

# *WELCOME* COAC MEETING

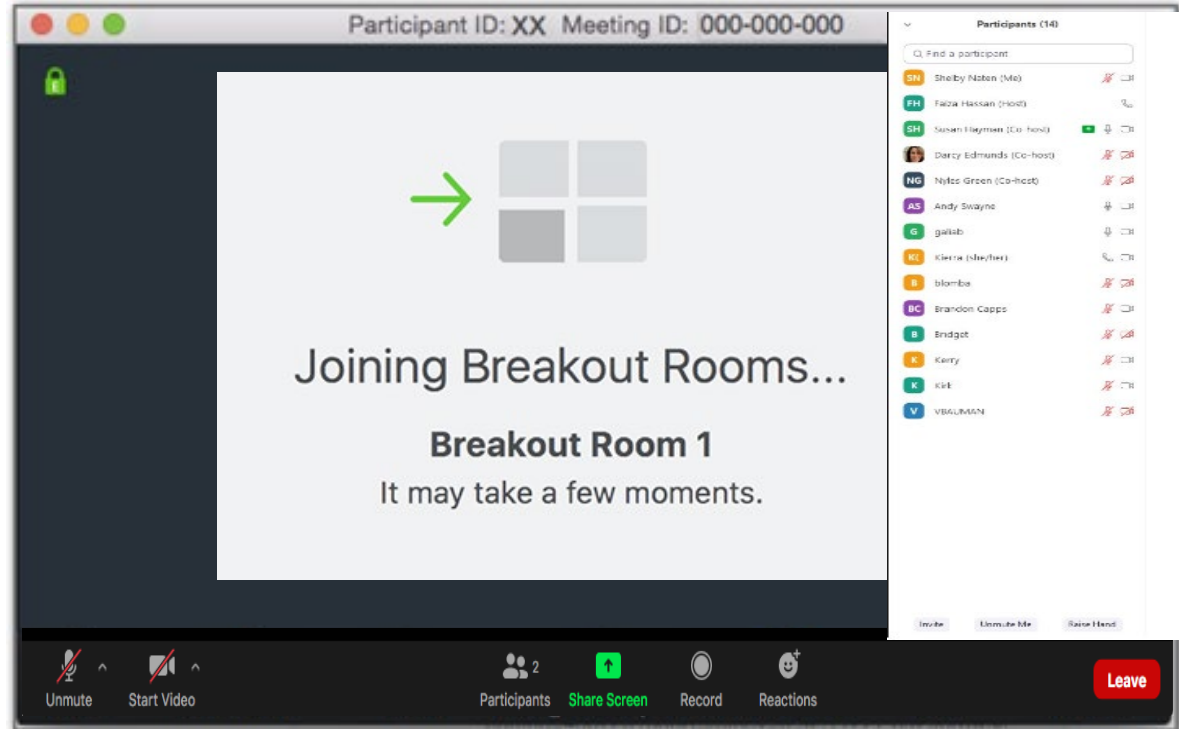
December 16, 2021





# Zoom Participant Review

- » Zoom view available for Presenters and COAC members; the general public viewing via YouTube livestream
- » Please raise your hand to speak – please remain on mute until recognized
- » COAC: Please keep your video camera on
- » Others: Please keep your video off unless speaking



Technical issues?  
Text or call Corinne at: 503-479-8674



# Agenda

1. Welcome, Meeting Platform and Ground Rules
2. Overview COAC November 18<sup>th</sup> Meeting Summary Notes
3. Project Updates
  1. Project Committee updates
4. ODOT's Action on Social Equity
5. Community Matrix Part 2- COAC Recommendations on Diversity Plan.
6. COAC Breakout Sessions
7. COAC Report Outs
8. Public Comments
9. Next Steps and Conclusion



# Meeting Format & Overview

- General Public Attendees (Non-COAC Members) will be in listen-mode.
- Today's meeting will be live streamed and recorded via YouTube and will be made public on ODOT's Project website, [i5RoseQuarter.org](http://i5RoseQuarter.org).
- After the breakout group session, the General Public is invited to rejoin the meeting for the report-back summary, work session and public comment.

