

BERKELEY GLOBAL CAMPUS

# Community Working Group Recommendations Report



## Vision for Berkeley Global Campus at Richmond Bay

“We have the opportunity to become the first American university to establish an international campus in the United States, right here in the East Bay. The BGC will bring together academic institutions, private sector and community partners who will collaborate on research addressing complex global challenges... from Climate Policy to Global Governance, from Big Data, to Precision Medicine, and Public Health.”

“One thing that has not changed is our commitment to the community. **The University is committed to working in partnership with the City of Richmond** to ensure the success of the Richmond Bay Specific Plan which will improve infrastructure, enhance transportation, residential and commercial development, ensuring the BGC is part of a sustainable and vibrant community that includes jobs, business opportunities, and array of recreation and social outlets.

–UC Berkeley Chancellor Nicholas B. Dirks

Source: Open letter to the Richmond community from UC Berkeley Chancellor Nicholas Dirks: An update on the Berkeley Global Campus May 28, 2015

## Statement of Purpose:

This report provides a comprehensive summary of the recommendations by the Berkeley Global Campus Community Working Group, which was established jointly by the Chancellor of the University of California and the Director of the Lawrence Berkeley National Laboratory. The recommendations are intended to form the basis of a legally enforceable compact that will help ensure that development of the Berkeley Global Campus will bring significant benefits to the Richmond community in the areas of economic and workforce development, local employment, education, and housing. The Community Working Group believes that thoughtful consideration of these recommendations by campus leadership will lead to a compact that will set the highest possible standard for town-gown relations between the University of California and the Richmond community.



### ***Community Working Group Members***

Stanley Anderson, *Richmond Neighborhood Coordinating Council*  
Diane Aranda, *The California Endowment*  
Jim Becker, *The Richmond Community Foundation*  
Susan Brady Wells, *Lawrence Berkeley National Laboratory*  
Amanda Elliott, *Richmond Main Street*  
Greg Feere, *Contra Costa Building and Construction Trades Council*  
Jesus Felix, *Leadership Public School*  
Jane Fischberg, *Rubicon*  
Roxanne Carrillo Garza, *Healthy Richmond, Building Healthy Communities – BALISC (alternate)*  
Joshua Genser, *Genser and Watkins*  
Tammeil Gilkerson, *Contra Costa College*  
Margaret Hanlon-Gradie, *Contra Costa Labor Council*  
Cristina Hernandez, *Contra Costa Interfaith Supporting Community Organization*  
Aram Hodess, *Plumbers Local 159 (alternate)*  
Reverend Donnell Jones, *Contra Costa Interfaith Supporting Community Organization*  
Norma LaBat, *Resident (alternate)*  
Bill Lindsay, *City of Richmond*  
Joel Mackey, *West Contra Costa Education Fund*  
Edith Pastrano, *ACCE Community Organizer*  
Kate Spohr, *UC Berkeley*  
La Marla Stevens, *US Department of Housing and Urban Development*  
Ruth Vasquez-Jones, *Richmond Chamber of Commerce*  
Tamisha Walker, *Safe Return Project*  
Marcus Walton, *West Contra Costa Unified School District*  
Don Woodrow, *Richmond Neighborhood Coordinating Council*  
Kyra Worthy, *4 Richmond; Richmond Chamber of Commerce*

### ***Community Working Group Conveners***

Ruben Lizardo, *UC Berkeley*  
Michael Strait, *Community Co-Convenor*  
Armando Viramontes, *Lawrence Berkeley National Laboratory*

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### ***University of California Berkeley Staff***

Jen Loy, *UC Berkeley Local Government and Community Relations*

### ***Enlisted Partners***

Ofelia Alvarez, *City of Richmond Finance Department*

Gabino Arredondo, *City Manager's Office; Helen Toy, UUAA, Berkeley/CCISCO*

Nadia Barhoum, *Haas Institute for a Fair and Inclusive Society*

Teresa Barnett, *Community Resources for Science*

Tracy Bartlett, *NCE*

Sandra Bass, *UC Berkeley Public Service Center*

Liz Block, *West Contra Costa Unified School District Board Trustees*

Jessica Charles, *Graduate School of Education*

Rebecca Cheung, *UC Berkeley Principal Leaders Institute*

Sharon Cornu, *Opportunity Partners*

Val Cuevas, *West Contra Costa Unified School District Board Trustees*

Shasa Curl, *City Manager's Office*

Oscar Dominguez, *Contra Costa Small Business Development Center*

Carrie Donovan, *UC Berkeley Public Service Center*

Darlene Drapkin, *Urban Transformation*

Steve Dubb, *The Democracy Collaborative*

Kelly Dugan, *AFSCME 3299*

Randy Enos, *West Contra Costa Unified School District Board Trustees*

Roberto Feliz, *Richmond Leadership Public School*

Alan Fong, *community member*

Abigail Garcia, *UC Berkeley*

Roesia Gerstein, *UC Berkeley-UC SF*

Sumi Godrey, *UC Berkeley Pre-College Trio Programs*

Yuritzzy Gomez, *CCISCO*

Todd Groves, *West Contra Costa Unified School District Board Trustees*

Jim Hammach, *Nerd Crossing & CCISCO*

Bruce Harder, *WCCUSD Superintendent*

Marsha Jaeger, *Center for Educational Partnerships*

Amy Jarich, *UC Berkeley Admissions*

Peggy Jen, *Bay Area LISC*

Quincy Jones, *UC Berkeley Admissions*

Theresa Karr, *California Apartment Association*

Hahn Kent, *Lawrence Berkeley Lab*

Stanley Klein, *UC Berkeley School of Optometry*

Alex Knox, *Richmond Mayor's Office*

Madeline Kronenberg, *West Contra Costa Unified School District Board Trustees*  
Lee Lawrence, *UUAA/CCISCO*  
Owen Li, *AFSCME 3299*  
Mara Lockowandt, *East Bay Center for the Arts*  
Mashaal Majid, *Urban Habitat*  
Tara Marchant, *Emerald Cities Collaborative*  
Emily Marthinsen, *UC Berkeley Real Estate office*  
Enendina Mendoza, *UC Berkeley Multi-verse*  
Eli Moore, *Haas Institute for a Fair and Inclusive Society*  
Jenny Mulholland-Beahrs, *UC Berkeley Education Outreach (College of Natural Resources)*  
Vernita Naylor, *Jabez Enterprise Group*  
Jeff Oxendine, *UC Berkeley School of Public Health*  
Laura Peticolas, *UC Berkeley Space Sciences Laboratory*  
Bernida Reagan, *Merriwether & Williams*  
Katherine Reid, *UC Berkeley Cal Teach*  
Jose Rivas, *UC Berkeley Destination College Advising Corps*  
Alexandra Rudzinski, *The Democracy Collaborative*  
David Sharples, *Alliance for Californians for Community Empowerment (ACCE)*  
Sal Vaca, *City of Richmond Employment & Training Department*  
Lina Velasco, *Richmond Planning Department*  
Susan Brady Wells, *Lawrence Berkeley National Lab*  
Melvin Willis, *ACCE*  
Jeff Wright, *Richmond business*  
Emerald Young, *UC Berkeley Early Academic Outreach Program*  
Charlotte Yu-Ting Chang, *UCB LOHP*  
Dan Zevin, *UC Berkeley Multi-verse*  
Dave Zuckerman, *The Democracy Collaborative*

### ***Consultant Team***

Lou Hexter, *MIG, Inc.*  
Jamillah Jordan, *MIG, Inc.*  
Noé Noyola, *MIG, Inc.*  
Carolyn Verheyen, *MIG, Inc.*





# TABLE OF CONTENTS

## I. OVERVIEW OF COMMUNITY WORKING GROUP PROCESS

Introduction to Berkeley Global Campus ..... 1  
Commitment to Plan with and Support the Richmond Community ..... 2  
Evolution and Progress of BGC Community Working Group ..... 2  
CWG Mission and Charter ..... 4  
Structure of CWG Subcommittees..... 5  
CWG Process Schedule ..... 6

## II. FINAL CWG RECOMMENDATIONS

Richmond Demographics and Economic Growth Profile ..... 8  
Introduction to Recommendations ..... 10  
Local Hire and Workforce Training Recommendations ..... 11  
Housing and Displacement Recommendations ..... 17  
Education Recommendations ..... 24  
Procurement Recommendations ..... 30

## III. NEXT STEPS

Legally Enforceable Community Benefit Commitments ..... 35  
Implementing the Richmond Compact..... 36

## APPENDICES

Final Adopted Recommendations of the Local Hire and Workforce Subcommittee.....A1  
Final Adopted Recommendations of the Housing and Displacement Subcommittee .....A2  
Final Adopted Recommendations of the Education Subcommittee .....A3  
Final Adopted Recommendations of the Procurement Subcommittee.....A4  
Joint Statement of Commitment from UC Berkeley Chancellor.....B1  
CWG Mission and Charter ..... B2  
Subcommittee Rosters..... B3  
Health Career Pathways for West County Youth ..... C1  
Local Workforce Training Pathways to BGC Jobs ..... C2  
Housing and Displacement Presentation to CWG..... D1  
Education Subcommittee Presentation to CWG ..... E1  
UCB Admissions Presentation ..... E2  
Prioritization Exercise of Education Community Recommendations to Date ..... E3

WCCUSD Resolution to Support CWG Education Subcommittee .....	E4
BGC Youth and Education Cost Proposal .....	E5
Education Subcommittee Minority Option .....	E6
Richmond Business Meeting Presentation .....	F1
Richmond Business Meeting Report.....	F2
Memo from Julian Gross.....	G1
CWG Memo of Recommendations for Next Steps.....	G2

## **ACRONYMS USED IN THIS DOCUMENT**

BGC– Berkeley Global Campus  
CWG– Community Working Group  
HUD– Department of Housing and Urban Development  
LBNL– Lawrence Berkeley National Laboratory  
LRDP– Long-Range Development Plan  
MIG– MIG, Inc.  
RBSP– Richmond Bay Specific Plan  
UCB– University of California Berkeley, University  
WCCUSD– West Contra Costa Unified School District



## **SECTION I: OVERVIEW OF COMMUNITY WORKING GROUP PROCESS**

### ***Introduction to Berkeley Global Campus at Richmond Bay***

In January 2012, the Lawrence Berkeley National Laboratory (LBNL) announced plans to select the Richmond Field Station, property owned by the University of California, Berkeley along the San Francisco Bay in the City of Richmond, as the location of a planned second campus. This announcement was the culmination of a site selection process during which LBNL compared six potential East Bay locations, but ultimately determined that the Richmond location, in significant part due to the overwhelming support voiced for the project by the Richmond community, was best suited to meet its needs.

