1. UCB and LBNL will set a specific goal and adopt policies for increasing procurement from Richmond businesses in construction and through regular procurement: Local Definition includes Richmond, North Richmond, and Unincorporated areas of North Richmond. Second Priority is San Pablo.

		Strategies/Programs	Partners	Beneficiaries	Expected Results	Performance Measures	Notes:
		UCB/LBNL will:	In Partnership with:	For the Benefit of:	For these Results:	Measured by:	Notes:
NON CONSTRUCTION	A.	Set a goal for increasing NON CONSTRUCTION procurement from Richmond Based Businesses over five years, including incentivizing procurement officers to meet goals		Richmond based companies	x number of awarded contracts Assess capacity of Richmond based companies

50% percentage increase from what is currently done | % of contracts awarded to Richmond based companies | |
CONSTRUCTION (including design-bid-build) (In the event that a third party developer is enlisted to build the BGC then the programs shall be part of the master construction contract)	B.	Ensure that Formal preferences for 25% local spend are integrated into contracts to produce legally binding results	Richmond Chamber, SBDC, City of Richmond, Richmond Main street, WCCBDS, Philanthropy,	Richmond based companies	25% local spend	% of local spend	
	C.	Reserve a specific percentage of Set-aside contracts for local small business		Richmond based companies	x number of contracts	Number of set-aside contracts	
	D.	Incentivize procurement officers to meet goals		UCB, Richmond based companies	x number of contracts	Reporting of results in relation to goals	
GENERAL	E.	Adopt prompt payment/invoicing policies that would require the prime contractors to pay subcontractors 30 days maximum after invoice submission		Richmond based companies, UCB	Prompt (bi-monthly) payments for contractors

Prompt payment/invoice agreement | Payment schedule implementation | ideally Pay when paid policy |
| | F. | Operate a Bid Process that selects a bidder that offers the best value, and that limits and/or minimizes any change orders | | | Change order carries forward with same original requirements

Good faith effort means something in the selection criteria and eventual award | Points to primes that have - Ask primes what they have done to build capacity | |
	G.	Apply procurement policies to other sectors beyond construction including design projects and the solar industry, for instance.					Including architects, engineers
	H.	Establish socially responsible contracting policies for any procurement contracts at the new campus.		Richmond-based companies and workers, UBC, local economy	More sustainable workforce		
	I.	Provide pathway for local farms to sell local produce on new campus at weekly farmstand and via CSA (community-supported agriculture) boxes.		BGC Students, faculty, and staff Local farms and urban ag initiatives	Improving local food systems and health benefits	Weekly spending on farmstand/CSA products	

2. UCB and LBNL should expand Outreach and Education on new construction and ongoing procurement

		Strategies/Programs	Partners	Beneficiaries	Expected Results	Performance Measures	
		UCB/LBNL will:	In Partnership	For the Benefit of:	For these Results:	Measured by:	Notes:
	A.	Assign dedicated staff to manage outreach and education activities		Small business, UCB	X number of dedicated staff	Staff to participant ratio	
	B	Promote, create, or attend vendor outreach events including Business roundtable	Richmond Main Stre	Small business	X number of events per year Develop coordinated programming	Attendance	
	C	Facilitate preconstruction Matching Workshops between prime contractors and subcontractors		Small business	Increased Transparency	Classes and and programs that lead to work project	
	D	Develop a Supplier mentor/protégé program that includes includes incentives for prime contractor participation		Small business	Increase number of participants who include reference to matchmaking program in bids	Balanced mentor/protégé participation Tracking and highlighting of wins	Bidding and getting work is relationship based, bidding of subs often functions on "who you know"
	E.	Create a one-stop-shop on the BGC Campus for access to information about procurement bids					

UCB and LBNL should invest in and/or partner with Richmond strategies, programs and partnerships that:

Recommendatio		UCB/LBNL will:	In Partnership with:	For the Benefit of:	For these Results:	Measured by:	Notes:
#3 increase access to capital	A.	Contributes to an established loan fund that awards grants and funds loans for capital improvements, and additionally contributes to programs to expand the City of Richmond's Revolving Loan Fund. Fund incentives that require coordination of the local small business support system (incentive for partners)	Richmond Community Foundation, a CDFI, City of Richmond City of Richmond, companies, foundations, unions	Local businesses in the geographic area specified Primes and subs, UCB, small business	Increase # of local business that receive a capital improvement loan. Business ability to be sustainable for 3-5 years in general. Increase in business/sales tax Growth of revolving loan fund	Number of loans received vs. repaid Number of people employed Performance of the business with the UCB/LBNL # of business that secure contract with UCB/LBNL Value or % growth of fund on a yearly basis	City has a revolving loan fund, CDFI more flexible, perhaps use both. Need different kinds of money. CDFIs: Pacific Community Ventures, LISC, LIIS, Low Income Investment Fund. Grants have a benefit, don't have to pay back.
	B	Establish and/or contribute to a Collateral pool or guaranteed line of credit that serves as a $5M set aside for small businesses	Independent, City, UCB/LBNL, Master developers, Philanthropic organizations	Small Business	•Minimal defaults with gains in jobs •Letters of bondability for Richmond businesses	The Fund earns interest and continues to operate	Prioritized by Richmond Businesses that attended 8/4 business breakfast, facilitators. **CWG requested some rationale for $5M figure.**
#4 address bonding challenges	C	Work with local partners to improve bonding availability or couple with prime-sub contracts. Bonding types include: bid bonding, payment bonding, performance bonding	Richmond BUILD Contractor's Assistance Center SBDC	Local businesses in the geographic area specified			
	D	Require primes to require wrap-around insurance policies as opposed to contractor default that covers prime only		Small Business	• Good faith effort should not be perfunctory		
#5 build capacity of Richmond businesses to compete	E	Work with local partners to increase the numbers of Richmond businesses that are certified by hold training sessions to teach local partners on certification application and	Boost, Big Primes, Business Development				
	F	Provide, fund, and/or support a Blueprint room for construction contractors and/or	Boost, Big Primes,				
	G	Create and/or support a new fund for launching and building capacity of small, locally and worker-owned businesses	Boost, Big Primes, Business Development Centers	Small,locally and worker-owned businesses	Increase in capacity of small, locally and worker-owned business	% of increase in small, locally and worker-owned businesses	Hold training sessions to teach local partners on certification application. Simplify application?
	H	Support and/or participate in capacity building workshops (including classes or other learning)	Boost, Big Primes, Business Development Centers,	Primes and subs	Increase in sub capacity	Points earned for capacity building	Example of bidder's conference - model is Contra Costa County. Can be convened by public or nonprofit entity.
	I	Establish a "Certifications" Reciprocity agreement and common licensing agreements where one certification or license counts across various jurisdictions	Boost, Big Primes, Business Development Centers		Streamline certification process Numbers of vendors that are certified.		San Francisco and Oakland models
	J	Extend partnerships, especially beyond construction including cleaning, HVAC maintenance, building controls systems maintenance.		Primes and subs	Increase in sub capacity, continued coordinated partnerships through one system	Establishment of one system to coordinate partnerships	
	K	Create and/or support a program that provides back office administrative support, including for example accounting, bid support, payroll services	Richmond BUILD, Richmond Main Street, other Richmond service providers		An actual physical location providing the relevant services	Actual richmond businesses that benefit from it	

6. UCB and LBNL should commit to regularly assess and address policies and protocols that create barriers for local, small and micro enterprises to assess UCB and LBNL procurement opportunities

		Strategies/Programs	Partners	Beneficiaries	Expected Results	Performance Measures	
		UCB/LBNL will:	**In Partnership**	**For the Benefit of:**	**For these Results:**	**Measured by:**	**Notes:**
	A.	Structure contracts and bidding process to encourage inclusion of small, minority and worker-owned businesses by using a standard definition of MBE, WBE to include zip code		Small businesses, local businesses, minority, and worker-owned businesses	Increase in bids and contracts from small, minority and worker-owned businesses	# of participating businesses that are small, minority, and worker-owned	
	B.	Encourage partnerships between large and small vendors		Small vendors			
	C.	Review insurance and bonding requirements to consider and address policies that present barriers to small business		Small businesses	Increase access to small businesses for procurement activities	# of participating small businesses	Review insurance and bonding requirements so they are not onerous
	D.	Restructure contracts so smaller firms can compete by unbundling of larger contracts into smaller contracts, done by function or by contract size or by product	Cal/LBNL	Smaller firms	x number of bids from smaller firms

Certain % of contracts for smaller business | # of bids from smaller firms

increase in competitive bidding within smaller business as % of larger contract | |
| | E. | Adopt a governance committee to ensure accountability, report on a regular basis to the community (twice a year) , and to improve the process. | | all stakeholders | | | |