Technical issues?  
Text or call Corinne at: 503-479-8674



# Meeting Format & Overview

- Due to technical limitations of livestreaming, members of the public are not able to listen to or view the breakout sessions in real time.
- At **5:30 p.m.** COAC members will reconvene with the larger committee and report their summary from each breakout session.
- Recommendations from each breakout group will be presented and discussed publicly at that time.
- Recordings of the individual sessions will be posted online once available after the meeting.

Technical issues?  
Text or call Corinne at: 503-479-8674



# Ground Rules and Facilitation

- Let everyone participate by listening to and respecting diverse views and opinions
- Listen with an open mind
- Value learning from different input
- Stay open to new ways of doing things
- Treat others constructively and respectfully



# Ground Rules and Facilitation

- Respect the role of the facilitator to guide the group process
- Attack the problem, not the person
- Disagreement, frustrations and differences of opinion are acknowledged, explored and addressed

# OVERVIEW COAC NOVEMBER 18<sup>TH</sup> MEETING SUMMARY NOTES





# PROJECT UPDATES



# COMMITTEE UPDATES



# SOCIAL EQUITY AT ODOT

MARIA ELLIS, OFFICE OF SOCIAL EQUITY  
DAVID KIM, STATEWIDE PROJECT DELIVERY





ODOT follows policies, processes and procedures that promote a diverse workforce.



ODOT has a strong partnership with businesses owned by Black, Indigenous, People of Color (BIPOC), women, and others who have been historically and/or are currently marginalized.



All ODOT projects and programs prioritize social equity in their planning and risk assessments.



All voices, regardless of social identity or social demographics, in the communities that ODOT serves are heard and their viewpoints influence agency decisions.



Transportation investments benefit neighborhoods and communities that have experienced systematic harm in the past.



Industry and program partners are held accountable to outcomes aligned with ODOT's commitment to social equity.

## Social Equity at ODOT – Maria Ellis

- New Office of Social Equity, OCR brought under new office
- Strategic Action Plan including social equity goals
- Cultural shift at ODOT, where social equity is applied to contracting



# What is in Motion

## Social equity lens

- *How have or will historically excluded communities be informed, consulted, or involved? What methods or tools were used for this engagement?*
- *In what ways does this address the needs expressed by historically excluded communities? What are the benefits and burdens to those communities?*
- *Does this affect a high social equity index area? If so, is there an opportunity to address economic or health disparities this community experiences?*
- *Is there an opportunity in your work to increase safety and/or access for the historically excluded that does not directly address the purpose of the project? If so, what is the cost or risk to ODOT? How do we mitigate the cost and/or risk?*



## What is in Motion

- Disparity study to inform how we assess capacity
- Identify and remove systemic barriers for BIPOC contractors doing work with ODOT
- Social equity map index
- Equitable Engagement Compensation Program
- Current efforts being assessed for efficacy (e.g., mentor-protégé program and technical assistance)
- Contractual strategies to support the expansion and gender/racial equity of the jobsite workforce



## **ODOT Strategic Action Plan in 2022**

SAP goal – “More dollars to BIPOC and women owned firms.” For 2022, this includes:

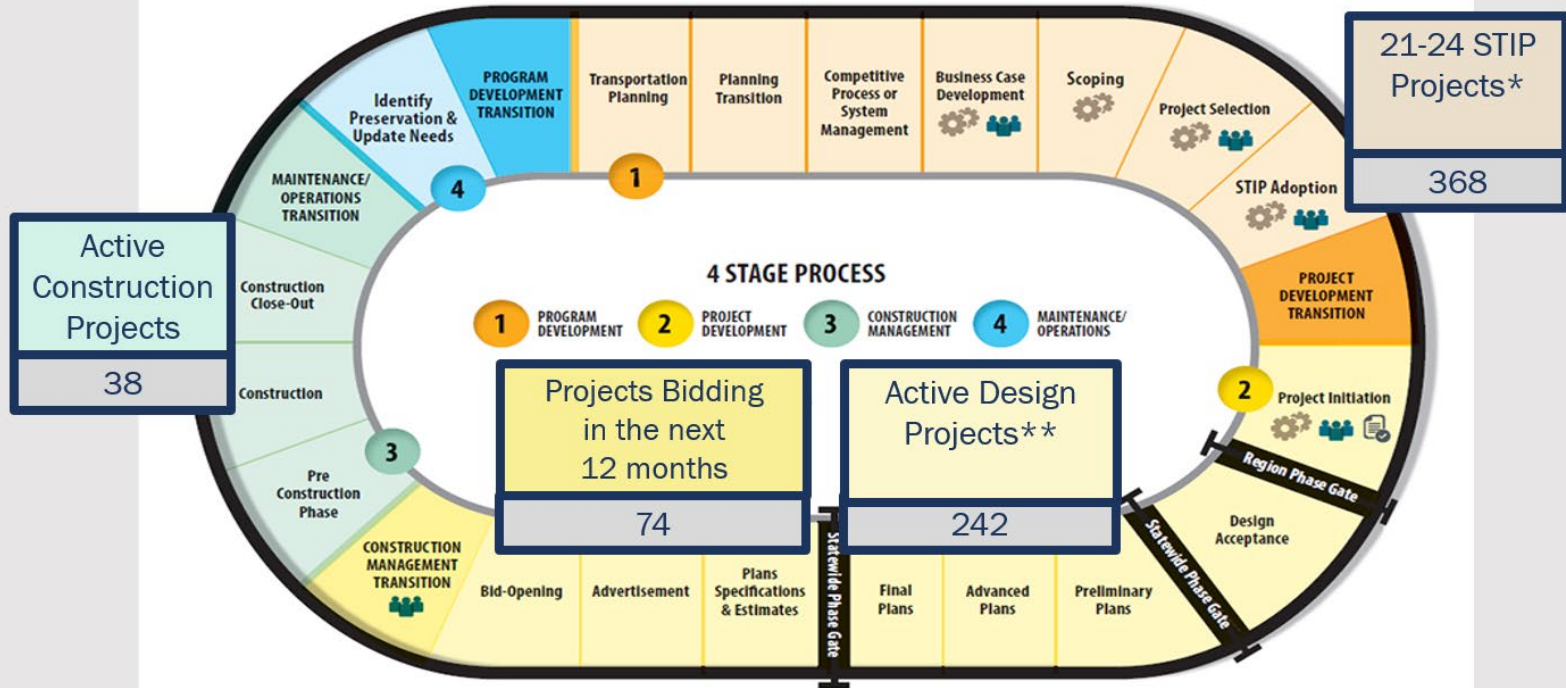
- Implementation plan for removing barriers facing BIPOC and women owned firms in contracting with ODOT.
- A partnership strategy with targeted industry partners to facilitate engagement and training opportunities to BIPOC and women firms.
- Expand targeted trainings to support the unique needs of BIPOC and woman owned firms who are interested in contracting with ODOT.
- Establish or improve data collection to more clearly track:
  - DBE firms bids vs awarded/not awarded
  - Number of trainings provided to DBE (both in house and recommended by ODOT)
  - Customer satisfaction survey to DBEs



# Statewide Project Delivery – David Kim

**ODOT Project Delivery Status (October 1 – November 30, 2021)**

## TRANSPORTATION SYSTEM PROJECT LIFECYCLE



\*The 21-24 STIP Projects reflect the total number of projects in the STIP on the ODOT system. The number includes active and inactive (not started) projects in design and construction. This number may change as projects get added, removed or combined via STIP Amendments. It doesn't include active construction projects that were obligated in the last STIP cycle.

\*\*Active Design Projects include projects going to bid in the next 12 months.





## **Statewide Project Delivery – Initiatives**

- Implementation of DBE Goals on projects
- Implementation of OJT hours on projects
- Equity Lens for Project Delivery
- Alternative Delivery Programs
- Local Hiring Preference – I-205 Project
- Partnerships with trade associations
- Quick pay – Construction
- Small prime contractor development program