Unfortunately, the elimination of more than \$1.5 billion in federal Department of Energy funding in 2014 halted immediate plans for the planned LBNL expansion. By that time, however, officials at the University of California, Berkeley (University, UC Berkeley), had recognized the enormous potential for development of this site to advance its broad academic mission and continued the conceptual planning process for development of a new campus in Richmond. On May 15, 2014, the UC Berkeley Board of Regents approved the Long Range Development Plan (LRDP) for the Richmond Bay Campus, what is now referred to as the Berkeley Global Campus (BGC) at Richmond Bay.

On October 29, 2014, University Chancellor Nicholas Dirks unveiled his vision for the BGC at Richmond Bay in an address to the UC Berkeley Academic Senate. While other internationally focused projects launched by universities have been located abroad, the Chancellor's plan calls for the creation of a new research and action hub on University-owned land in Richmond that can attract and engage an international coalition of academic institutions, private sector partners and community partners. Early discussions between the UC Berkeley and universities outside the United States have centered on research and education programs addressing complex global challenges, including: climate and energy, big data, precision medicine, public health and global governance. Conversations with potential partners in the region have focused on a variety of educational, public health, community outreach, labor and transportation partnerships.

Although conceptual plans for the campus in Richmond have evolved, one thing that has remained constant and has been made clear by both the UC Berkeley Chancellor's Office and the LBNL Director, is that **UC Berkeley remains committed to the Richmond community and to the BGC project being a catalyst for developing Richmond's southern shoreline.** In announcing its plans to develop a new global campus, the Chancellor reiterated the tenets of the Joint Statement of Commitment<sup>1</sup> made by UC Berkeley and LBNL to partner with the Richmond community throughout the development of the campus. These tenets revolve around local opportunities in education, hiring, procurement and workforce training. The Joint Letter also called for the creation of a **Richmond Community Working Group** (Community Working Group, CWG) to develop recommendations on these important topics.

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<sup>1</sup> Joint Statement of Commitment available in Appendix B-1.

**As an anchor institution, the BGC offers a tremendous opportunity to generate significant economic benefits for the Richmond community.** But there are concerns in the Richmond community that, without an economic investment strategy that complements the BGC development, these benefits may never be fully realized. The recommendations of the CWG have been formed from a deliberative and inclusive planning process that is intended to help UC Berkeley and LBNL to achieve social goals in the Richmond community that are as great as the two institution's remarkable academic achievements.

### ***Commitment to Plan with and Support the Richmond Community***

Although the research focus has changed, the Chancellor and the LBNL Director reiterated their commitment to the Richmond community, pledging to plan with the community and to develop the BGC in a manner that will serve as a catalyst for Richmond's south shoreline. Through the Richmond Bay Specific Plan, the City of Richmond is leading the way to improve infrastructure and enhance transportation, residential and commercial development to ensure the BGC is part of a sustainable and vibrant community that includes jobs, business opportunities and an array of recreation and social outlets.

A number of the recommendations in this report complement strategies the city and other public sector institutions have underway. The BGC CWG was launched and supported in fulfillment of the Joint Statement of Commitment, through which the University and the LBNL committed to joint planning with a diverse group of local stakeholders to develop recommendations for benefits that could accrue to the Richmond community through the new project. The City of Richmond and UC Berkeley have also entered into a Memorandum of Understanding which obligates UC Berkeley to pay its fair share of infrastructure costs related to development of the site.

### ***Evolution and Progress of BGC Community Working Group***

The University and the LBNL managed an open process to solicit nominations for the CWG. More than 50 applications were received as community, business and public sector organizations selected leaders to represent their interests. With the intention to leverage an inclusive, collaborative planning process to strengthen existing partnerships and establish new relationships in Richmond, the University and LBNL Government and Community Relations Offices sought the advice of respected community and public sector leaders before making recommendations to the Chancellor and LBNL Director to invite a diverse set of community stakeholders who would serve on the CWG.

In response to community input, the initial group of CWG members was expanded to include additional representatives from labor unions, community organizations, affordable housing groups and the neighborhood adjacent to the BGC. At present, the CWG has a total of 24 leaders, including two non-voting representatives of the University and the LBNL. The CWG is co-convened by a Community Co-Chair and the Government and Community Relations Directors of the University and the LBNL. A full roster of the CWG is listed below.

BGC Community Working Group Roster		
Member Name	Organization	Constituency
Stanley Anderson (replaced Donald Woodrow)*	Richmond Neighborhood Coordinating Council	Richmond Neighborhood Coordinating Council
Diane Aranda	The California Endowment	Philanthropy
Jim Becker	The Richmond Community Foundation	Philanthropy
Susan Brady	Lawrence Berkeley National Laboratory	UCB/LBNL Engaged Scholarship/Research/Public Service
Amanda Elliott	Richmond Main Street	Community-based non-profit
Greg Feere	Contra Costa Building and Construction Trades Council	Labor
Jesus Felix	Leadership Public School	Youth
Jane Fishberg	Rubicon	Community-based non-profit
Roxanne Carrillo Garza (alternate)*	Healthy Richmond, Building Healthy Communities	Philanthropy
Joshua Genser	Business owner	Business
Tammeil Gilkerson	Contra Costa College	Contra Costa College
Margaret Hanlon-Gradie	Contra Costa Labor Council	Labor
Cristina Hernandez	Contra Costa Interfaith Supporting Community Organization	Faith-based Organizations
Aram Hodess (alternate)*	Plumbers Local 159	Labor
Reverend Donnell Jones (replaced Cristina Hernandez)	Contra Costa Interfaith Supporting Community Organization	Faith-based Organizations
Norma LaBat (alternate)*	Eastshore; retired	BGC Adjacent Neighborhood Seat
Bill Lindsay	City of Richmond	City of Richmond
Joel Mackey	West Contra Costa Education	Community-based non-profit
Edith Pastrano	Pullman Point; ACCE Community Organizer	BGC Adjacent Neighborhood Seat
Kate Spohr	UC Berkeley	UCB/LBNL Engaged Scholarship/Research/Public Service
La Marla Stevens	US Department of Housing and Urban Development	Housing/Displacement
Ruth Vasquez-Jones	Richmond Chamber of Commerce	Business
Tamisha Walker	Safe Return Project	Community-based non-profit
Marcus Walton	West Contra Costa Unified School District	West Contra Costa Unified School District
Don Woodrow	Richmond Neighborhood Coordinating Council	Neighborhood Council
Kyra Worthy (replaced Ruth Vasquez-Jones)*	4 Richmond; Richmond Chamber of Commerce	Business
Ruben Lizardo+	UC Berkeley	UCB/LBNL Local Community Government Relations
Michael Strait+	Richmond community member/educator	Community Co-Convener
Armando Viramontes+	Lawrence Berkeley National Laboratory	UCB/LBNL Local Community Government Relations

+ Denotes non-voting members; \* Denotes alternate or replacement

From September 2014 through September 2015, the CWG was staffed and facilitated by UC Berkeley and the LBNL Government and Community Relations Offices. In September 2015, MIG Inc. was selected by the CWG as the facilitator (see below for more information.) The CWG monthly meetings were open to the public and held in the evenings at the site of the BGC (formerly the Richmond Field Station). The Chancellor’s Office provided notices of all meetings and regular updates of the meeting outcomes via electronic newsletters that reach over 600 recipients. The materials and the decisions made at all CWG and subcommittee meetings are posted on the Chancellor’s Office website – <http://chancellor.berkeley.edu/berkeley-global-campus-richmond-bay>.

Community interest in this process has been strong. The numbers of participants at the monthly meetings are consistently around 75-100. Attendance at the November 2015 Community Briefing and Open House, led by the CWG at the Richmond City Civic Center, attracted more than 200 community and civic leaders.

Community Working Group Meetings and Attendance		
Meeting	Number of Meetings	General Attendance
Community Working Group	12	40-130
Community Stakeholders Lunch with Chancellor Dirks	1	75
CWG Community Briefing and Open House	1	200

In addition, the University and LBNL staff provided in-person updates on the CWG process to community and civic organizations and local, state and federal officials upon request. Through these efforts, the two offices estimate that over the last two years more than 2, 000 community and civic leaders have been engaged.

### ***CWG Mission and Charter***

The CWG’s early efforts focused on establishing an effective working group process. Toward this end, the CWG charged a subcommittee to developing a draft Mission and Charter that outlined rules of engagement and decision-making and the process to develop recommendations for five community benefit arenas: **education, local hire, workforce training, local procurement and affordable housing**. The Mission and Charter Subcommittee recommended a priority focus on recommendations that lead to legally binding agreements in these same arenas. The CWG Mission and Charter (attached in Appendix B2) were adopted at the February 2015 CWG meeting.

In September 2015, as the CWG took up the task of developing recommendations, MIG, Inc.–a nationally recognized process facilitation firm– was enlisted to strengthen the CWG process and guide an accelerated recommendations development process. To that end, MIG worked with the CWG to refine its decision making process; and assembled a diverse team of expert process facilitators who have served the CWG ably by ensuring effective and timely discussion and decision making.

Apart from adding sophisticated facilitation and documentation techniques, MIG also recommended new decision-making and consensus-building tools. Equally important, in



recognition that full agreement on every recommendation might not be possible, MIG developed a process for capturing minority opinion. To include a differing option in the recommendations to the Chancellor and the LBNL Director, a CWG member need only draft up their minority opinion and submit it to the CWG to be included with the majority opinion. In at least one case, a community member was also invited to do so.

### ***Structure of CWG Subcommittees***

From the spring through the summer of 2015, the CWG shifted its focus towards launching subcommittees to develop actionable recommendations in the five community benefit arenas. CWG members felt it was important to build a foundation of common knowledge before developing recommendations or taking votes on the recommendations. Therefore, CWG member-led subcommittees were asked to undertake abbreviated landscape assessments to develop presentations for the CWG that included:

- **Baseline data on community conditions** and desired results in each community benefit arena;
- **Local assets to build upon**, including: policies, partnerships, program strategies and investments;
- Existing University and LBNL **commitments and programmatic strategies**;
- **Recommendations** submitted to the University and the LBNL to date; and,
- Relevant **best practices** research

The CWG members on each subcommittee had the option to enlist community and technical expertise. Each subcommittee also benefitted from the involvement of University and LBNL leadership and program managers who are currently engaged as partners or supporters of programs and initiatives in Richmond that address the community conditions. Apart from the two non-voting CWG members, the role of University and LBNL leaders in this process was to provide information about campus-based efforts and to clarify policy and budget related constraints that might be encountered.

