



Community Oversight and Advisory Committee (COAC) Charter

August 6, 2020

Document Overview

This Project Charter guides the scope of the I-5 Rose Quarter Improvement Project (Project) Community Oversight & Advisory Committee (COAC).

This Charter includes the following subsections:

- Project Background and Context;
- Project Vision and Guiding Principles;
- Committee Purpose, Role, and Authority; and
- Committee Structure.

Project Background and Context

During the 1950s and 1960s, construction of I-5, the Veterans Memorial Coliseum, Rose Quarter/Moda Center, Emanuel Legacy Hospital, Portland Public School Blanchard site, and urban renewal divided and displaced communities in North and Northeast Portland, impacting communities of color, especially African American communities, in the historic Albina neighborhood.

With the Project, ODOT has the opportunity to employ processes to actively engage affected communities to find solutions that reduce some of the barriers created by the construction of these historic projects. ODOT anticipates the Project will generate increased opportunities for economic development and redevelopment in the Albina neighborhood.

For the Project, ODOT is changing the way it does business by setting goals and working to achieve values-based outcomes on how the Project will contract with Disadvantaged Business Enterprises (DBEs), including minority-owned businesses, and engage with diverse workforce organizations and the community.

The Project adds auxiliary lanes and shoulders to reduce congestion and improve safety on the main north-south freeway on the west coast and redesigns the local multimodal street network. The Project will smooth traffic flow on I-5 between I-84 and I-405 where three interstates intersect and feature the biggest traffic bottleneck in Oregon. The Project will also improve community connections by redesigning overpasses and reconnecting neighborhood streets,

enhancing public spaces, and promoting economic development opportunities. The Project's transportation improvements allow the City of Portland to implement the development goals for the N/NE area and realize the City's Central City 2035 Plan.

ODOT is continuing to study and design improvements to local streets near the Broadway-Weidler interchange and to I-5 between I-84 and I-405 in Portland. These improvements include:

- Highway covers;
- New bike and pedestrian crossings;
- Local street bicycle and pedestrian improvements;
- New Hancock-Dixon roadway connection;
- I-5 southbound on-ramp relocation;
- I-5 ramp-to-ramp (auxiliary) lanes; and
- Highway shoulders.

To increase minority firm participation in opportunities as well as integrate other constructability and risk mitigation benefits, ODOT is using an alternative delivery method Construction Management/General Contractor (CM/GC) for this Project.

The CM/GC method provides ODOT with strategic opportunities to manage risk, control the budget and schedule, and increase DBE, minority firm, and diverse workforce participation. ODOT contracted with an Owner's Representative (OR) consultant team to aid ODOT's CM/GC delivery method.

Project Vision and Guiding Principles

The Project's vision is to create and spur more wealth development among local minority contractors by:

- Building the capacity of minority businesses for current and future projects.
- Building capacity in local underrepresented populations to meet local construction workforce needs.
- Furthering minority businesses' expertise to be successful with project subcontracting opportunities.
- Increasing local underrepresented populations' skills/access to construction trades.
- Providing technical assistance and certification for Disadvantaged Business Enterprise (DBE) firms and workforce providers to access underrepresented local populations.
- Providing new opportunities and facilitate new relationships between minority subcontractors and primes;
- Maximizing trade opportunities at all levels for local minorities as part of the Project;
- Enhancing relationships between ODOT/City of Portland and the local minority and DBE business community; and
- Constituting a DBE/On-the-Job Training (OJT) Advisory Committee of local community members to provide recommendations DBE/ OJT project development.

Committee Purpose, Role, and Authority

Committee Purpose

The COAC builds on the foundation of the COAC's previous work as the project transitions from planning and design to construction.

The purpose of the COAC is to review and provide feedback on the CM/GC's DBE and workforce programs and practices. The COAC will:

- Provide review of the CM/GC's DBE subcontracting and workforce plans, participation, diversity, and results;
- Provide written recommendations, comments and resources in support of the successful implementation of the CM/GC's Diversity Plan during the life of the Project; and
- Provide culture of success assistance related to DBE and workforce program implementation.

Committee members will review DBE and workforce project information. Recommendations and feedback to ODOT and the CM/GC will be used to inform the DBE and workforce program implementation.

COAC input during the Project's continued design phase and subsequent construction phase will substantively inform DBE and workforce program outcomes and help ensure a wide array of Project opportunities are afforded to DBEs and a diverse workforce. It also provides an open and transparent forum for ODOT, the CM/GC, and the COAC to assess progress and hold one another accountable.

