond program has an aspirational target of 15% (by dollar value of COBID-eligible work) for each construction project.

The total construction project budget for Polar Passage/Primate Forest/Rhino is \$32,935,000. The target value for COBID scopes is \$4,849,088.56 (15% of total contract).

Lewis intends to subcontract all scopes of work related to the construction of the project. This approach allows for the maximum amount of advertisement and opportunity for potential COBID partners.

In addition to the bid packages outlined on the next page, Lewis has identified key scopes during the Early Work Package that will be directly awarded to a COBID certified business. Lewis will solicit bids from a minimum of three COBID firms for each scope listed and work with them to contract and complete the work. Lewis will track the outreach, bids received and contract values in the tracking sheet in alignment with our other bid activities.

The scope Lewis seeks to direct award to COBID firms in the early work bid process include:

- Steel Caging Reconfiguration/Repair, Metal Fabrications
- Metal Panels and Flashing
- Roofing/Patching
- Painting
- Concrete Masonry

Section 1

Aspirational Target

| Bid Package # | Description | Approximate Dollar Value (\$) | % COBID Utilization | Potential COBID Contract Dollar Value (\$) |
|---------------|--|-------------------------------|---------------------|--|
| 1.01 | Structural Demolition, Site, Civil, and Utilities | \$ 2,872,834 | 20% | \$ 574,566.70 |
| 1.02 | Plumbing and HVAC | \$ 260,127 | 100% | \$ 260,126.58 |
| 1.03 | Electrical | \$ 381,827 | 100% | \$ 381,827.11 |
| Direct | Steel Caging, Metal Panels, Flashings, Roofing, Painting, and Concrete Masonry | \$ 81,000 | 100% | \$ 81,000.00 |
| 2.01 | Structural Demolition | \$ 240,321 | 20% | \$ 48,064.13 |
| 2.02 | Site Civil and Utilities | \$ 1,373,311 | 0% | \$ - |
| 2.03 | Concrete Structures | \$ 4,158,322 | 0% | \$ - |
| 2.04 | Specialty Concrete & Exhibit Rockwork | \$ 2,970,410 | 0% | \$ - |
| 2.05 | Concrete Paving | \$ 328,611 | 40% | \$ 131,444.28 |
| 2.06 | Waterproofing | \$ 95,972 | 0% | \$ - |
| 2.07 | Structural Steel | \$ 3,066,779 | 20% | \$ 613,355.77 |
| 2.08 | Steel Caging, Animal Specialties, & Metal Fabrications | \$ 1,581,052 | 20% | \$ 316,210.47 |
| 2.09 | Decorative Metal | \$ 833,931 | 40% | \$ 333,572.54 |
| 2.10 | Wood Framing | \$ 472,269 | 20% | \$ 94,453.76 |
| 2.11 | Masonry | \$ 1,433,512 | 20% | \$ 286,702.39 |
| 2.12 | Metal Framing & Drywall | \$ 593,931 | 20% | \$ 118,786.27 |
| 2.13 | Architectural Woodwork | \$ 23,238 | 20% | \$ 4,647.61 |
| 2.14 | Roofing | \$ 379,874 | 20% | \$ 75,974.79 |
| 2.15 | Metal Panels & Flashings | \$ 147,874 | 20% | \$ 29,574.79 |
| 2.16 | Joint Sealers | \$ 39,433 | 20% | \$ 7,886.66 |
| 2.17 | Door Frames, and Hardware (F&I) | \$ 81,495 | 20% | \$ 16,299.09 |
| 2.18 | Curtainwall, Storefronts & Glazing | \$ 1,264,587 | 0% | \$ - |
| 2.19 | Skylights | \$ 19,870 | 0% | \$ - |
| 2.20 | Flooring and Ceramic Tile | \$ 94,180 | 60% | \$ 56,507.90 |
| 2.21 | Painting | \$ 76,845 | 60% | \$ 46,106.90 |
| 2.22 | Miscellaneous Accessories | \$ 15,775 | 0% | \$ - |
| 2.23 | Fire Suppression | \$ 75,815 | 0% | \$ - |
| 2.24 | Plumbing and HVAC | \$ 1,978,988 | 20% | \$ 395,797.50 |
| 2.25 | Life Support System | \$ 3,192,624 | 0% | \$ - |
| 2.26 | Electrical | \$ 3,195,993 | 20% | \$ 639,198.54 |
| 2.27 | Landscape and Irrigation | \$ 1,203,733 | 20% | \$ 240,746.54 |
| 2.28 | Fencing | \$ 356,871 | 20% | \$ 71,374.24 |
| 2.29 | Final Clean | \$ 24,864 | 100% | \$ 24,864.00 |
| 2.30 | Appliances | \$ 18,197 | 0% | \$ - |
| | Total | \$ 32,934,464 | Total | \$ 4,849,088.56 |
| | | | % of Contract Value | 15% |