## Block Group Data

- Age
- Ability
- Income
- Language
- Race/Ethnicity

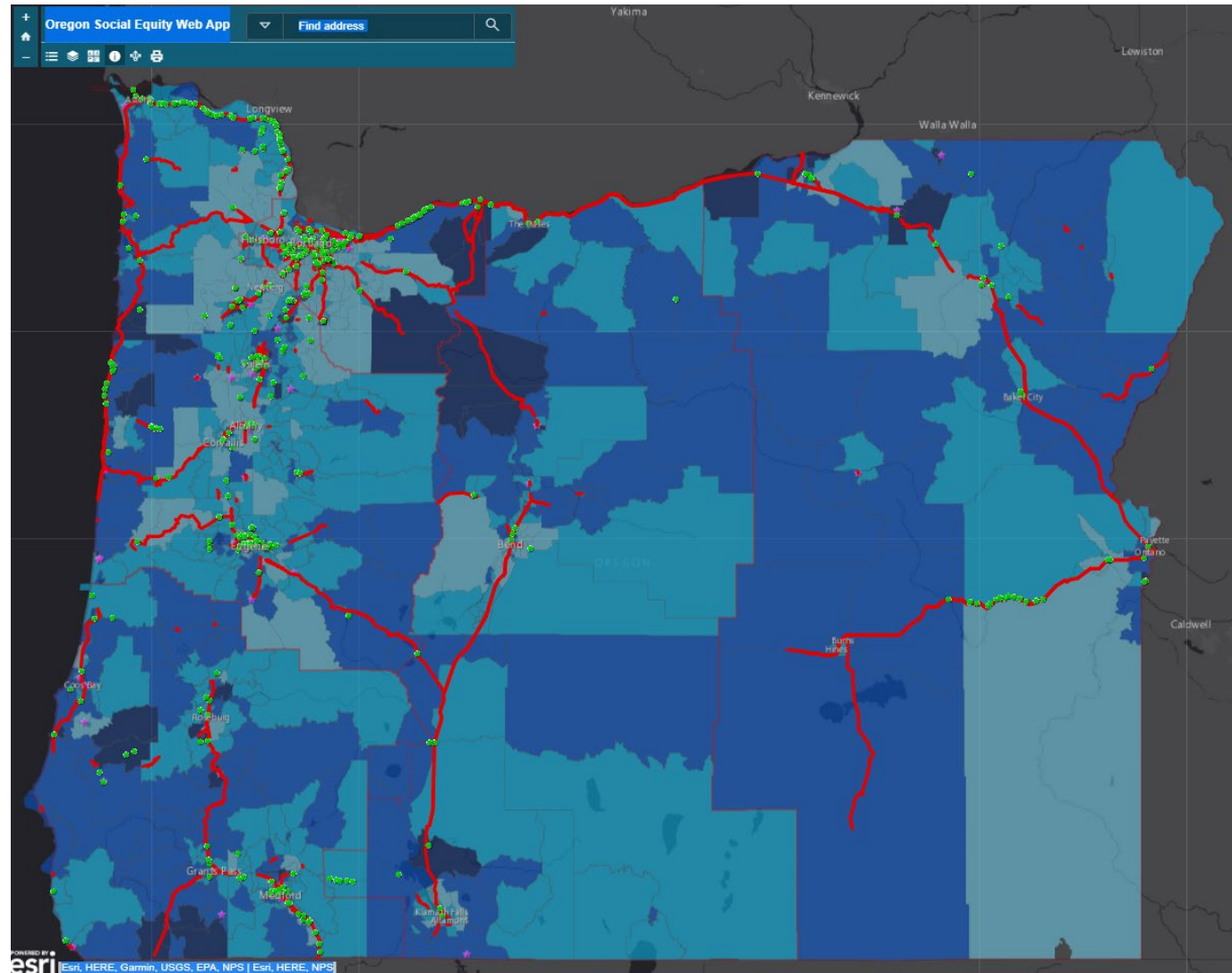
## Social Equity Index Value

Low: .30 to .70

Low/Medium: .70 to .94

Medium/High: .94 to 1.22

High: 1.22 to 1.94



# TONIGHT'S TOPIC IN CONTEXT OF PREVIOUS MEETINGS





## Overview of Diversity Plan Meetings

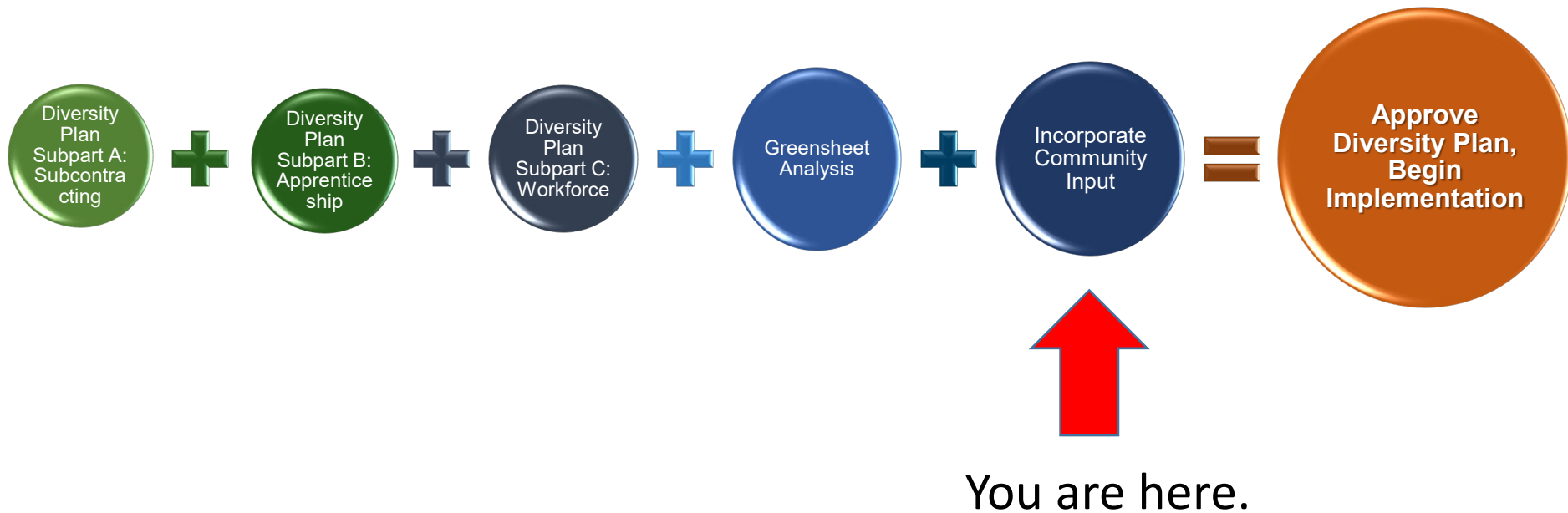
- March – Subcontracting (A) – Historical Barriers
- April – Subcontracting (A) – Greensheet Tool
- June – Subcontracting (A) – Technical Assistance
- July – Workforce (B) – Apprenticeship
- August – Workforce (C) – General Part 1
- September – Workforce (C) – General Part 2
- October – No meeting
- November – Community Matrix Part 1
- December – Community Matrix Part 2

# DIVERSITY PLAN PROCESS





# Input Incorporation Process





## What follows Diversity Plan Approval?

- January – Appreciation Celebration
- February – Joint Meeting (Diversity Plan, Finance Plan & H3)
- March – Package A&B 30% Greensheet Analysis
- April – Package A&B 60% Solicitation Update & 60% Subcontracting Specifics

# CM/GC DIVERSITY PLAN COMMUNITY MATRIX

Incorporation of COAC Input  
Part 1 & 2 Overview







# Overview of Community Input Part 1

- Diversity Plan Comments
- Transparency & Accountability
- Wealth Creation
- Cultural Inclusion, Preservation, & Consciousness
- Workforce & Anti-Harassment



## Overview of Community Input Part 2

- Outreach and Engagement
- Capacity Building
- Technical Assistance
- Community Relations
- Communications & Messaging