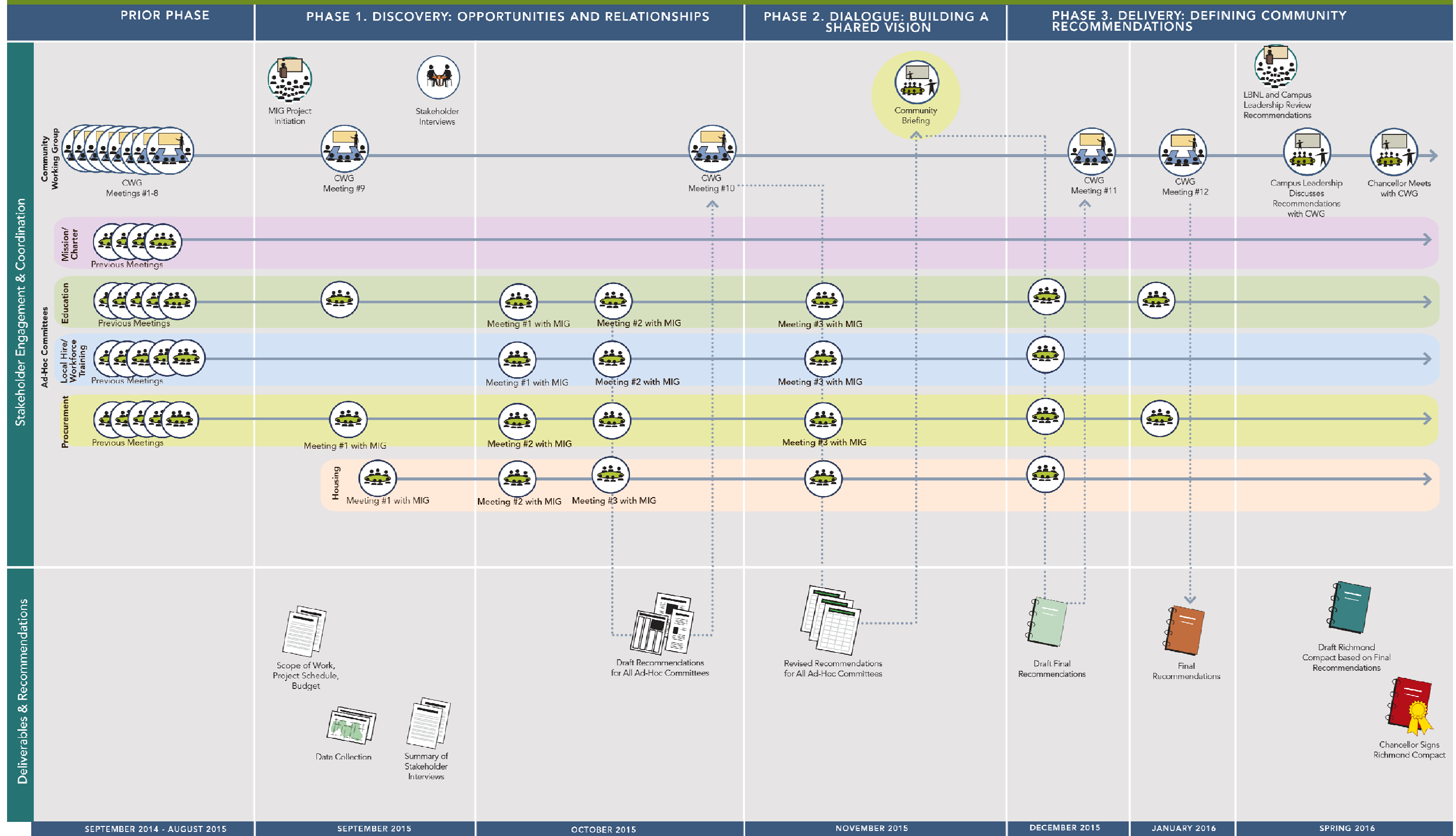
The University and LBNL also requested that the CWG's subsequent efforts to develop actionable recommendations build on local assets and a long history of collaboration between the University, LBNL and Richmond community. More specifically, in addition to identifying University and LBNL commitments, the CWG was encouraged to develop recommendations that align University and LBNL leadership and investments with public sector institutions' equity and opportunity-based policies and strategies; draw on existing campus and community partnerships; and highlight specific roles and responsibilities for local partners in the implementation of the recommendations.

A full roster of each subcommittee is available in Appendix B3. The chart below outlines the number of meetings per subcommittee.

Subcommittee	Number of Meetings
Mission Charter Subcommittee	4
Education Subcommittee	11
Housing and Displacement Subcommittee	5
Local Hire and Workforce Development Subcommittee	9
Procurement Subcommittee	11

### ***CWG Process Schedule***

A graphic representation of the CWG process schedule is included on the following page, which outlines key CWG activities, meetings and milestones.



## SECTION II: FINAL CWG RECOMMENDATIONS

### ***Richmond Demographics and Economic Growth Profile***

Located in California's San Francisco Bay Area, Richmond is the largest of five cities located in western Contra Costa County and has a population of 107,571 residents.<sup>2</sup> The majority of Richmond's residents represent communities of color. Richmond's Latino and Asian populations now surpass the city's African-American and white residents (U.S. Census, 2010). Additionally, approximately one third of the community is foreign born (32.2%) and many residents speak a language other than English at home (45%).<sup>3</sup>

The West Contra Costa Unified School District (the District, WCCUSD) reflects this diversity with just over half of the 30,000 students being Latino/Hispanic (52%), 19% are Black; 10% are Asian, 11% are white and 6% are Filipino. The District serves students K-12 at 54 schools: 37 Elementary; 6 Middle; 7 High and 4 Alternative). About 75% of all students are low income, English language learners and/or foster youth.<sup>4</sup> In addition, it is noteworthy that Richmond students are dispersed throughout District schools, including El Cerrito, Pinole Valley, and Hercules.

The District acknowledges that such diversity is a core strength. To quote the District's Strategic Plan, diversity challenges "individuals to think in new ways and work well with others. The District is in a unique position to capitalize on a diverse learning environment and better prepare students for an increasingly diverse, global world."<sup>5</sup>

The development of the BCG will offer tremendous opportunities, but those prospects are enhanced by the resources currently present in the region. A recent study by the East Bay Economic Development Alliance identified a number of **key regional assets that provide a solid base for economic growth**. These include:

- A highly diversified labor force that includes highly educated professionals and technically skilled workers;
- World-class research and development institutions;
- Growing innovation industries, in areas such as engineering, scientific research and development, biotechnology, pharmaceuticals, biofuels and other clean energy efforts;
- A central location in the San Francisco Bay Area and Northern California and a well-developed physical infrastructure connecting the area to regional and global markets;

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<sup>2</sup> US Census, 2013.

<sup>3</sup> American Community Survey, 2006-2010; US Census, 2010.

<sup>4</sup> West Contra County Unified School District presentation slides, March 2015.

<sup>5</sup> West Contra County Unified School District, 2014-2019 Strategic Plan.

- A wide range of communities with diverse housing and recreational opportunities for workers; and,
- Richmond also boasts 32 miles of shoreline, 31 miles of the San Francisco Bay Trail and nearly 6,500 acres accessible park area, making the area attractive for recreation and outdoor activity.

In addition, the same study found that industries in the professional, scientific and technical services have experienced significant growth in the East Bay region. The Richmond Workforce Development Board's Strategic Plan outlines several additional resources new industries can access when they move to the BGC development.

In recent years, the City of Richmond has begun to experience a revitalization and diversification of its economic base. Large amounts of land available for development at a reasonable cost have encouraged the arrival of new businesses. The focus of city leadership on green business and workforce development has begun to show results, as more green businesses locate in the city and hire local workers.

Richmond also presents untapped opportunities for further development, with a number of industries in close proximity to the BGC. Improving infrastructure, providing financial incentives, and carving out special districts could attract strategic suppliers, entrepreneurs and technical consulting companies that would cater to the petrochemical, environmental/green technologies and professional services industries.

There are also several community-based organizations and labor unions that have invested heavily in the area's workforce. In addition, Richmond is home to several employee training programs that can be tailored to meet the needs of emerging industries. Contra Costa College and the West Contra Costa Unified School District (WCCUSD) are among several organizations and agencies that have made workforce development and training a priority. The City of Richmond has invested in workforce development through programs such as RichmondBUILD, a highly successful public-private partnership focused on developing talent and skill in high growth, high wage construction and energy conservation/alternative energy fields; and RichmondWORKS, which assists residents and businesses with employment and training.

## ***Introduction to Recommendations***

Each CWG subcommittee engaged in a collaborative, consensus-building process to formulate a clear and succinct set of recommendations that will lead to binding, legally enforceable commitments or a Compact between UCB, LBNL, the City of Richmond and community stakeholders. These recommendations are designed to secure benefits from the BGC to the Richmond community in the following arenas:

- Local Hire and Workforce Training;
- Housing and Displacement;
- Education; and,
- Procurement.

The following section outlines background on the recommendation development process, context and assets to build upon (i.e., the rationale for the recommendations), and a brief summary of each subcommittee's recommendations. The detailed matrices with each subcommittee's full set of final adopted recommendations are available in Appendix A. The matrices of adopted recommendations also include important information regarding suggested partners, success metrics and clarifications provided by UC Berkeley and LBNL concerning relevant policy and budget constraints.

# ***Local Hire and Workforce Training Subcommittee***

## ***Background on the Recommendation Development Process***

The Local Hire and Workforce Training Subcommittee’s recommendations are designed to increase the number of Richmond residents that are prepared for and are able to secure construction and non-construction jobs at the BGC. A second priority was to develop recommendations to strengthen education and workforce training pathways to college and good jobs and careers associated with the industries that benefit from research conducted at the campus. This effort was initially undertaken by a subcommittee focused solely on workforce and was narrowly focused on construction and facilities maintenance jobs and subsumed within the joint Local Hire and Workforce Training committee.

## **Subcommittee Composition**

The Local Hire and Workforce Training Subcommittee relied on participation from community advocates, unions and trades, capacity-building and workforce training groups, re-entry service providers and legal experts. Together, the group has collaborated to develop a set of strategies and goals that seek to ultimately improve the lives of Richmond workers and their families. The collaboration included a diverse cross section community and public sector leaders and the following organizations:

- Alliance of Californians for Community Empowerment (ACCE)
- American Federation of State, County and Municipal Employees 3299 (AFSCME)
- City of Richmond RichmondWorks and RichmondBUILD
- The Contra Costa County Construction and Building Trades Council
- The Contra Costa Inter-Faith Serving Community Organization (CCISCO)
- For Richmond
- The Haas Institute for a Fair and Inclusive Society (The Hass Institute)
- Rubicon Programs
- The Safe Return Project
- Contra Costa College
- West Contra County Unified School District (WCCUSD, The District)
- The Richmond Community Foundation

## ***Context and Assets to Build Upon (Rationale for Recommendations)***

### **Baseline Data**

Through both the in-person and phone meetings, the Local Hire and Workforce Training Subcommittee collaborated on a monthly basis over the course of 5 months in the late summer and early fall of 2015. subcommittee members reviewed data on workforce participation, education and workforce preparation trends among adults, business and industry sectors that employ the greatest number of workers or are expanding, education and training pathways that

<b><u>Key Richmond Statistics</u></b>	
Unemployment Rate	6.1 %
H.S. Graduation Rate	77 %
Adults with BA or higher	26 %
Source: City of Richmond Employment & Training Department	

currently serve Richmond and relevant employment and workforce policy.

