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

<table>
<thead>
<tr>
<th>Strategies/Programs</th>
<th>Partners</th>
<th>Beneficiaries</th>
<th>Expected Results</th>
<th>Performance Measures</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Assign dedicated staff to manage outreach and education activities</td>
<td>Small business, UCB</td>
<td>$X$ number of dedicated staff</td>
<td>Staff to participant ratio</td>
<td></td>
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<tr>
<td>B. Promote, create, or attend vendor outreach events including Business roundtable</td>
<td>Small business</td>
<td>$X$ number of events per year</td>
<td>Attendance</td>
<td></td>
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<tr>
<td>C. Facilitate preconstruction Matching Workshops between prime contractors and subcontractors</td>
<td>Small business</td>
<td>Increased Transparency</td>
<td>Classes and programs that lead to work project</td>
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<tr>
<td>D. Develop a Supplier mentor/protégé program that includes incentives for prime contractor participation</td>
<td>Small business</td>
<td>$X$ number of participants who include reference to matchmaking program in bids</td>
<td>Balanced mentor/protégé participation</td>
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<tr>
<td>E. Create a one stop shop on the BGC Campus for access to information about procurement bids</td>
<td></td>
<td></td>
<td>Bidding and getting work is relationship based, bidding of subs often functions on &quot;who you know&quot;</td>
<td></td>
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</tbody>
</table>
1. **UBC and LBNL should invest in and/or partner with Richmond strategies, programs and partnerships that:**

| Category | Description | Richmond Action | UCB/LBNL Support
|----------|-------------|----------------|------------------|
| **1. Increase access to capital** | **Recommendation** | Expand the credit capacity of the local small business support system (priority for expansion). | Provide seed capital and/or guarantee lines of credit that underwrite loans for small businesses.
| | **Notes:** | | Richmond has a loan fund, CDFI (Community Development Financial Institution) programs, and/or partnerships. |
| | **Partnership Benefits** | | Increase number of people employed in the business at the expense of minority-owned businesses. |
| | **Results:** | | Measure number of loans made, loan amount, five-year loan default percentage, and/or percentage of minority-owned businesses that secure loan.
| | **Measure:** | | | City of Richmond, economic development/fundraising organizations, or other partnerships.
| **2. Create plans to establish and/or contribute to a collateral pool or guarantee line of credit that underwrite loans for small businesses** | **Recommendation** | Expand the credit capacity of the local small business support system (priority for expansion). | Provide seed capital and/or guarantee lines of credit that underwrite loans for small businesses.
| | **Notes:** | | Richmond has a loan fund, CDFI (Community Development Financial Institution) programs and/or partnerships. |
| | **Partnership Benefits** | | Increase in business/sales tax revenue due to increases in business activity. |
| | **Results:** | | Measure number of businesses that secure loan contract with UCB/LBNL. |
| | **Measure:** | | | 
| **3. Ensure plans to promote small business growth (minimal change and/or minimal change) that encourage social equity** | **Recommendation** | Expand the credit capacity of the local small business support system (priority for expansion). | Provide seed capital and/or guarantee lines of credit that underwrite loans for small businesses.
| | **Notes:** | | Richmond has a loan fund, CDFI (Community Development Financial Institution) programs and/or partnerships. |
| | **Partnership Benefits** | | Increase in business/sales tax revenue due to increases in business activity. |
| | **Results:** | | Measure number of businesses that secure loan contract with UCB/LBNL. |
| | **Measure:** | | | 
| **4. Construct or establish a program that promotes and funds the creation of social enterprises, and includes contribution funds to support the City's Brownfield revolving fund.** | **Recommendation** | Construct or establish a program that promotes and funds the creation of social enterprises, and includes contribution funds to support the City's Brownfield revolving fund. | Provide seed capital and/or guarantee lines of credit that underwrite loans for small businesses.
| | **Notes:** | | Richmond Community Foundation, a CDFI (Community and Development Financial Institution). |
| | **Partnership Benefits** | | Increase in number of social enterprises in the geographic area served. |
| | **Results:** | | Measure number of social enterprises that receive a capital loan from the fund or social enterprises that receive a capital loan from the fund, number of loans distributed, improvements to performance of the business with the CDFI, number of businesses that secure contract with UCB/LBNL. |
| | **Measure:** | | | 
| **5. Establish partnerships, formally and beyond contract (including networking, navigation, building partnerships) to expand the availability of credit, funding, and/or partner (priority for expansion).** | **Recommendation** | Establish partnerships, formally and beyond contract (including networking, navigation, building partnerships) to expand the availability of credit, funding, and/or partner (priority for expansion). | Provide seed capital and/or guarantee lines of credit that underwrite loans for small businesses.
| | **Notes:** | | Richmond has a loan fund, CDFI (Community Development Financial Institution) programs and/or partnerships. |
| | **Partnership Benefits** | | Increase in business/sales tax revenue due to increases in business activity. |
| | **Results:** | | Measure number of businesses that secure loan contract with UCB/LBNL. |
| | **Measure:** | | | 
| **6. Create and/or support programs that provide an office administration support, training and/or support, payroll services** | **Recommendation** | Create and/or support programs that provide an office administration support, training and/or support, payroll services | Provide seed capital and/or guarantee lines of credit that underwrite loans for small businesses.
2. 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.