Section 2

General Outreach

Outreach Program

Lewis will maximize COBID utilization for this Project by means of the following outreach efforts in coordination with the Metro Procurement Office.

- Directly solicit quotations from MBE, WBE, SDV, and ESB subcontractors, utilizing our in-house database and the COBID directory.
- Establish bid packages in smaller work scopes, allowing smaller, yet technically qualified firms to participate.
- Publicly advertise our solicitation of bids on ORPIN, DJC Oregon and in business publications catering to DBE subcontractors.
- Deposit bid packages at centers that cater to DBE sub-contractors such as the OAME and MCIP Plan Center.
- Schedule and advertise public informational meetings to educate DBE firms about bidding opportunities, Workforce Hiring and Training Program, and to raise awareness about apprenticeship programs.
- Participate in networking sessions to increase our visibility as a prime among DBE firms.
- Utilize our online “Projects Bidding” page, which allows COBID subcontractors access to specific bid information and resources via the Internet and the Lewis Virtual Plan Center.

Plan Centers & Publications

The more COBID firms there are aware of bidding opportunities for the project, the greater the bid participation and award rates will be. In partnership with Metro, Lewis will publicize the Project through the following organizations and media outlets:

- Asian Reporter
- BESThq
- DJC Oregon
- El Hispanic News
- Minority Contractor Improvement Partnership
- National Association of Women in Construction
- Oregon Association of Minority Entrepreneurs
- Portland Area Business Association
- Portland Observer
- The ARC Plan Center
- The Asian Pacific American Chamber of Commerce
- The Metropolitan Hispanic Chamber of Commerce
- The National Association of Minority Contractors
- The Oregon Native American Chamber of Commerce
- The Skanner

Schedule of Events

Given the phasing of the project there will be many opportunities for COBID firms to compete for various scopes of work. The following schedule of deliverables represents anticipated outreach efforts for our bidding. We foresee similar outreach activities during subsequent phases.

Outreach Schedule of Events: Early Work Package Bidding*

| Activity | Date |
|---|--------------------------------------|
| Promote project at OAME meetings | Every meeting until close of bid. |
| Promote project at NAMCO meetings | Every meeting until close of bid. |
| Promote project at PBDG meetings | Every meeting until close of bid. |
| Metro Small Business Open House | February 21 st (3pm-6pm) |
| Metropolitan Contractor Improvement Partnership Subcontractor Tradeshow | February 22 nd (12pm-4pm) |
| Direct calls to COBID Policy Holder subs | Month of April |
| Public Information | Month of April |
| Open House Meetings* | April 13th |
| Bid Advertisement in minority trade publications | Month of April |
| Technical bid workshops | Month of April, Weekly. |