### **Gaps in Richmond's Pipeline**

According to the Richmond Employment and Training Department, the Richmond unemployment rate has trended downward to 6.1% in 2015, a trend consistent with regional and statewide trends following the recovery of the 2008 Housing Crisis. Despite this positive trend, a recurring message from the community, public sector leaders and members of the subcommittee echo a need for an overall improvement in the types of jobs offered, livability of wages and long term career prospects. In other words, there is a need for career building jobs that can help individuals and families thrive, not just survive.

And while Richmond's high school graduation rate is roughly comparable to California's, the percentage of people with college degrees is lower than the statewide average of 31.7%. As such, a dearth of opportunities and viable career pathways has been reported for young adults in Richmond. This group is poised to participate in certification programs that lead to viable middle skill careers in construction and other stable or growth sectors represented by the BGC. The recommendations set forth by the subcommittee seek to address that gap by proposing an increased level of partnerships between industry, the University and with local education institutions and workforce training programs.

### **Key Industries Expected, Participation Desired**

The subcommittee focused on the industries and sectors that have the most potential to move Richmond residents out of poverty toward economic self-sufficiency and that are expected to have some representation at the BGC. Among the business sectors with the largest numbers of employees in the area are educational services, health care, professional, scientific management, administrative services, waste management, and construction. Meanwhile, the health industry, information technology and communications, construction, and high tech manufacturing, transportation, distribution and logistics are key growth sectors. These industries represent a highly anticipated economic opportunity for Richmond workers and their families.

### **Workforce Programs to Build On**

The subcommittee identified a wide array of existing workforce training and educational programs that could be foundational models to bridge the gap in the Richmond's jobs pipeline. The City of Richmond, for example, operates RichmondBUILD, a nationally recognized construction training skills center. Also, the Contra Costa County Building Trades Council affiliates sponsor joint apprenticeships and training programs that are widely recognized by industry as well as state and federal labor departments.

In addition, the local organization, For Richmond, helps Richmond residents remove barriers to obtaining meaningful employment through the Job Barrier Removal Program. This program expands support of vocational and trade training programs, links local residents to employment opportunities spurred by large-scale construction projects, and informs the community about ongoing current job openings. In 2015, more than 700 people had their barriers to employment removed and have become gainfully employed due to the intervention of For Richmond.



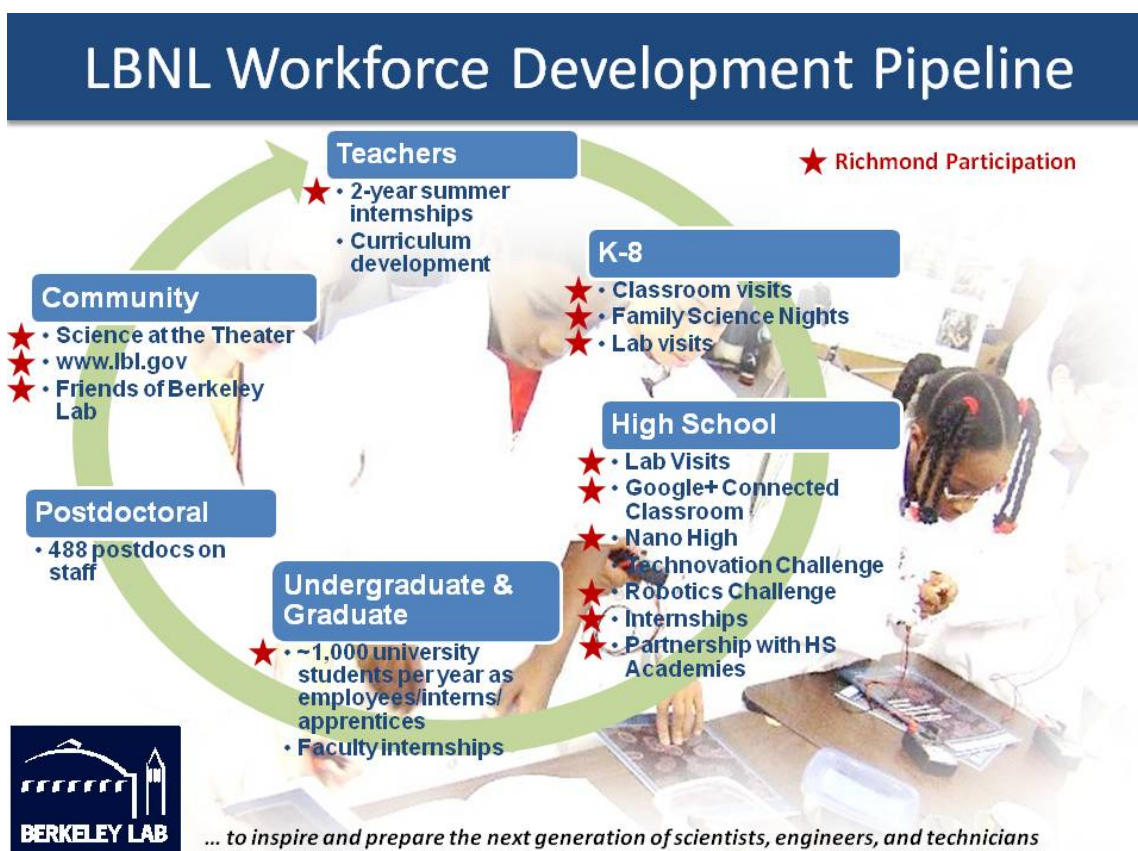
In terms of educational institutions, both Contra Costa College and the West Contra Costa Unified School District offer Career Pathway Programs and Linked Learning Career Academies. Finally, non-profits also manage a number of community-based career pathway programs that include career preparation and counseling services that target individuals reentering the community from incarceration. In addition, other non-profits like Rubicon focus on comprehensive self-sufficiency and economic empowerment strategies.

These existing models, programs and strategies are well established and operating successfully. Further, and perhaps more importantly, these programs have existing relationships and trust with local Richmond workers and institutions. That community equity developed over time can be a foundational block for increased efforts at workforce development in relation to the BGC.

### Youth and Educational Opportunities in Place

The subcommittee also learned about the LBNL’s strategies to inspire and prepare the next generation of scientists, engineers and technicians through investments and partnership with K-8 and high schools in the East Bay. Several of these efforts benefit children and youth in Richmond. Similarly, the subcommittee reviewed work that the UC Berkeley School of Public Health has undertaken to assist local efforts to align and strengthen career pathway programs that are designed to prepare Richmond youth and adults for careers in the regional health sector. See Appendix E for more information.

Figure 1: LBNL Workforce Development Pipeline



### **Projecting Jobs at the BGC Elusive**

Assessing the future needs of the future BGC and further aligning those needs with the existing workforce training and education systems proved to be an elusive undertaking at this time. The subcommittee requested data on projected jobs likely to arise through BGC construction and operations, and/or indirectly through research on industry clusters likely housed in the future campus. Because the BGC development process is still in its initial phases, the subcommittee was unable to obtain reliable data on either.

However, the subcommittee was able to develop a framework that can be used to align local education and training pathways with large scale construction projects like the BGC that should prove useful as the University and the LBNL consider the recommendations to support existing workforce training pathway programs. See the attached chart for details on the potential alignment of local workforce training programs with construction, facilities maintenance and other industries that may benefit from development of the BGC.

### **Existing Workforce Policies in Richmond**

The subcommittee's review of workforce policies or community benefit agreements with relation to the proposed BGC project surfaced as important information. To a large extent, the subcommittee's local and targeted hiring recommendations are informed by the City of Richmond's Local Employment Program Ordinance (RMC 2.56). The ordinance language has been suggested as a model for any future agreement concerning local hire at the BGC. Richmond's ordinance requires that 25% of the total project hours on eligible Public Works Construction projects (costing \$100, 000 or greater) be performed by Richmond residents. The ordinance also sets a 35% goal for the total workforce and new hires on non-construction contracts of the same scale. The city reports that the 25% local employment goal for Public Works Construction project has been achieved consistently.

### **Local Community Benefits Agreement as a Model**

A recently executed Community Benefits Agreement between the Chevron Corporation, the City of Richmond and the Contra Costa Building and Construction Trades on the company's \$1B modernization is a proven local hire precedent for the BGC. That project calls for Chevron contractors to hire qualified Richmond residents as a first priority in accordance with the existing First Source Agreement. Known as a Modernization Project Local Content Agreement, the compact between the three partners does not set specific goals for employment. Instead, it outlines the roles and responsibilities of each partner in ensuring Richmond residents benefit from the project. Chevron provides a local-hire coordinator to help implement the agreement, provide monthly reports hiring metrics and goals, and to serve as the point of contact to work with contractors, the building trades and the city.

## ***Brief Summary of Local Hire and Workforce Training Recommendations***

Overall, for the purposes of applying the Local Hire and Workforce Training recommendations to the development of the BGC, the Local Hire and Workforce Training Subcommittee is recommending the following definition of “local”:

**Residents of Richmond and North Richmond (Including unincorporated areas of North Richmond) will be given priority for jobs at the BGC. The second priority if the local goal cannot be met will be residents of San Pablo.**

In addition, the Local Hire and Workforce Training Subcommittee is making six (6) primary recommendations. Generally, these recommend setting percentage goals for the numbers of local and disadvantaged residents that are employed, expanding workforce training programs and options, establishing fair chance policies and providing support for individuals with criminal convictions, and adopting labor standards that support union employment and provide family sustaining wages and benefits. The specific recommendations are described below:

1. To ensure a minimum number of **local and local disadvantaged workers are able to work on the construction** of the BGC.
  - Set the following local hire goals:
    - i. 30% of total hours worked on a craft-by-craft basis.
    - ii. On Apprentice and New Hire hours: 30% of hours on a craft-by-craft basis of the 30% Total Hours Goal, from local disadvantaged workers.
  - Adopt a definition of disadvantaged worker: local residents who are unemployed veterans, previously incarcerated, emancipated foster youth, homeless, those on extended unemployment, chronically unemployed.
2. To achieve the local hire goals and **ensure access to construction career pathways and employment.**
  - Designate a project manager to coordinate and ensure construction career pathways.
  - Fund \$1 million annually – at minimum – for workforce training needs related to the BGC.
  - Fund \$1 million annually – at minimum – for supportive services for low income and disadvantaged local workers.
  - Enter into a **Project Stabilization Agreement** with the Contra Costa Building and Construction Trades Council covering all construction at the BGC.
    - i. A Project Stabilization Agreement (PSA) is a legally binding contract that establishes a standard for a contractor’s relationship with his/her workers by setting basic standards for hiring, dispute resolution, payment of fringe benefits, and utilization of apprentices, among other things. The PSA is designed to ensure a sufficient supply of skilled craft workers and eliminate work disruptions.
3. To ensure BGC **operations and maintenance employment opportunities to local and disadvantaged workers, and labor standards that support families.**
  - Set Goal for new hires in operations: 50% will be local residents
  - Set goal for new hires in operations jobs: 30% will be disadvantaged workers

