

1. UCB and LBNL shall set a goal of 25% local spend and adopt policies for increasing procurement from Richmond businesses in design and 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	City of Richmond Alameda County UCB/LBNL	Richmond based companies within a specified area as specified in the LOCAL definition	An increase in number of awarded contracts to local Richmond based businesses 50% percentage increase from what is currently done through revenue growth, local hiring	An assessment of capacity of Richmond based companies The percentage of contracts awarded to Richmond based companies The total amount of value of contracts with local Richmond Companies The percentage of value of total UCB spent with local Richmond Companies annually	A helpful tactic to achieve the strategy is to use Historically underutilized business (HUB) zone, as defined by the federal government. From UCB Supply Chain: Federal Regulations and the State of CA Public Contract Code indicate that UC Berkeley must comply with open competition requirements which do not allow first priority to Richmond businesses.
	B.	Ensure that Formal preferences for 25% local spend are integrated into subcontracts to produce legally binding results			25% local spend	% of local spend	Recommendation for local preference percentage mirrors the City of Richmond's goal. This percentage was also recommended by industry experts on committee.
DESIGN AND CONSTRUCTION (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)	C.	Reserve a specific percentage of Set-aside direct contracts for local small business	Richmond Chamber, SBDC, Richmond BUILD Contractors Assistance Center, Richmond Main street, WCCBDS, Philanthropy		The number of contracts for local businesses as referenced above	The number of set-aside contracts	From UCB Supply Chain: Federal Regulations and the State of CA Public Contract Code indicate that UC Berkeley must comply with open competition requirements which do not allow first priority to Richmond businesses

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	D. Incentivize procurement officers to meet goals		UCB, Richmond based companies	the number of contracts for local businesses per procurement division as referenced above	Reporting of results in relation to goals	From UCB Supply Chain: UCB cannot incentivize because SCM officers need to comply with federal and State of CA regulations to open competition; not favor specific communities.
GENERAL	E. Adopt prompt payment/invoicing policies that would require the prime contractors to pay subcontractors 30 days maximum after invoice submission	General Contractors, subcontractors, any vendors	Richmond based companies, UCB	Prompt (bi-monthly) payments for contractors Prompt payment/invoice agreement or policy for General Contractors and	Payment schedule implementation	CM/GCs could adopt this policy for certain smaller sub trades From UCB Supply Chain: UC Berkeley SCM offers Net 30
	F. Operate a Bid Process that selects a bidder that offers the best value, and that limits and/or minimizes any change orders	Richmond Chamber, SBDC, Richmond BUILD Contractors Assistance Center, Richmond Main street, WCCBDS, Philanthropy	Richmond based companies within a specified area as specified in the LOCAL definition	Change order carries forward with same original requirements Good faith effort means something in the selection criteria and eventual award Clear proposal language	Number of contracts for local businesses Reduced number of change orders whenever possible.	From UCB Supply Chain: UC Berkeley has limitations. Bids change with unforeseen circumstances. Not allowing change orders would hamper progress on projects.
	G. Apply procurement policies to other sectors beyond construction including food, design projects and the solar industry.	Cal Dining, Richmond Food Policy Council, Urban Tilth, Richmond City Department of Health Solar industry partners, Solar Richmond	Including architects, engineers, as well as contractors.	Apply all the above strategies listed in A-F above to procurement policies to other sectors beyond construction including food, design projects and the solar industry.	See above	
	H. Establish socially responsible contracting policies for any procurement contracts at the new campus that requires UCB to review potential bidders' history of labor, employment, environmental and workplace safety violations. (With responsible contracting, contractors do not reward the lowest bidder but rather the most responsible firms as a means to maintain competition among firms that pay their workers higher wages and provide benefits. UCB would need to set a policy for living wages and benefits for contracted workers.)	City of Richmond, Richmond Chamber of Commerce	Richmond-based companies and workers, UCB, local economy	More sustainable workforce	Implementation of a questionnaire where bidders must disclose and explain past and pending litigation, past contract suspensions, and outstanding judgments. Firms must be assessed as a responsible contractor through the questionnaire before submitting a bid.	From UCB Supply Chain: UC Berkeley campus is going through major efforts to adopt requirements of Office of the President Minimum wage adoption, as well as State of CA prevailing wage requirements.