## Outreach and Engagement

COMMENTS	RESPONSES	PAGE No.
<p>Include external outreach expectations in the procurement processes.</p>	<p>External outreach expectations were included in the project specifications prior to selection of the CMGC/HSJV. HSJV will go out into the community to fulfill future outreach expectations described in The Diversity Plan; Subpart A, including community mixers, open houses, and engagement with community groups.</p>	<p>Pg. 6, 10, 11</p>
<p>Outreach and network with the community so that people are aware of the project and can do the work.</p>	<p>Strategies for subcontractor and workforce outreach are described throughout the Diversity Plan. The Project Team will also partner with the overall project engagement team and continue working with the COAC moving forward.</p>	<p>Subpart A, B, &amp; C</p>
<p>Ensure that a strategic and targeted outreach plan for the African American community is established.</p>	<p>The Project Team will engage the Black community and will also engage BIPOC communities. The Diversity Plan outlines this approach in detail.</p>	<p>Subpart A, B, &amp; C</p>



## Outreach and Engagement

COMMENTS	RESPONSES	PAGE No.
<p>ODOT and the team are not out in front of the negative narrative. It was suggested that the team consider releasing the positive aspects of this Project, including comments, thoughts, and opinions about the Project and what the Project offers to the community.</p>	<p>A positive information campaign is now underway. A more thorough Public Information Plan is currently being developed and will be presented soon.</p>	<p>Not in Diversity Plan</p>
<p>Financial literacy support should be a part of DBE outreach and education around this project.</p>	<p>The Technical Assistance approach described in the Diversity Plan Subpart A includes educational support before and after procurement based on individual assessment of each interested firm.</p>	<p>Pg. 19 - 21</p>
<p>In today's market, a lot of firms are COBID-certified firms, but most minority firms are not COBID certified. Describe how outreach will ensure minority contractors are engaged based on cultural competency.</p>	<p>The Project Team will be sponsoring workshops and working with community groups as a component of the outreach plan described in Subpart A. We will encourage and provide COBID certification assistance for minority firms not currently certified. A cultural competency curriculum program is also included in the Diversity Plan.</p>	<p>Pg. 11-13, &amp; App. D</p>



## Outreach and Engagement

COMMENTS	RESPONSES	PAGE No.
<p>Outreach to DBE's should be done now, as firms that may need that assistance now will be in a better position to participate in the process if informed in a timely manner.</p>	<p>Information sharing is already underway. Our first public sharing event will be in early spring. Outreach for each Package of work will commence approximately six months prior to procurement activities.</p>	<p>Pg. 11 - 13</p>



# Capacity Building

COMMENTS	RESPONSES	PAGE No.
<p>Develop a resource list of all available MBEs in the area and find out if their certifications are valid and have conversations with them to gauge interest, capacity, and availability.</p>	<p>Development of this resource list has been completed and will be updated at each milestone and during solicitations. It is currently not in the Diversity Plan but can be added as a future appendix.</p>	
<p>Capacity-building must include cultural awareness and training with the goal of creating lasting, sustainable change across the industry as a whole.</p>	<p>The Diversity Plan includes a cultural awareness training plan. The Diversity Plan (as a whole) addresses the intent of sustainable change across the industry.</p>	<p>App. D</p>
<p>Allow contractors flexibility. Public money has historically not served Black communities well, so allow room for creativity.</p>	<p>The HSJV has addressed this concern in our Diversity plan in both the subcontracting approach and the approach to workforce diversity.</p>	<p>Pg. 7-11, Pg. 26, 30-36</p>



# Capacity Building

COMMENTS	RESPONSES	PAGE No.
Build capacity through making sure there is a strong pipeline of firms.	The Diversity Plan describes the process whereby current projects are being utilized to develop a strong pipeline of firms.	Pg. 23 - 24
Build intentional relationships. Make sure people have the capacity to get involved.	The subcontracting portion of the Diversity plan (Subpart A) describes the role of intentionality in subcontracting in order to build capacity (it also describes past examples to be replicated). The workforce components of the Diversity plan (Subparts B&C) provide a new and innovative way to be intentional about capacity building through the development of the Workforce Advocate role/position.	Pg. 6 – 13, 26, 30 - 35
Raimore Construction should be given the latitude to utilize their existing relationships and continue to build new relationships.	Raimore has been given a leadership role in the HSJV at the Executive level, the Project Team level, and soon in the Public Information and Engagement level. These roles will be utilized to leverage existing relationships and continue to build new relationships.	Pg. 4 – 8, 23