<table>
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<th>Strategies/Programs</th>
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<tr>
<td><strong>NON CONSTRUCTION</strong></td>
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</tr>
<tr>
<td>A.</td>
<td></td>
<td>Richmond based companies</td>
<td>Number of awarded contracts</td>
<td>Goals for increasing procurement from Richmond based companies</td>
<td></td>
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<tr>
<td>B.</td>
<td></td>
<td>Richmond Chamber, SBDC, City of Richmond, Richmond Main street, WCCEDS, Philanthropy</td>
<td>25% local spend</td>
<td>Percentage increase from what is currently done</td>
<td></td>
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<tr>
<td>C.</td>
<td></td>
<td>Richmond based companies</td>
<td>Number of contracts</td>
<td>Number of set-aside contracts</td>
<td></td>
</tr>
<tr>
<td>D.</td>
<td></td>
<td>UCB, Richmond based companies</td>
<td>Prompt payment/invoicing policies</td>
<td>Payment schedule implementation</td>
<td></td>
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<tr>
<td><strong>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)</strong></td>
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<tr>
<td>E.</td>
<td></td>
<td>Richmond based companies, UCB</td>
<td>Change order carries forward with same original requirements</td>
<td>Points to primes that have - Ask primes what</td>
<td></td>
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<td>F.</td>
<td></td>
<td></td>
<td>Good faith effort means something in the selection criteria and eventual award</td>
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<tr>
<td>G.</td>
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<td>H.</td>
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4. **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**

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<td><strong>UCB/LBNL will:</strong></td>
<td><strong>In Partnership with:</strong></td>
<td><strong>For the Benefit of:</strong></td>
<td><strong>For these Results:</strong></td>
<td><strong>Measured by:</strong></td>
</tr>
<tr>
<td>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</td>
<td></td>
<td>Small businesses, local businesses, minority, and worker-owned businesses</td>
<td>Increase in bids and contracts from small, minority and worker-owned businesses</td>
<td># of participating businesses that are small, minority, and worker-owned</td>
</tr>
<tr>
<td>B. Encourage partnerships between large and small vendors</td>
<td>Small vendors</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>C. Review insurance and bonding requirements to consider and address policies that present barriers to small business</td>
<td>Small businesses</td>
<td>Increase access to small businesses for procurement activities</td>
<td># of participating small businesses</td>
<td>Review insurance and bonding requirements so they are not onerous</td>
</tr>
<tr>
<td>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</td>
<td>Cal/LBNL</td>
<td>Smaller firms</td>
<td>Increase in competitive bidding within smaller business as % of larger contract</td>
<td></td>
</tr>
</tbody>
</table>

**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
- B. Encourage partnerships between large and small vendors
- C. Review insurance and bonding requirements to consider and address policies that present barriers to small business
- 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