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	UCB/LBNL will:	In Partnership with:	For the Benefit of:	For these Results:	Measured by:	Notes:
I.	Provide pathway for local farms to sell local produce on new campus at weekly farmstand and via CSA (community-supported agriculture) boxes.	Richmond Food Policy Council, Urban Tilth, Richmond City Department of Health	BGC students, faculty, and staff. Local farms and urban agricultural initiatives	Improving local food system and health benefits	Weekly spending on farmstand/CSA products	<p>Work with other anchor institutions, such as Kaiser and the local school district, to leverage goals of food procurement policy (i.e. local and community-based, fair, ecologically sound, and humane).</p> <p>Set food procurement policies that reflect those of Cal Dining, ensuring that food sources are local and community-based, fair, ecologically sound, and humane.</p> <p>Prioritize food procurement from local sources in Richmond and Contra Costa County.</p>

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

Strategies/Programs		Partners	Beneficiaries	Expected Results	Performance Measures	Notes:
	UCB/LBNL will:	In Partnership with:	For the Benefit of:	For these Results:	Measured by:	
A.	Assign dedicated staff to manage outreach and education activities.	Richmond Main Street, Richmond Chamber of Commerce, Renaissance, SBCD and other Small Business Service Providers, RichmondBUILD Contractors Assistance Center	Small Businesses	Dedicated staff assigned for this purpose	Staff to participant ratio	From UCB Supply Chain: Supply Chain Management would need to assign staff as it assesses their involvement is needed.
B.	Promote, create, or attend vendor outreach events including Business roundtables.			A specific number of events per year Develop coordinated programming Training and follow through.	Attendance at events Surveys of participants	From UCB Supply Chain: UC Berkeley attends outreach activities based on staff availability. We are responsible for offering our services to a wide variety of local communities. Involvement in such events would need to be evaluated, once Richmond has developed its own outreach program.
C.	Facilitate preconstruction Matching Workshops between prime contractors and subcontractors.			Increased transparency and accountability	Classes and programs that lead to work or project	
D.	Develop a Supplier mentor/protégé program that includes incentives for prime contractor participation.			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" From UCB Supply Chain: UC Berkeley does not have the resources to develop/manage a mentor/protégé program. As the BGC project develops, Real Estate and Supply Chain Management will need to assess whether resources can be committed for specific aspects of the project. As previously suggested, SBDC and SCORE have excellent programs to assist suppliers in developing their business.
E.	Create a one-stop-shop on the BGC Campus for access to information about procurement bids.			Formation of a central location on new campus to receive information	Number of visitors and applications	

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

Recommendation	UCB/LBNL will:	In Partnership with:	For the Benefit of:	For these Results:	Measured by:	Notes:
<p>#3 increase access to capital</p>	<p>A. Contributes to an established a program that awards grants and funds loans for capital improvements, and additionally contributes funds to expand the City of Richmond's Revolving Loan Fund.</p>	<p>Richmond Community Foundation, a CDFI, City of Richmond, Richmond Main Street, Richmond Chamber of Commerce, Renaissance, SBCD and other Small Business Service Providers, RichmondBUILD, Contractors Assistance Center, Richmond SCORE</p>		<p>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</p>	<p>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</p>	<p>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.</p>
	<p>B. Fund incentives that require coordination of the local small business support system (incentive for partners).</p>	<p>City of Richmond, companies, foundations, unions Primes and subs, UCB, small business, RichmondBUILD, Contractors Assistance Center, Richmond SCORE</p>				<p>Prioritized by Richmond Businesses that attended 8/4 business breakfast</p>
	<p>C. Establish and/or contribute to a Collateral pool or guaranteed line of credit that serves as a \$5M set aside for small businesses.</p>	<p>Independent, City, UCB/LBNL, Master developers, Philanthropic organizations</p>				<p>Prioritized by Richmond Businesses that attended 8/4 business breakfast, facilitators. The \$5M figure is based on past experience using collateral funds. Example shared by Merriweather and Williams.</p>
<p>#4 address bonding challenges</p>	<p>D. Work with local partners to improve bonding availability or couple with prime-sub contracts. Bonding types include: bid bonding, payment bonding, performance bonding.</p>	<p>Richmond BUILD, Contractor's Assistance Center, Richmond SCORE, SBDC</p>	<p>Local businesses in the geographic area specified</p>	<p>Growth in individual bonding capacity Number of Richmond businesses that are bonded</p>	<p>Measure and report growth in individual bonding capacity and completed project size for local contractors Job awards to small contractors</p>	