# Capacity Building

COMMENTS	RESPONSES	PAGE No.
<p>Designate a contact person who understands apprenticeship, especially the dispatch process and pipeline of workers. The contact person should serve as a compliance officer who will know what relevant information to look for and can monitor, assess compliance, evaluate participation and enforce program regulations.</p>	<p>The Diversity Plan identifies 3 key people/positions in Subparts B and C that have integral roles in responding to these concerns; Bill Bruce, Jennifer Erickson, and Terrance Hayes. Each individual brings unique qualifications designed to address the listed concerns.</p>	<p>Pg. 26, App. F</p>
<p>Many firms lack understanding around the project requirements and not knowing what options are available to meet them and need assistance in understanding.</p>	<p>This subject is addressed in the Diversity Plan; Subpart A, Technical Assistance. Potential contractors will receive support both pre and post bid through our technical support approach.</p>	
<p>A Survey should be administered to understand contractor’s barriers.</p>	<p>The Project Team has already conducted a survey of historical barriers and they are outlined in the Diversity Plan, Subpart A. The Diversity Plan is designed to address these historical barriers.</p>	<p>Pg. 6 &amp; 7</p>





# Capacity Building

COMMENTS	RESPONSES	PAGE No.
<p>Has a capacity study been done? Were there any intentional efforts to recruit firms?</p>	<p>A capacity study has been performed on the 20% design and related scopes of work where capacity building opportunities exist have been identified and outlined in the Greensheet Analysis. Outreach/intentional efforts will begin soon.</p>	<p>App. B</p>
<p>Establish a clear pipeline for the pre-apprenticeship programs.</p>	<p>The Diversity Plan Subparts B and C describe a clear approach to “building a pipeline” for workforce development that links outreach, recruitment and pre-apprenticeship programs (CBOs) to apprenticeship opportunities on the project. An analysis has also been completed to forecast the actual numbers of apprentices likely needed.</p>	<p>Pg. 26 – 29 &amp; App. B</p>



# Technical Assistance

COMMENTS	RESPONSES	PAGE No.
<p>Provide technical assistance around financing to help them be successful and grow.</p>	<p>The Diversity Plan; Subpart A, Technical Assistance approach covers this topic in detail, and we have thus far organized our team plus potential third party consultants. Training types include 1)Project Based, 2) Specialized (third party), and 3)Use of Membership Groups. All 3 types contain assistance related to financing depending on the need of the contractor.</p>	<p>Pg. 19 - 22</p>
<p>Provide technical assistance to small and beginning subcontractors so they can understand how to interpret a contract and what requirements apply, allowing them to put together successful bids in the future.</p>	<p>The previous response applies. In addition, there is specific pre-proposal technical assistance proposed to help subcontractors interpret and understand contract requirements in order to put together responsive bids.</p>	<p>Pg. 19 - 22</p>



# Technical Assistance

COMMENTS	RESPONSES	PAGE No.
<p>OR and COAC to discuss mentor-protégé and technical assistance programs and workforce needs</p>	<p>The proposed MCMGC program is a duplicate of the federally approved Mentor/Protege program. Our Technical Assistance program is detailed in Subpart A and includes processes to address workforce needs. Our approach to addressing workforce needs wholistically is addressed in the Diversity Plan; Subparts B &amp; C.</p>	<p>Pg. 17 – 19, 19 – 22, Subparts B &amp; C</p>
<p>Bonding and access to capital must be addressed, especially for women-owned and minority-owned businesses. How will those businesses be supported?</p>	<p>The Diversity Plan’s approach to technical assistance prior to bid time is to assess firms based on their interest and capacity; including bonding and access to capital. This assessment allows the Project Team to match firms with appropriate scopes and prepare for the follow-on/post bid assistance related to bonding and access to capital. This assistance often creates alternative approaches to bonding and access to capital. Educational opportunities will be provided in order to give firms the tools necessary to increase lines of credit, access to capital, and bonding.</p>	