Outreach Schedule of Events: Phase II Bidding**

| Activity | Date |
|---|--------------------------------------|
| Promote project at OAME meetings** | Every meeting until close of bid. |
| Promote project at NAMCO meetings** | Every meeting until close of bid. |
| Promote project at PBDG meetings** | Every meeting until close of bid. |
| Metro Small Business Open House | February 21 st (3pm-6pm) |
| Metropolitan Contractor Improvement Partnership Subcontractor Tradeshow | February 22 nd (12pm-4pm) |
| Direct calls to COBID Policy Holder subs | Month of September |
| Public Information | Month of September |
| Open House Meetings | Month of September |
| Bid Advertisement in minority trade publications | Month of September |
| Technical bid workshops | Month of September |

*Dates may change depending release of Bid Packages.

**Outreach for the Main Package will continue after the Early Work Package has begun.

Section 3

Apprenticeship/OJT

On-the-job Training

Lewis promotes on-the-job training and apprenticeships in a variety of ways:

- A BOLI registered training agent, Lewis trains and mentors carpenter and laborer apprentices on most of our projects.
- With a board member and volunteers engaged in NA-WIC, Lewis contributes to and provides opportunities to women in construction at all levels of our organization, from senior management to journeyed carpenters and laborers. We participate in the annual trade fair for Women in Construction and directly mentor apprentices and trainees involved in the program. For 2018, Lewis will be participating in the career fair in order to showcase the opportunities not only Lewis is able to provide, but the industry at large for women interested in construction.
- With a board member and volunteers involved in the Architecture, Construction and Engineering (ACE) Academy in East Portland, Lewis is promoting industry interest among young people in four different metropolitan school districts with diverse ethnic back-grounds. Through our involvement, Lewis has hired several minority interns who have become apprentices on our projects and will look for additional opportunities on the Polar Bear Habitat Project. (Though ACE lost funding earlier this year, we are working with AGC to identify a strategy to maintain this program as an extension of Portland Public Schools' CTE program. We expect to continue to support the organization in its new form.) We will explore opportunities to connect with local schools' Career Technical Pathway specialists, and hire candidates who are interested in both summer internships on the construction site, and longer-term apprenticeship and journeyman positions. We have started this discussion with PPS, as we have worked with them at Roosevelt. Through our experience constructing there, we have learned that the children are passionate to learn how buildings are constructed, and are eager to see the result.
- With a board member and volunteers participating in the ACE Mentorship Program and deep involvement from ACE program inception, Lewis employees have offered advice and counsel to dozens of minority high school students over many years. We actively participate in mentoring students, believing it to be part of our company culture; giving back to our community and sharing the exciting careers available in construction.
- Lewis provides several, varying internships for college students and individuals considering a transition into a construction management career at any age. We perceive that many skills learned on the job are difficult to learn in the classroom, so we immerse interns into the thick of things while allowing them to pursue their strengths and passions, with the help of a mentor. This was recently witnessed with the growth of Sarah Jimenez, an intern for Elephant Lands, who returned to college with a greater understanding of how phasing a project can provide a benefit a client, and the General Contractor. **Sarah will be the Project Engineer on the PPR project and looks forward to mentorship from Lauren Holmes, Project Manager.**
- Lewis will work with Constructing Hope during construction of this project. Constructing Hope is an organization that participates in developing an understanding of apprenticeship opportunities that are available in the industry. We believe in the Constructing Hope mission of helping individuals develop self-sufficiency, and will reach out to the organization with the hope of providing positions for members to gain real world experience.
- In partnership with Construction Summer Camp, Lewis employed three high school carpenter apprentices at the Elephant Lands Project. A Portland Public Schools and Willamette Carpenters Training Center joint effort, the program connects high school students with diverse backgrounds interested in pursuing careers in construction with general contractors for summer internship and training opportunities.
- Lewis typically employees four apprentices each summer on projects throughout the Portland metro region.
- **Lewis plans to hire an intern and apprentice for the summers of 2019 and 2020 to assist with the Polar Passage, Primate Forest, Rhino project.**

Section 4

Workforce Diversity

Enhancing Workforce Diversity

We welcome—and proactively recruit—people of diverse backgrounds on our work crews and management teams. Lewis is a registered training agent and continually promotes apprenticeship in the trades in partnership with the local carpenters and laborers unions. Further, we sponsor programs with Oregon Tradeswomen, encourage our unions to hire women and minorities and mentor youth of diverse backgrounds to enter the construction industry.