Committee Role and Responsibilities

Committee role and responsibilities for the design and construction phases of the Project include:

- Provide monitoring support to ODOT on DBE and workforce goals as well as community aspirations;
- Help identify and review DBE and workforce Project opportunities;
- Discuss DBE program implementation, including DBE recruitment, termination or replacement, and requesting responses to questions;
- Review CM/GC mentoring and technical assistance reports along with providing feedback;
- Discuss and resolve workforce diversity issues, including pre-apprenticeship, apprenticeship, workforce, EEO achievements, and anti-harassment policies;
- Review DBE and workforce CM/GC and Subcontractor monthly reports and dashboards. This may include among other data DBE commitment and utilization.; trade craft use of Core Employees, DBE and workforce achievement compared to Project goals and programs established in the Diversity Plan;
- Review CM/GC outreach effectiveness, act as liaison with community and workforce organizations, and work collaboratively with the Contractor so that stakeholder voices from the Project area are shared through the process;
- Request to CM/GC to speak to subcontractors;
- Review CM/GC performance related to other management and contractual requirements;
- Make recommendations on apprenticeship liquidated damages and other violations; and

- Respond to specific requests from ODOT-sanctioned groups through ODOT's COAC liaison.

Committee Recommendations

Whenever possible, COAC recommendation / advice to the CM/GC will be determined by consensus, recognizing that consensus may not always be achievable. Consensus has been reached when a general agreement is based after every effort has been made to meet the interests of all members. Members have both the right to expect that no one will ask them to undermine their interests and the responsibility to propose solutions that will meet everyone else's interests as well as their own. Areas of consensus and general areas of agreement will be identified should they emerge.

There is no requirement for the COAC to reach consensus in providing advice to the CM/GC. In these instances, the facilitator will work with the group to identify areas of agreement among COAC members, and will capture individual perspectives where agreement is not identified. Advice provided to the CM/GC will be more useful, when consensus is reached.

Authority

Through ODOT, the COAC has the ability to question and provide comments regarding Project DBE and workforce program implementation. CM/GC and ODOT will provide written responses to COAC questions and comments.

ODOT shall retain all contractual authority, including providing direction to the CM/GC. ODOT may request written responses from the CM/GC in response to COAC questions and comments.

Committee Structure

Convener

ODOT through the I-5 Rose Quarter Improvement Project convened this COAC process. Operationally, ODOT interacts with the COAC through the COAC facilitator.

The CM/GC will engage with the COAC to mutually give and receive information along with considering recommendations and feedback. The CM/GC will describe how the COAC's input meaningfully informed project decisions.

ODOT will convene monthly meetings, based on input from the CM/GC for meeting topics. COAC meetings are open to the public. Agendas will be prepared and posted to the Project Website at least 5 business days prior to the COAC meeting.

COAC Membership

The COAC is composed of up to 20 members who represent DBE and workforce stakeholder interests. The Committee shall be comprised of members from DBE firms and advocacy groups, diverse workforce development organizations, and other contractors (with no real or perceived conflict of interest) associations representatives, and representatives from community based organizations with a strong record of accomplishment of serving racial and ethnic minorities,

women and low-income people. Members will be selected to represent a geographic community and/or a community of interest, and when applicable will serve as a conduit of information between the COAC and the community they represent. Committee members have an equal voice in the discussions. Members will be appointed by ODOT.

The COAC members shall not have any actual or perceived conflict of interest or gain financially from the design or construction of the Project in accordance with the Oregon Government Ethics Commission. An actual or perceived conflict of interest exists when an individual (or family member or business relationship) may financially benefit or gain from any aspect of the Project.

In addition to seeking diversity on the COAC respective to geography, demographics, and current interests, ODOT strives for committee composition reflecting the historic Black and African American Albina Community.

A list of COAC members is attached to this Charter and is public information. *[Note: Membership list forthcoming.]* Contact information is provided to other COAC members with individual member's permission. Members wishing to withdraw from the COAC should do so by informing the COAC facilitator in writing. ODOT will fill any vacancies based on the needs of the committee and representation outlined above. ODOT retains the final decision regarding selection of COAC members.

Group Conduct

COAC Committee members are accountable to:

- Listen to, appreciate, and seek to understand diverse views and opinions;
- Actively participate in the group;
- Participate and contribute in a way that is constructive and respectful;
- Attend all meetings in a timely manner; and
- Respect the role of the facilitator to guide the group process.

Disagreement, frustrations, and differences of opinion are acknowledged, explored, and addressed. Should conflict arise, it will be addressed with the guidance of the facilitator. Recurring, disruptive individual behavior may result in an individual being respectfully excused from the COAC.