Berkeley Global Campus at Richmond Bay

Procurement Subcommittee Recommendations

	E.	Require primes to require wrap-around insurance policies as opposed to contractor default that covers prime only.	
#5 build capacity of Richmond businesses to compete	F.	Work with local partners to increase the numbers of Richmond businesses that are certified by holding training sessions to teach local partners on certification application and by simplifying application process.	Prime Contractors, Business Development Centers, Richmond BUILD Contractor's Assistance Center, Richmond SCORE
	G.	Provide, fund, and/or support a Blueprint room for construction contractors and/or dedicated center for use of contractors beyond construction (operated by Richmond BUILD or equivalent organization).	
	H.	Create and/or support a new fund for launching and building capacity of small, locally and worker-owned businesses.	
	I.	Support and/or participate in capacity building workshops (including classes or other learning).	
	J.	Establish a "Certifications" Reciprocity agreement and common licensing agreements where one certification or license counts across various jurisdictions.	City of Richmond, and other anchor institutions
	K.	Extend partnerships, especially beyond construction including cleaning, HVAC maintenance, building controls systems maintenance.	Prime Contractors, Business Development Centers, Richmond BUILD Contractor's Assistance Center, Richmond SCORE
	L.	Create and/or support a program that provides back office administrative support, including for example accounting, bid support, payroll services.	

More Richmond businesses have access to insurance	Measure and report growth in individual insurance and completed project size for local contractors	
The number of richmond business that are certified with the federal system for award management or the state of CA department of general services	The number of training sessions and attendance	
Number of richmond business that make use of the Blueprint room.	number of people that access to the blueprint room	
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, possibly simplify the application.
Increase in sub capacity	Points earned for capacity building Bids by small local businesses	Example of bidder's conference model is Contra Costa County. It can be convened by public or nonprofit entity.
Streamline certification process Numbers of vendors that are certified.	reduction in the need for duplicate certification	San Francisco and Oakland were cited as models
Increase in sub capacity, continued coordinated partnerships through one system	Establishment of one system to coordinate partnerships	From UCB Supply Chain: A clear definition of extended types of partnerships beyond construction is requested.
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	Notes:
	UCB/LBNL will:	In Partnership	For the Benefit of:	For these Results:	Measured by:	
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.	City of Richmond, Richmond Main Street, Richmond Chamber of Commerce,	Small businesses, local businesses, minority, and worker-owned businesses	Increase in bids and contracts from small, minority and worker-owned businesses	The number of participating businesses that are small, minority, and worker-owned	Explore possibility of using standard definition of MBE, WBE to include zip code for business address or create new one specific to Richmond
B.	Encourage partnerships between large and small vendors.	Renaissance, SBCD and other Small Business Service Providers, RichmondBUILD, Contractors Assistance Center, Richmond SCORE	Small vendors	increased number of partnerships	The capacity of small business including the ability to take on larger contracts	
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 Review of insurance requirements in collaboration with community input	The number of participating small businesses	From UCB Supply Chain: UC Berkeley insurance requirements are based on risk assessment of the nature of the work being provided. UC Berkeley does have a Vendor Liability Program, which offers suppliers insurance with Mercer, a third party supplier. See http://uc.marshcampusconnexions.com/Constituencies/VendorsContractors.aspx .

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.	City of Richmond, Richmond Main Street, Richmond Chamber of Commerce, Renaissance, SBCD and other Small Business Service Providers, RichmondBUILD, Contractors Assistance Center, Richmond SCORE	Smaller firms	The number of bids from smaller firms The percentage of contracts for smaller business	The number of bids from smaller firms increase in competitive bidding within smaller business as % of larger contract	<p>From UCB Supply Chain: The term "restructuring" requires some clarity. Changing a contract requires Buyer or Strategic Sourcing Staff time, negotiating, etc. which is a tremendous cost to the University. When preparing and posting new bids, any supplier can respond. It is incumbent on suppliers to register on the UC system wide Sourcing system called Sourcing Director and to check the Bid Opportunities page on a regular basis.</p> <p>Committee Response: Isn't this part of what this effort is about? UCB is partnering with Richmond and in some cases there needs to be a team and/or monies set aside to create a team just for this effort. Otherwise the local businesses within the Richmond area may not be able to successfully compete there may be only a small percentage of about 1% able to participate.</p>
E.	Adopt an oversight committee to ensure accountability, report on a regular basis to the community (twice a year) , and to improve the process.	Current members of the CWG and others Richmond-based community, public, and civic organizations	Richmond businesses	transparency of the process autonomous structure of committee	regular and meetings and status reports on progress dashboard of performance metrics	