Our approach for optimizing diversity—and providing opportunity for craftspeople new to the industry—within the workforce for this Project includes the following:

- Identify projected hiring needs and apprentice opportunities prior to finalization of the contract.
- Assist subcontractors in obtaining BOLI registered training agent certification.
- Maintain our diverse workforce and Equal Opportunity Employment Certification.
- Host workshops and participate in job fairs to recruit women and minority workers.
- Hire apprentices to work on Lewis self-perform work as applicable
- Work with our subcontracting partners that are actively promoting individuals to consider joining their trade.

We not only believe in enhancing workforce diversity, we also want to sustain it. Our approach to sustaining diversity is driven by one of our core values of Trust & Respect. Everyone should feel safe coming to work, and feel that they are a part of a community that appreciates their diversity of thought. Every member of a team is valuable, and should feel empowered to help spark innovation. The following are stories of how we have seen empowerment and encouraged innovation:

- SAIF – To reinforce that everyone should feel safe at work, Lauren Holmes, Project Manager on the SAIF project, during her walks is often found walking to a new female or person of color tradesperson on-site, Lauren will introduce herself, and let the individual know that if they ever have concerns that they can reach her by phone, or to come find her in the job trailer to discuss. **Lauren Holmes will be the Project Manager for the Polar Passage, Primate Forest, and Rhino project, and will ensure a welcoming construction site for all.**
- Block 137 – During a job walk, Kaitlyn Weaver, an intern for the summer had come across an entry that wasn't safe-d off from the overhead activity above. She brought her concern to the Project Manager on the job, and was met with instant action on her concern. Initially she had been concerned someone would dismiss her observation, but instead was met with action.
- Roosevelt High School – Sarah Jimenez was the new project engineer on site during the Fall of 2015. Her superintendent decided to partner her with a union carpenter Joseph, who had been in the industry for the last 35 years. Only the superintendent had the foresight to see that the two would further develop each other. Joe helped develop Sarah's confidence in an environment and project she hadn't been familiar with, and Sarah in part empowered Joseph with the knowledge on technology and how it is able to improve construction inefficiencies. Two years later, Joe and Sarah still work together, and have been empowered with the knowledge they have each other and are a team.

For the project, we will continue empowering and encouraging innovation by establishing mentorship opportunities within our teams, and the community. The following are the mentoring opportunities we have initiated:

- Lauren Holmes & Sarah Jimenez will be able to turn their mentor and mentee relationship into a daily learning opportunity. Sarah has expressed her interested in becoming a project manager and will look to Lauren for advice on what it means to be a project manager and how to get there.
- Phil Kreiger, our project superintendent has begun mentoring project engineers and foremen, to show individuals the growth opportunities within construction and specifically the field. With the industry growing, and more construction personnel retiring, it has become increasing important to diversify our workforce in the field.

- Sarah Jimenez has begun working with Girls Inc. to help young girls gain confidence in getting involved in the science, technology, engineering, and mathematic (STEM) industries. Sarah credits STEM programs, she was involved in, with giving her the confidence in exploring a career in Construction.
- The project team will continue to actively search for opportunities that will help enhance workforce diversity. We have found that when you have diversity and equity you are able to create our vibrant inclusive culture. A culture that at Lewis we appreciate, because it helps cultivate lasting relationships not just within our project team, but the project overall.