- Commit to ensuring workers at BGC are covered under same collective bargaining agreements (same wages/benefits) as workers doing comparable work at the main campus.
  - Commit to not contract or subcontract: any service that is customarily performed by University employees at the main campus
4. To strengthen **pathways between local non-construction training programs and pathways and non-construction jobs** at the BGC.
- Designate a project manager to coordinate and ensure non-construction career pathways
  - Fund \$1 million annually—at minimum—for workforce training needs with related to the BGC
  - Fund \$1 million annually—at minimum—for supportive services for low-income and disadvantaged local workers
  - Identify non-construction job-related needs at the BGC and partner to develop curriculum and hands-on experience that supports training programs and pathways to employment.
5. To ensure **Fair Chance Employment** policies for both Construction and Non-Construction such that no applicant can be denied a job simply because of prior criminal conviction.
- Interview/Application: remove questions about prior criminal convictions
  - Third party inquiry: no inquiry into applicant’s conviction history; if required, only after applicant deemed otherwise qualified and offered a job
  - Employer must consider: time elapsed since offense, evidence of rehabilitation activities or mitigating circumstances, if job-related conviction
  - If rejected for employment: written notice including how the conviction may relate to job, opportunity to correct inaccuracies and offer evidence of rehabilitation or mitigating circumstances
  - No consideration of: arrest without convictions, dismissed or expunged convictions, juvenile convictions and convictions more than 7 years old, misdemeanors, infractions.
6. Establish a **committee to monitor hiring practices and results** that will have community representation and will represent the community members intended to benefit from the community benefits agreements.

## ***Housing and Displacement Subcommittee***

### ***Background on the Recommendation Development Process***

The Housing and Displacement Subcommittee launched in September 2015 with the goal of **developing a set of strategic recommendations to mitigate potential displacement and improve access to affordable housing in Richmond**. This subcommittee included CWG members, City of Richmond staff, UC Berkeley Real Estate Division staff, community based organizations such as CCISCO, ACCE and Raise Up Richmond Coalition, local residents and other community representatives. A full roster of Housing and Displacement Subcommittee members and meeting attendees is available in Appendix B3.

During the September 2015 CWG meeting, the Housing and Displacement Subcommittee provided a special set of housing-related presentations for the CWG which included a review of applicable City of Richmond Affordable Housing policies, a review of the Mayor's Office Affordable Housing Task Force, an update on the status of the BGC development and a presentation on housing recommendations submitted by community stakeholders. The presentation slides from this meeting are available in Appendix D1.

A total of five Housing and Displacement Subcommittee meetings were held to develop draft recommendations, to incorporate community and CWG input and to finalize the recommendations for CWG approval. Approximately 15-25 participants attended each subcommittee meeting.

In addition, the subcommittee assembled a small working group made up of 4-5 subcommittee members to assist in further refining the draft recommendations to submit to the CWG. The goal of the group was to streamline the draft recommendations writing process in order to meet the CWG timeline. The Workforce Training and Local Hire, Procurement and Education Subcommittees used similar approaches to refining their final recommendations.

## UC Berkeley Commitment to Address Displacement

The Sub-Committee recommendations build on Chancellor Dirk's commitment to partner with the City of Richmond in efforts to increase access to affordable housing among Richmond residents that are most vulnerable to displacement.

"The University will **address concerns about the affordability of housing** in Richmond with binding commitments and with action.

When the City has determined its priorities and overall strategy UC Berkeley expects to make appropriate legally binding commitments to the City.

The University is specifically prepared to consider, for example:

- The ideas of private developer contributions to a City-operated Housing Trust Fund;
- Support for City-planned inclusionary housing, and;
- Development of workforce housing to specifically serve the Global Campus."

Source: Open letter to the Richmond community from UC Berkeley Chancellor Nicholas Dirks: An update on the Berkeley Global Campus May 28, 2015

### ***Context and Assets to Build Upon (Rationale for Recommendations)***

The Housing and Displacement Subcommittee identified key factors, priorities and issues to consider in the development of the draft recommendations. These critical priorities and opportunities that informed the Housing and Displacement Subcommittee recommendations are synthesized in the section below.

The CWG Members and other experts believe that the BGC has the potential to contribute to the displacement of current Richmond community members as rents and property values in the city climb due to increased economic investment. In a study recently published by the Haas Institute—*Belonging and Community Health in Richmond: An Analysis of Changing Demographics and Housing*—researchers noted the following findings regarding potential displacement:

- "Richmond is growing its desirability within the regional real estate market, yet it continues to house many low-income residents who have long called the city home.
- Displacement is a possibility, but can be halted.
- Policies matter. For Richmond to grow in an equitable way, it is critical that local policymakers and community groups act swiftly to implement local anti-displacement protections and policies to enable residents to stay and benefit from neighborhood change."<sup>6</sup>

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<sup>6</sup> Moore, E., et al. "Belonging and Community Health in Richmond: An Analysis of Changing Demographics and Housing." Haas Institute for a Fair and Inclusive Society (2015).

**Benefit Current Residents and “Special Needs Populations” Vulnerable to Displacement**  
 Subcommittee members elected to focus their recommendations on meeting the needs of low-income, very low-income and special needs Richmond households who are most vulnerable to potential displacement. The City of Richmond’s Fifth Cycle Housing Element Update (2015) highlights that:

*“Certain households have more difficulty in finding decent and affordable housing due to special circumstances such as economic status, age, disability, household size and household type. As a result, these households may experience a higher prevalence of overpaying, overcrowding, and other housing problems. **Special needs populations in Richmond include seniors, large family households, female-headed households, persons with disabilities, and homeless persons and families.**”<sup>7</sup>*

### Define Housing Affordability

Subcommittee members emphasized their focus on defining housing affordability for very low- and low-income Richmond households. According to the Department of Housing and Urban Development (HUD),

*“The generally accepted definition of housing affordability is for a household to pay no more than 30 percent of its annual income on housing. Households that pay over 30 percent of their income for housing are considered cost burdened and may have difficulty affording other basic necessities.”<sup>8</sup>*

The figure below depicts the “Renter Affordable Housing Costs” for a range of household income types (30%-120%).<sup>9</sup>

Renter Affordable Housing Costs 2014									
Household Income Category		1- Person	2- Person	3- Person	4- Person	5- Person	6- Person	7- person	8- person
Ext. Low (30%)	Monthly Rent	\$491	\$561	\$631	\$701	\$758	\$814	\$870	\$926
	Monthly Income	\$1,638	\$1,871	\$2,104	\$2,338	\$2,525	\$2,713	\$2,900	\$3,088
Very Low (50%)	Monthly Rent	\$819	\$935	\$1,053	\$1,169	\$1,263	\$1,356	\$1,450	\$1,544
	Monthly Income	\$2,729	\$3,117	\$3,508	\$3,896	\$4,208	\$4,521	\$4,833	\$5,146
Lower (80%)	Monthly Rent	\$1,184	\$1,353	\$1,521	\$1,690	\$1,826	\$1,961	\$2,096	\$2,231
	Monthly Income	\$3,946	\$4,508	\$5,071	\$5,663	\$6,088	\$6,538	\$6,988	\$7,438
Median (100%)	Monthly Rent	\$1,636	\$1,870	\$2,104	\$2,338	\$2,525	\$2,711	\$2,899	\$3,085
	Monthly Income	\$5,454	\$6,233	\$7,013	\$7,792	\$8,417	\$9,038	\$9,663	\$10,283
Moderate (120%)	Monthly Rent	\$1,964	\$2,244	\$2,525	\$2,805	\$3,030	\$3,254	\$3,479	\$3,703
	Monthly Income	\$6,546	\$7,479	\$8,417	\$9,350	\$10,100	\$10,846	\$11,589	\$12,342

<sup>7</sup> City of Richmond General Plan 2030: 5<sup>th</sup> Cycle Housing Element Update (2015-2023).

<sup>8</sup> City of Richmond General Plan 2030: 5<sup>th</sup> Cycle Housing Element Update (2015-2023).

<sup>9</sup> City of Richmond General Plan 2030: 5<sup>th</sup> Cycle Housing Element Update (2015-2023).

In the aforementioned housing report, Hass Institute researchers noted that “some 6,740 renter households—37% of the total renters—earn less than \$35,000 annually and spend more than 30% of their income on housing [in Richmond].”<sup>10</sup>

### **Synergies with Existing City Programs and Policies**

With the recent update of the city’s General Plan and Housing Element, there are several city policies that the subcommittee would like to leverage to maximize the housing benefits for Richmond residents. A key goal of many Richmond housing policies is to limit the affordability gap. Mechanisms to achieve this include increasing the affordable housing supply and identifying new funding sources to develop more affordable housing (e.g., new linkage fees). Other Housing Element goals include:

- A Balanced Supply of Housing
- Better Neighborhood and Quality of Life
- Expanded Housing Opportunities for Special Needs Groups
- Equal Housing Access for All

In addition, the **Richmond Bay Specific Plan** (formerly known as the South Shoreline Specific Plan) will focus on ways Richmond can leverage and complement the planned BGC at Richmond Bay, future ferry service, and other area assets to create a sustainable shoreline district providing jobs, housing, transportation options and opportunities for entertainment and recreation. The Richmond Bay Specific Plan may accommodate up to 4,080 housing units of housing and 140 acres of open space.

Currently, the city is also preparing a **Nexus Study** to support establishment of an affordable housing linkage fee for rental housing and nonresidential development. The fees collected will be used for the provision of new or rehabilitation of affordable housing units.

The **Housing Element Update** includes several policies and programs that are directly relevant and synergistic to the recommendations of the subcommittee, including but not limited to those in the chart on the next page.<sup>11</sup>

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<sup>10</sup> Moore, E., et al. “Belonging and Community Health in Richmond: An Analysis of Changing Demographics and Housing.” Haas Institute for a Fair and Inclusive Society (2015).

<sup>11</sup> City of Richmond General Plan 2030: 5<sup>th</sup> Cycle Housing Element Update (2015-2023).