# Technical Assistance

COMMENTS	RESPONSES	PAGE No.
<p>Many small firms don't have an HR department. How can this challenge be mitigated?</p>	<p>The Technical Assistance approach described in the Diversity Plan Subpart A includes support before and after procurement based on individual assessment of each interested firm including staff and workforce.</p>	<p>Pg. 19 -22</p>
<p>How can we hold General Contractors (GCs) accountable? What can be done for the GCs to really build trust and understanding of how to work with subs?</p>	<p>The Project Team includes individuals who have built trust within the DBE contracting community. These members have been placed in leadership roles to ensure that the GC will be accountable to this end.</p>	<p>Pg. 3 – 25, App. F</p>
<p>Expand pre-proposal and estimating assistance for firms.</p>	<p>The Technical Assistance approach described in the Diversity Plan Subpart A includes support before and after procurement based on individual assessment of each interested firm. Pre-proposal and estimating assistance are normally recognized needs.</p>	<p>Pg. 19 - 22</p>



# Community Relations

COMMENTS	RESPONSES	PAGE No.
<p>Become a good example for the community and the nation.</p>	<p>We agree with this recommendation, and this is our goal. We want to be an example of change and growth in the construction industry related to diversity, equity, and inclusion. More information regarding this comment is forthcoming in the Public Information Plan.</p>	<p>PI Plan</p>
<p>CM/GC to make a habit of seeking Black, Indigenous and People of Color (BIPOC) in sourcing goods and services first.</p>	<p>Our plan is to buy local from BIPOC firms. Although not specifically detailed in the Diversity Plan more details are forthcoming as part of the Public Information Plan that is forthcoming.</p>	<p>PI Plan</p>
<p>COAC noted the Certification Office for Business Inclusion and Diversity database has historically not served the Black and Brown communities.</p>	<p>Our approach will utilize COBID, and we understand that we must be intentional about serving black and brown communities. We will provide technical assistance to BIPOC firms with the certification process.</p>	<p>Pg. 11 - 22</p>



## Communications and Messaging

COMMENTS	RESPONSES	PAGE No.
<p>Communication and messaging and the need to inform the community about the opportunities offered by the Project, and to mitigate confusion caused by a one-sided negative message.</p>	<p>The Project Team has already begun implementation of a positive Project Information Program; including, testimonials, vignettes, social media, and marketing of construction opportunities.</p>	<p>PI Plan</p>

# BREAKOUT GROUPS





# Breakout Group Process

- Designate group's spokesperson for report out.
- COAC members and facilitators will automatically be brought to their assigned breakout groups.
- At **5:30p.m.** COAC members, facilitators and presenters will be brought back to the main session.





# Breakout Groups

<b>Group Number</b>	<b>Facilitator</b>
Group #1	Bill Bruce
Group #2	Jeff Moreland



# Breakout Questions:

What are your main questions or concerns about the responses to the COAC Members (your) comments?

# BREAKOUT GROUPS

\* We'll reconvene at 5:30 p.m. \*

- Livestream observers may provide written comments to [info@I5RoseQuarter.org](mailto:info@I5RoseQuarter.org) with the subject line “*COAC Public Comment*”;
- Verbal comments can be submitted via Voicemail at 503-470-3127;
- There will be an opportunity to provide a brief oral comment near the end of the meeting; and
- All written comments received will be added into the meeting record.





# Breakout Questions:

What are your main questions or concerns about the responses to the COAC Members (your) comments?

***WELCOME BACK***

**COAC REPORTS OUT  
AND DISCUSSION**



# Q & A



# PUBLIC COMMENTS





**Due to the unprecedented logistical and public health challenges presented by COVID-19, public comment will proceed as follows :**

## **VERBAL**

- » Live Call: Zoom dial-in number: **971-247-1195** enter Meeting ID: **884 8824 7639** Passcode: **095146**. You'll be placed in a virtual waiting room until time to speak
- » Voicemail: **503-470-3127**
- » Speakers will have 1 minute for comments; state your name and speak slowly
- » Speakers can also state "I wish to remain anonymous"

## **WRITTEN**

- » Email: [info@I5RoseQuarter.org](mailto:info@I5RoseQuarter.org)
- » Submit via project website: [i5RoseQuarter.org](http://i5RoseQuarter.org)
- » In subject line input: "COAC Public Comments"

**All comments and questions will become part of the public record.**



# ANNOUNCEMENTS

**DIVERSITY PLAN COMPLETION**

**APPRECIATION CELEBRATION**



# CONCLUSION AND NEXT STEPS