Section 5

Bid Packaging

Subcontractor Bid Packaging

Our bid package development process is very flexible, and adaptable for each project. For this Project we will split bid packages into multiple levels with focused scopes of work that allow smaller, yet technically qualified firms to participate. Potential opportunities include:

Early Work Package – Bid Date: May 1st 2018

- Structural Demolition
- Site Civil and Utilities
- Plumbing and HVAC
- Electrical

Early Work Package – Direct COBID Solicitation

- Steel Caging Reconfiguration/Repair, Metal Fabrications
- Metal Panels and Flashing
- Roofing/Patching
- Painting
- Concrete Masonry

Main Package – Est. Bid Date: August 2018

- Structural Demolition
- Site Civil and Utilities
- Concrete Structures
- Specialty Concrete & Exhibit Rockwork
- Concrete Paving
- Waterproofing
- Structural Steel
- Steel Caging, Animal Specialties, & Metal Fabrications
- Decorative Metal
- Wood Framing
- Masonry
- Metal Framing & Drywall
- Architectural Woodwork
- Roofing
- Metal Panels & Flashings
- Joint Sealers
- Door Frames, and Hardware (F&I)
- Specialty Doors
- Curtainwall, Storefronts & Glazing
- Skylights
- Flooring and Ceramic Tile
- Painting
- Miscellaneous Accessories
- Fire Suppression
- Plumbing and HVAC
- Life Support System
- Electrical
- Landscape and Irrigation
- Fencing
- Final Clean
- Appliances
- Kitchen Equipment

Section 6

Bonding/Insurance

Bonding & Insurance Coverage

Lewis is thoughtful in our assessment of subcontractor risk and bonding. We will assist COBID firms challenged to provide performance bonds (as required), by connecting them with sureties and helping to negotiate rates. However, as a better alternative, we have Subcontractor Default Insurance (SDI) to help protect Metro from potential defaults. SDI is more effective and less expensive than individual bonding, and eliminates the bonding burden on smaller disadvantaged subcontractors.

Insurers look to a number of business factors when binding coverage for specialty contractors. When presented with a small or emerging business, Lewis aims to partner that company with resources such as MESO and Micro Enterprise Services of Oregon who enthusiastically empower and educate small businesses. They provide additional resources including business planning, book-keeping training, consultation, credit building and access to capital—all of which contribute to a more favorable insurance rate.

Section 7

Technical Assistance

Partnerships, Mentoring & Technical Assistance

Other outreach and technical assistance measures during this phase will include:

- Public bidding opportunity sessions, targeted to COBID subcontractors and vendors
- Participation in NAMCO, PBDG, BESTHq, and OAME meetings to generate interest among disadvantaged firms
- Technical bidding classes geared toward improving the ability of COBID firms to compete for the work
- During the bid process Lewis will provide subcontractors with one-on-one scope review and clarification to ensure accurate numbers on bid day.
- During Pre-installation meetings with subs and suppliers, our team will identify any need for technical assistance and develop a plan to achieve necessary skills and resources.
- For those subcontractors and suppliers who are inexperienced with work planning, our team offers sequencing and coordination assistance.
- For emerging firms, we offer business skill training focused on subcontracts, insurance, bonding and QA/QC.
- Superintendent Phil Kreiger's daily onsite check-ins with subcontractors will ensure proper techniques and provide an opportunity for subs to seek assistance.
- Working with MCIP, to set up a plan center for COBID firms to discuss the project with our team.

Section 8

Lewis Liaison

COBID Business Liaison

COBID Liaison and Senior Project Manager Andy Dykeman and Project Engineer Sarah Jimenez will work with the subcontractors to administer our COBID program throughout construction. Andy has been continuously involved with equity in contracting programs and initiatives in the Portland Metro area for nearly 10 years, and has led outreach efforts that yielded COBID subcontractor participation rates of 30% and higher on past projects. Sarah is a member of our Diversity Community and has donated her time to mentor COBID subcontractors and has been working in conjunction with Girls Inc, to motivate young girls to join the Science, Technology, Engineering and Mathematics (STEM) industry.