Policy	Program Titles
<b>Policy H-1.2 – Adequate Supply of Housing Sites</b> Ensure an adequate supply of housing sites to achieve the city’s Regional Housing Needs Allocation (RHNA) numbers for 2007-2014 planning period.	H-1.2.3: Residential Site Inventory
	H-1.2.4: Residential Sites Marketing
<b>Policy H-1.3 – Supply of Affordable Housing</b> Promote the development of homes that are affordable to extremely low, very low, low, and moderate-income households in all new residential developments as well as in existing single-family neighborhoods	H-1.3.1: Inclusionary Housing Ordinance
	H-1.3.2: Inclusionary Housing Ordinance Study
	H-1.3.3: Inclusionary Housing Ordinance Performance
	H-1.3.4: Community Land Trust Study
	H-1.3.6: Affordable Housing Incentives
<b>Policy H-1.4 - Variety of Housing Choices</b> Promote a variety of housing types that meet the different lifestyle and life cycle needs of residents including young adults, young couples and single professionals, small and large families, empty-nesters, and older couples.	H-1.4.1: Variety of Housing Types
	H-1.4.2: Single-Room Occupancy Unit Inventory
	H-1.4.3: Second Dwelling Unit Production
	H-1.4.4: Garage Conversions
	H-1.4.5: Alternate Housing Types
<b>Policy H-1.6 - Funding for Affordable Housing Development</b> Identify and secure funding sources to assist with affordable housing development.	H-1.6.1: Low Moderate Income Housing Assets Fund
	H-1.6.2: State and Federal Housing Funds
	H-1.6.3: Shared Equity Program Study
<b>Policy H-2.5: Abatement of Foreclosures, Substandard Housing, and Blight</b> Improve the physical, social, and economic health of neighborhoods by addressing foreclosures, substandard housing conditions, and neighborhood blight through an aggressive and balanced program of education, code enforcement, inspections, acquisition, and financial assistance	H-2.5.8: Home Improvement Loan Program
	H-2.5.11: Rental Rehabilitation Loan Program
	H-2.5.12: Richmond Housing Rehabilitation Loan Program (Social Impact Bonds)
<b>Policy H-4.2: Tenant Protections</b> Explore reasonable and enforceable regulations that protect tenants from evictions and exorbitant rent increases and refer residents with issues such as foreclosures, landlord-tenant disputes, and unlawful evictions, and housing discrimination to counseling services.	H-4.2.1: Enforcement of Just Cause for Eviction Ordinance
	H-4.2.2: Expansion of Just Cause for Eviction Ordinance
	H-4.2.3: Rent Control Ordinance Study
	H-4.2.4: Counseling Service Referral for Foreclosures, Landlord-Tenant Disputes, Unlawful Evictions, and Housing Discrimination

## Consider the BGC Timeline and the Development Horizon

Given the 30-40 year development horizon of the BGC, subcommittee members focused on identifying strategies and policies that can be implemented now and throughout the life of the BGC project. The subcommittee members took into account potential changes to the cost of living, inflation, developer fees and other related metrics during the development of draft recommendations. As a result, the recommendations factor in the desire for immediate benefits to current residents and future benefits that may accrue over the life of the BGC development.

## ***Brief Summary of Housing and Displacement Recommendations***

The Housing and Displacement Subcommittee made four (4) primary recommendations and various specific strategies described below:

***Recommendation #1: UCB and LBNL will agree to pay impact fees to the City of Richmond to establish an Anti-Displacement Fund to be used to build and preserve affordable housing and to prevent displacement.***

- Impact fees are based on the construction of residential and non-residential space (office and commercial) in the city.
- The Anti-Displacement Fund will be used to **support a wide range of priority programs and initiatives**, including renter/ homeowner assistance and protection programs, low interest loan programs, pre and post home ownership and foreclosure counseling, temporary/ short-term housing programs, first-time homebuyer programs and alternative housing models.
- The impact fee amounts UCB/LBNL will voluntarily agree to pay to the city will be determined by a city-wide ordinance that **establishes fees for the Richmond context and will evolve over the 30-40 year life of the BGC development.**
- These fees will be **informed by the results of the Nexus Study** and research on median linkage fees of Bay Area cities.
- If the city does not adopt a commercial linkage fee, there will be a number generated by the Nexus Study and other economic factors that will determine the amount paid based on the Richmond/regional context.

### **Minority Opinion\*:**

**Until Richmond passes a housing linkage fee for non-residential development, UCB will pay the Bay Area median of \$15 per square foot for the linkage fee.**

- At the November 30th Community Briefing and Open House, many community members indicated their support for establishing a linkage fee of \$15 per square foot (which is considered by some as the Bay Area median, which was derived by taking the average of similar fees in Berkeley, Menlo Park, Oakland, San Francisco and San Mateo.

- Until the citywide ordinance that establishes impact fees based on the Nexus Study and other economic conditions is determined, some community members expressed that they would like to use the \$15 per square foot Bay Area median for Richmond.

\*Including this minority opinion as part of the CWG Recommendations Report was voted on by the CWG at the December 10, 2015 meeting. A majority of the CWG members voted in favor of including this minority opinion and the motion passed.

***Recommendation #2: UCB and LBNL will build housing on BGC site for the unique needs of the workforce (including faculty) and students to avoid negatively impacting existing and future residents and Richmond neighborhoods.***

- To alleviate housing strain on existing neighborhoods, BGC can provide housing options for students and the workforce by building on-site housing.
- UCB and LBNL should use successful best practices and town/gown models to ensure that the BGC site is well-integrated into the broader Richmond community.

***Recommendation #3: UCB and LBNL will provide research and data support related to affordable housing and displacement mitigation by offering expertise of relevant UCB departments, institutes, faculty and student engagement.***

- UCB and LBNL will collaborate with the city to **study the feasibility of non-traditional forms of affordable housing** (like Community Land Trusts, coops, etc);
- UCB and LBNL will collaborate with the City to **identify preferred models** to implement in Richmond; this study is independent of the impact fee and the Anti-Displacement Fund;
- UCB and LBNL will collaborate with the city to **identify relevant promising practices to preserve/develop affordable housing, as well as anti-displacement initiatives** that have worked in the past 10 years in cities similar to Richmond.
- This research and data support can happen apart from and ahead of any BGC development.
- In addition, UCB and LBNL will identify, adopt and **apply a consistent set of criteria to evaluate and measure a project's potential to displace residents** using demographic/economic data and other sources.
- The city of Richmond and UCB will consider approaches to **establish place-based Initiatives** to improve neighborhood amenities and services in low-income and very low-income areas (e.g., partnership research projects).

## ***Education Subcommittee***

### ***Background on the Recommendation Development Process***

The Education Subcommittee's recommendations are designed to increase the number of Richmond students who are prepared for college and career. UC Berkeley and the LBNL can facilitate this by increasing the number of Richmond students, teachers and District administrators who benefit from UC Berkeley and the LBNL's strategic investment in education and career pathways, aligning with the priorities of existing equity-based education strategic plans and initiatives.

The Education Subcommittee was formed in March 2015 and benefited from the leadership of representatives from the City of Richmond, West Contra Costa Unified School District staff and board of directors; Contra Costa College, Contra Costa Interfaith Supporting Community Organization, The Safe Return Project, The California Endowment, the Ed Fund, The Richmond Community Foundation, as well as various UC Berkeley departments, and Richmond students, parents and educators and the involvement of a diverse cross-section community leaders who provided feedback on the draft recommendations through subcommittee outreach and CWG meetings and briefings.

### ***Context and Assets to Build Upon (Rationale for Recommendations)***

The Education Subcommittee launched in March 2015 with a presentation to the CWG (Appendix E1) that provided select baseline data and suggested assets to leverage; highlighted the importance of understanding and listening to the voices of diverse Richmond education stakeholders, students, parents and community organizations; as well as an overview of key UC Berkeley and LBNL programs and projects currently operating in Richmond. The baseline picture of local education assets, needs and priorities, and the potential for strengthening partnerships with UC Berkeley and LBNL to improve education investments in Richmond was – and remains – promising.

For example, the school district and community college both seek to improve the educational outcomes for Richmond students and provide a number of education and career pathways that require educational and industry partners. At the high school level, there are currently linked-learning opportunities at Richmond's De Anza, Kennedy and Richmond High Schools that span from internet technology to health sports medicine, creative arts to an engineering academy. Contra Costa College works directly with high school academies to provide pathway programs and concurrent enrollment in biotechnology, health (CNA/EMED), and Administration of Justice/Law; and collaborates with partners in regional and local work around building career pathways, including work-based learning and engaging employer partners in four high-wage, high-demand industry sectors: information communication technology (ICT) and digital media; health and biosciences; advanced manufacturing and engineering; public services and law.

The City of Richmond provides leadership in the education arena through a number of innovative policy tools and programs, such as: including an Education and Human Services Element in Richmond General Plan 2030; implementing a "Health in All Policies ordinance that recognizes that Education has broad impacts on standards of living and social interactions, with consequences for the health of individuals and communities;" developing the "Richmond Promise," a scholarship and student success program to support Richmond and North

Richmond students to access and complete a higher education; and consistently engaging UC Berkeley partners including the College of Environmental Design, Department of City and Regional Planning, School of Public Health, and Center for Cities and Schools Y-PLAN and the PLUS Fellowship, to provide unique educational opportunities to local students as well as take advantage of the resources and expertise offered by many university departments, institutes and centers.

These three institutions – the school district, community college and the City of Richmond – each have strategic plans with an equity focus – a focus that the education subcommittee has adopted wholeheartedly, and one that the Chancellor readily embraces in university-wide initiatives as well.

Taking into consideration opportunities for partnership and investment, as well as the challenges facing a community with historical and educational inequities impacting a school district with a majority of students of color, high numbers of English-learners, and students in foster care, the subcommittee held regular meetings from March 2015 to January 2016. The 20-30 participants at each meeting actively learned about existing UCB and LBNL partnerships and programs in Richmond and mindfully collected community ideas on possible foci for recommendations. While many ideas to “scale up” some existing programs, or implement a promising practice that has succeed in a similar school district, have great merit, the subcommittee recognized that the scope of the BGC Community Working Group’s recommendations around education need to be aligned and supported by partners in Richmond, keeping in mind **access, equity** and **scalability** to ensure the greatest chance for successful implementation.

In addition, the members articulated three priority areas for recommendations:

- **Pipeline:** Bolstering institutional and student success *at key transitions* from elementary school to middle school to high school; from high school into college; and from college admission to completion of a degree.
- **Pathways:** Providing *clear connections* from middle school to college and career opportunities for all students. Ensuring ongoing support throughout.
- **Partnerships:** *Leveraging and coordinating efforts* of educational providers across the community to address gaps, improve accessibility and avoid duplication.

As the subcommittee developed their recommendations, they often requested presentations on programs and research to aid in informing their discussions. Presenters included the UCB Center for Educational Partnerships, Multiverse (at UCB), UCB Admissions and the Superintendent of West Contra Costa Unified School District (Appendix E2). Key immediate outcomes of the UCB Admissions presentation and relationship building with Richmond partners included that Admissions sponsored 14 WCCUSD high school and community partner counselors to attend the National Association for College Admission Counseling conference in San Diego in October, 2015, where they participated in multiple conversations about admissions issues, including a keynote from Sal Kahn about his work with access and Kahn Academy. UCB Berkeley Admissions, school district and community college partners hope to build on this relationship to increase one another’s knowledge about the needs of West County students, their counselors and the realities of the admissions process at UC Berkeley.

As the recommendations were formed, subcommittee members were tasked with soliciting feedback on key recommendation areas from their constituents. Feedback was provided by members of the school Board of Education Contra Costa College staff, city staff, Richmond stakeholders involved in development of the Richmond Promise Strategic Plan, and, thanks to the organizing efforts of representatives from the Ed Fund and the East Bay Center for the arts, from collaborative members of the Out-of-School Time collaborative and the West County College Access Network which include nearly a dozen local organizations.

Support for the subcommittee's ongoing work and goals, came from the WCCUSD in the form of a resolution that was unanimously passed by the Board of Trustees on October 21, 2015. (See Appendix E4, Resolution 46-1516: BGC Education Recommendations.) Key points in the resolution include WCCUSD Board of Education calls on UC Berkeley and LBNL to continue its investment in the educational goals prioritized by the Strategic Plan and Local Control Accountability Plan adopted by the WCCUSD Board of Education; make any partnership commitment consistent with the priorities of these plans; that UCB and LBNL support investment in the following areas; 1. Work-Based Learning; 2. Teacher Externships; 3. STEM Development, and 4. Expanded Learning Opportunities for Adults; and finally, the WCCUSD Board of Education encouraged the Richmond CWG to develop a Memorandum of Understanding with UC Berkeley and LBNL that will be updated on an annual basis.

In drafting its final recommendations for CWG consideration, the subcommittee took into account the district's resolution and has emphasized the importance of alignment with the equity-based educational priorities of the school district as well as those of Contra Costa College, and more recently, with those of the Richmond Promise Strategic Plan. The subcommittee also readily took into account the input provided by community residents and leaders that attended the CWG November 2015 Community Briefing.

### ***Brief Summary of Education Recommendations***

The Education Subcommittee is making four (4) primary recommendations. The following text was proposed by the Education Subcommittee and adopted by the CWG over the course of two CWG meetings. This text has been lightly edited for clarity, consistency and updated to reflect the CWG input. However, the text approved by the CWG remains largely intact, despite some repetition.

1. UC Berkeley and LNBL shall commit to a Richmond Educational Partnership that seeks to increase the number of Richmond students who are prepared for career and college, is aligned with existing, equity-based education initiatives in Richmond, and includes high-level administrators and key Richmond education partners. See more details on page 28.
2. UC Berkeley and LNBL shall partner with the Richmond Community to develop and operate an **Education Center, Museum and/or Visitor Center at the BGC**, with consideration for satellite and/or mobile centers within close proximity to transit hubs and schools.
3. UC Berkeley and LNBL shall commit to funding a minimum of \$3 million annually toward a **Richmond Youth and Adult Education Opportunity Fund** in partnership with the Richmond community, UC Berkeley, LBNL, and corporate partners to seed and

scale new and existing best practice programs that model university/lab/school and community partnerships and to address barriers students face in taking full advantage of career and college exposure and preparation opportunities. The recommended minimum contribution is determined by an analysis of costs for programs currently providing student exposure and support, as well as professional development, in the Richmond community. The contribution is an estimate-based on 20% of Richmond sophomores, juniors and teachers participating in similar programs. (See Appendix E5, BGC Youth and Education Fund Cost Proposal.)

4. UC Berkeley and LNBL shall partner with Richmond community-based organizations and regional transportation entities, as well as anchor institutions and funders, to provide **infrastructure improvements to increase accessibility** of educational programs, activities and resources. This includes specifically developing systematic and robust **communication and outreach** efforts to improve the distribution of program information and ensure accessible and inexpensive transportation options.

### Minority Opinion

The Committee received an email on January 12, 2016, from Lee Lawrence, CCISCO Board member, promoting an additional recommendation regarding pre-school and day care facilities at the BGC. One UC Berkeley and one Berkeley community member voiced their agreement with this idea via email; as it did not receive a majority of subcommittee members' approval, it is included as a minority opinion to this report (Appendix E6).

### Richmond Educational Partnership Recommendation<sup>12</sup>

Based on Chancellor Dirks' May 2015 open letter to the Richmond community, the University of California, Berkeley is deeply committed "to advancing the greater good on both global and local levels".

However, the Education Subcommittee of the BGC Working Group has recognized from the start of our process that increasing educational opportunities and successful outcomes for Richmond students requires **sustained collaboration** and **community engagement** that goes beyond the University's current programmatic offerings in Richmond and other Bay Area communities.

BGC Working Group members have consistently heard from students, parents and community partners that UC Berkeley and LBNL programs offered in Richmond are not widely known or accessible. Additionally, data on both participation and outcomes of Richmond students and faculty from WCCUSD and Contra Costa College in UC Berkeley and LBNL sponsored programs has been piecemeal and lacks rigorous assessment and evaluation.

From March 2015 to January 2016, the Education Subcommittee met regularly and actively learned about existing partnerships and programs in Richmond and mindfully collected community ideas on possible foci for recommendations. While many of these ideas have great merit, the ad hoc subcommittee recognizes that the scope of the BGC Working Group's

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<sup>12</sup> The CWG acknowledges that there is some repetitive overlap in this section text describing the Richmond Educational Partnership Recommendation; however it is important to display the text as it was approved by the CWG for transparency and consistency,

recommendations around education **need to be aligned and supported by partners in Richmond, keeping in mind access, equity and scalability to ensure the greatest chance for successful implementation.**

To this end, the Education Subcommittee **recommends that UC Berkeley and LBNL commit to a long-term, codified educational partnership with high-level administrators and key education partners in Richmond to create sustained identification, assessment, and investment in mutually beneficial programs and initiatives which boldly address the critical educational and societal issues that impede the development of activities, curriculum, resources and, professional development to help prepare educated and engaged students.** This level of community engagement and collaboration will require a commitment to data-sharing, development of shared goals, transparent communication, and investment of both financial and human capital toward advancing the greater good in Richmond.

Furthermore, the Education Subcommittee recommends that a Richmond educational partnership is established within the first quarter of 2016 or when UC Berkeley and LBNL agree to the Richmond Compact (whichever comes first) and that a **data-driven, strategic plan with key benchmarks, activities and assessments is jointly adopted, and widely communicated, by the educational partnership within six-months of convening.**

The strategic plan and resulting agreements, should address the following key areas summarized from the Final *Adopted Recommendations Matrix*<sup>13</sup>:

#### **A. College Exposure and Preparation**

1. Support and expand college advising at Richmond middle and high schools.
2. Support and expand experiential learning and academic preparation for students- pre-K to adult.
3. Increase college knowledge and reinforce college-going culture and transfer opportunities for Richmond students.
4. Increase financial aid availability by partnering with Richmond Promise.

#### **B. Career Exposure and Readiness**

1. Support multi-partner coordination by investing in work-based learning partnerships and related curricular alignment across UCB, LBNL and educational and community partners.
2. Support success by investing in research and evaluation of work-based learning.
3. Solicit partnerships with regional and local employers to provide systematic opportunities for work-based learning, internships and field trips, including support for career pathways and STEM development.

#### **C. Teacher and Staff Professional Development**

1. Facilitate partnerships that provide opportunities for K-14 and adult education teachers and staff to participate in externships in business, STEM, etc.
2. Facilitate partnerships that support K-14 curriculum development and implementation.

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<sup>13</sup> See Appendix A3 for more information.



3. Provide professional development for K-14 and adult education teachers and staff, including content support, pedagogy and training in areas such as literacy and contextualized learning (e.g., literacy and STEM).
4. Provide training for tutors and mentors to support students.

#### **D. Universal Preschool Education**

1. Recognizing the fact that many Richmond children grow up in poverty and are already behind by kindergarten, preschool education was identified as a priority for some community members. It is included here as a placeholder for further discussion/consideration.

The strategic plan, and accompanying agreements, should be aligned with local priorities, including the West Contra Costa Unified School District Local Control Accountability Plan, the Contra Costa College Strategic Plan, the Richmond Promise Strategic Plan and other documents that have been developed with extensive community participation. The strategic plan should also detail timeline and milestones, agreed-upon goals and measureable outcomes for all programs and activities, metrics to ensure accountability and a comprehensive evaluation plan that will drive continuous assessment and improvement.

# Procurement Subcommittee

## Background on the Recommendation Development Process

The overarching goal of the Procurement Subcommittee of the BGC Working Group is to generally increase procurement opportunities and successful outcomes for Richmond residents and small business. The subcommittee endeavored to (1) develop actionable recommendations that built on the assets and leadership of Richmond’s business community and other efforts to spur economic revitalization; and (2) strengthen existing relationships between Richmond businesses, intermediaries, and UC Berkeley and the LBNL’s supply chain management.

## Subcommittee Composition

To ensure the viability of recommendations, the Procurement Subcommittee consisted of wide variety of representatives including community groups, small business advocates, local government agencies and UCB staff. The organizations that participated included:

- The Richmond Main Street Initiative (chair)
- City of Richmond, Office of the Mayor
- Richmond Chamber of Commerce
- The City of Richmond Supply Chain
- Contra Costa County Small Business Development Center
- CCISCO
- For Richmond
- Healthy Richmond, Building Healthy Communities Initiative
- UC Berkeley and LBNL Supply Chain Managers

The subcommittee benefited from the partnership and support of Healthy Richmond, the HUB for a multi-sector partnership dedicated to advocating for policy and system changes that can support healthy economic revitalization. With a sharp focus on aligning the procurement practices of public and private *Anchor Institutions* to strengthen small businesses and social enterprises, Healthy Richmond dedicated financial resources and leadership to partner with the procurement subcommittee to conduct targeted outreach to businesses in Richmond.

## Context and Assets to Build Upon (Rationale for Recommendations)

### Baseline Data

In addition to their inherent working knowledge, subcommittee members reviewed data on Richmond-based businesses, relevant technical assistance and capacity building programs, and procurement policies of local institutions. As a foundation, UC Berkeley’s Small and Diverse Business Program and LBNL’s Small Business Program currently coordinate efforts to outreach and educate local businesses and advocacy groups through workshops and other events. Similarly, several local procurement policies – most prominently

RECENT LOCAL SPENDING		
	FY 2013	FY 2014
UCB	\$4.1 M	\$2.99 M
LBNL	\$16 M	\$13 M

Source: UC Berkeley & LBNL Supply Chain reports.

Richmond's Business Opportunity Ordinance and Chevron's Community Benefits Agreement – are already proving invaluable as models for future BGC procurement.

Also reviewed were metrics on UC Berkeley and LBNL's existing local spending, the structure of their supply chain and contracting requirements and programs and policies designed to increase purchasing with small and historically disadvantaged businesses. Most recently in the 2-year period including FY 2013 and FY2014, over \$36 million of total purchasing by LBNL and UC Berkeley has flowed through approximately 800 Richmond-based businesses.

Importantly, the subcommittee also found that the University and LBNL supply chain leadership is undertaking outreach education to local businesses in partnership with Richmond business support intermediaries. Apart from the BGC related business outreach described earlier, UC Berkeley's Small and Diverse Business Program and LBNL's Small Business Program Directors conducted workshops for local businesses in education and outreach events sponsored by the City of Richmond, the Richmond Main Street Initiative, the Richmond Chamber of Commerce, the Contra Costa County Small Business Development Center and others. The establishment of these working relationships should prove invaluable to any future collaboration to engage larger numbers of Richmond based businesses.

### **Robust Community and Local Business Input**

Along with the guidance from its members and, the Procurement Subcommittee also sought meaningful input from Richmond-based businesses, residents and other industry experts to understand and document principal needs and viable solutions.

In August 2015, with Mayor Tom Butt's support and UC Berkeley's involvement, Healthy Richmond and the Procurement Sub-Committee collaborated with the Richmond business community to convene a Business Leader's Breakfast to understand and define what policies and programs best support small and local business in Richmond. Business leaders had a shared interest to create a stronger, more resilient local economy, to overcome decades of disinvestment and to learn about long-term business opportunities. Small business owners shared their ideas on what would make a difference to their businesses in Richmond. Some of their ideas are included below:

- Businesses reported that they would use support services for certification, developing bid packages, marketing, access to lending and capital and mentorship. These services could be delivered through a business capacity development center, expanding existing services and adding new support and lending services.
- Richmond has strong programming in support of construction industry businesses, although this sector would of course benefit from additional investment.
- There is an opportunity to create a business capacity development center specifically focused on STEM (science, technology, engineering and math) sectors that could connect to educational institutions and opportunities at the campus and throughout the Bay Area. Local businesses said that they are excited to see Richmond become a center of STEM innovation.

Over 80 participants conveyed their input through facilitated table discussions, polling and an online survey. The community input established a general framework of Procurement Recommendations.

The framework was further developed and refined with the help of industry experts that had served as Business Breakfast facilitators, and the Procurement Subcommittee. A second Business Breakfast was convened in November 2015 to present and vet the draft Procurement recommendations in a more developed form. There was a robust dialogue and several suggestions to further refine the recommendations (i.e., UCB/LBNL establishment of a collateral pool). Overall, the draft recommendations were well received and had the support of the Richmond business community.

### **Richmond is Eager to Participate, Barriers Persist**

In general, the input confirmed that the Richmond area business community is excited to collaborate with UC Berkeley and the LBNL on the BGC at Richmond Bay. There are many local businesses eager to contribute to the construction and to provide ongoing services that will be needed at the BGC. As a proposed world class institution the BGC development presents as a pivotal opportunity to integrate and build up the surrounding Richmond community.

In large measure, Richmond business profile can be described as consisting of small, locally-owned businesses composed of historically underrepresented groups and communities. The challenges faced by such communities are well documented and several government policies at every level exist to mitigate those impacts. Viewed through that lens, the Procurement recommendations are specific strategies that similarly intend to enhance the capability, capacity and opportunity of local businesses to compete.

### **Improved Communication Needed**

A specific barrier described from the business community and addressed through the recommendations relates to a lack of education and information about the procurement process. From announcements, to partnering process with prime contractors, and education and capacity building, a more robust communication platform is requested. The Procurement recommendations stress the importance of the role of UC Berkeley and LBNL – working in collaboration with community and business advocates – in fomenting knowledge and information that is specifically aimed at improving the procurement outcomes.

### **Help Build Capacity of Local Firms**

Over the long term, the recommendations that follow include a number of strategies that will help build the capacity of local businesses to compete for construction and ongoing procurement opportunities. Capacity building efforts will pay off in the long term by fortifying the administrative systems of small firms, making them more resilient and adaptive to procurement needs that surface. Specific capacity building strategies include: establishing a dedicated fund, facilitating trainings and necessary certifications, augmenting administrative support programs to include accounting, bid support, payroll services and supporting a center to house these services.

### **Capital and Bonding Limitations**

A fundamental limitation of small businesses is their lack of equity or collateral that limits a firm's access to capital, credit, and/or loans. This crucial limitation prevents firms from ramping up for a large job with additional employees, or improving the business infrastructure, or investing in equipment. As such, this dynamic prevents firms from not only soliciting jobs but

even in considering work. Similarly, insurance and bonding requirements are often an onerous challenge to surmount, especially when required for small businesses functioning as a small subcontractor. Solutions are recommended that would potentially create a guaranteed line of credit and improve the bonding options for small firms.

### **Local Procurement**

With the efforts and solutions presented above to improve the capacity and overall competitiveness, small businesses in Richmond would be in a better position to partner with UCB and the LBNL to achieve the 25% local spend goal called for in the Local Procurement recommendations.

### ***Brief Summary of Procurement Recommendations***

For the purposes of applying the Procurement recommendations to the development of the BGC, the Procurement Subcommittee is recommending the following definition of "local":

**Local Definition includes Richmond, North Richmond and unincorporated areas of North Richmond. Second priority is San Pablo.**

In addition, the Procurement Subcommittee is making six (6) primary recommendations and various specific strategies described below:

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.
  - In design and construction procurement, integrate formal preferences for 25% local spend into subcontracts to produce legally binding results, and that a specific percentage of set-aside direct contracts for local small business are reserved.
  - Establish a goal for increasing non- construction procurement from Richmond based businesses over five years.
  - In general procurement, adopt processes and policies that establish prompt payment and invoicing mechanisms, that select bidders based on best value, and that establish socially responsible contracting to include an assessment of a bidder's labor, environmental and workplace practices.
  - In addition, for general procurement, apply established policies to other sectors including specifically the solar industry, design services and food services and local farms.
  
2. UCB and LBNL shall **expand outreach and education** on new construction and ongoing procurement.
  - Assign specific UCB/LBNL staff to expand outreach and education efforts that include promoting, creating, or attending vendor outreach events.
  - Develop preconstruction workshops between prime and subcontractors, as well as a supplier mentor/protégé program with incentives for prime contractors to participate.
  - Establish a one-stop-shop on the new BGC campus to function as a

business and information resource center for local firms.

3. UCB and LBNL shall invest in and/or partner with Richmond strategies, programs and partnerships **that increase access to capital.**
  - Contribute to an established program for capital improvements, and expand the City of Richmond's Revolving Loan Fund.
  - Fund incentives that require coordination of the local small business support system.
  - Establish and/or contribute to a Collateral pool or guaranteed line of credit that serves as a \$5M set aside for small businesses.
4. UCB and LBNL shall invest in and/or partner with Richmond strategies, programs and partnerships **that address bonding challenges.**
  - Improve bonding availability or couple with prime-sub contracts.
  - Require primes to require wrap-around insurance policies as opposed to contractor default that covers prime only.
5. UCB and LBNL shall invest in and/or partner with Richmond strategies, programs and partnerships **that build capacity of Richmond Businesses to compete.**
  - Increase the number of businesses that are certified through training sessions on certification application and by simplifying application process and by establishing certification reciprocity policies and common licensing agreements.
  - Provide, fund, and/or support a blueprint room for contractors and support a new fund for launching and building capacity of small, locally and worker-owned businesses, including support and/or participation in capacity building workshops.
  - Extend partnerships, especially beyond construction including cleaning, HVAC maintenance and building controls systems maintenance
  - Create and/or support a program that provides back office administrative support, including for example accounting, bid support, payroll services
6. UCB and LBNL shall 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.
  - 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
  - Encourage partnerships between large and small vendors
  - Review insurance and bonding requirements to consider and address policies that present barriers to small business

## **SECTION III: NEXT STEPS**

*“The proposed Berkeley Global Campus itself is much more than an entirely new form of international institution of higher education and research. The success of this project will be measured not just by the extent to which it supports our teaching and research mission. **Equally important to us is the degree to which it generates new economic activity, jobs, educational programs and civic opportunities in Richmond.** In short, I see it as an extension of our deep commitment, as a public university, to advancing the greater good on both global and local levels.”*

- UC Berkeley Chancellor Nicholas B. Dirks

The CWG proposes the following next steps to support the implementation of the CWG Recommendations:

1. CWG transmits the final Recommendations Report to campus leadership (UC Berkeley and LNBL).
2. CWG presents the Recommendations Report at an in-person meeting with campus leadership to provide an opportunity to clarify and discuss the recommendations, including context and content.
3. Campus leadership will take the time needed to thoughtfully reflect on the recommendations and provide a formal response to the CWG.
4. The response from campus leadership will be presented to the CWG as a whole at an in-person meeting.
5. The CWG will identify a subcommittee to negotiate with campus leadership, and maintain contact with the CWG. The CWG will determine the representatives of the CWG subcommittee, confirm negotiating parameters and involve legal counsel as needed.
6. The CWG intends to develop their own draft of the Compact for consideration by campus leadership.

### ***Legally Enforceable Community Benefit Commitments***

The CWG has reviewed and discussed various approaches used by private developers, cities and universities to establish legally enforceable community benefit commitments on development projects that have some similarities to the BGC. These community benefit agreements specify benefits that will be accrued, responsibilities of developers, city and other partners, including investments and an approach to monitoring the results of each element of the agreement.

By formalizing community benefit commitments in the Richmond Compact, UC Berkeley and the LBNL can ensure all parties that its community benefit commitments are meaningful and durable. In order to be effective in this regard, the Richmond Compact should include the following attributes:

- 1) The Compact should be legally binding and entered into by UC Berkeley, a range of Richmond-based stakeholder organizations, and the City of Richmond.
- 2) The Compact should be enforceable by all parties.
- 3) The Compact's commitments should apply both to UC Berkeley's and LBNL operations at the BGC, and to operations of private contractors and to developers that participate in the project over time.
- 4) The Compact should be specific regarding operational and financial commitments required of project participants.
- 5) The Compact should require implementation and compliance information regarding community benefits to be public information, and require UC Berkeley and the LBNL to release semi-annual reports on community benefits implementation.

The CWG believes that through a Compact meeting the above criteria UC Berkeley and the LBNL can set a new standard for town-gown relations, and show a new way forward for Richmond and for the University of California's continued engagement with the communities it serves. Please see Appendix G1 and G2 for more details.

### ***Implementing the Richmond Compact***

The Richmond Compact will represent the binding, legally enforceable commitments to the Richmond community regarding benefits from the BGC in education, housing, local hire and workforce training and local procurement. Following the signing of the Richmond Compact, the University and LBNL should appoint a community advisory body to assist with implementing the recommendations and monitoring progress. This community advisory body should include representatives from the CWG and other enlisted partners. To ensure forward progress and transparent communications with the broader community, the advisory body will meet quarterly and receive regular BGC updates.

With support from the community advisory body, the University and LBNL will regularly track and report implementation results and outcomes. In order to assess whether we are reaching or moving toward our stated goals, we will refine our evaluation framework, identifying specific indicators and measures of success for each desired outcome and strategy. Through honest reflection, bold vision, prudent planning, and careful, collaborative implementation, the positive impacts that the University, LBNL and the CWG hope to realize for the Richmond community will multiply—yielding a better future for us all.