



## Sellwood Bridge Replacement Slayden – Sundt JV Diversity Plan

### A. Diversity Plan Objectives

Slayden-Sundt shares in the County's commitment to diversity in all aspects of the Sellwood Bridge Replacement project. The following pages will outline Slayden-Sundt's diversity principles, approach to maximizing local contracting opportunities for Disadvantaged, Minority, Women, and Emerging Small Businesses (DMWESBs), plan to ensure apprenticeship training and workforce diversity goals are achieved, and our process for building future capacity through business development and youth focused initiatives.

Slayden-Sundt's commitment to diversity ties strongly to our overall project approach. By embracing the importance of teaming, collaboration, early engagement of the local contracting and workforce community, and promoting a whole-team buy-in ethic, the project will be a success across stakeholder groups.

The Sellwood Bridge Replacement project demonstrates Multnomah County, and other regional partners' long term commitment to the replacement of vital infrastructure. Slayden-Sundt intends to build on that commitment by helping grow the vital infrastructure of the region's local economy: the small business contractor community and the diverse workforce in and around Multnomah County. Throughout the duration of the Sellwood Bridge Replacement project, DMWESBs will be provided opportunities to expand their businesses, learn from their peers in the industry, and benefit economically from the work they perform on the project.

This document is intended to serve as a road map to ensure we meet our DMWESB contracting, workforce training and diversity goals, while not losing sight of the value those goals symbolize. Slayden-Sundt believes a successful outcome won't be realized through goals alone. A successful outcome will ultimately be measured by the long term success of the local DMWESB businesses, and the local workforce Slayden-Sundt, and our subcontractors, employ on this project. With this in mind, Slayden-Sundt intends to utilize the following approach.

### B. Diversity Plan Goals

Slayden-Sundt believes a multi-tiered diversity approach is an essential way to support the long term growth of local DMWESB businesses. Slayden-Sundt intends to meet a 20% DMWESB target, and build capacity of local DMWESBs working on the project with technical assistance and mentoring opportunities. To help ensure tomorrow's DMWESB businesses are built on a strong foundation, Slayden-Sundt, and every subcontractor with a subcontract of \$100,000 or greater, will employ a workforce that includes 20% participation (per trade) by state registered apprentices. In addition, Slayden-Sundt and our

subcontractors will strive to employ a diverse workforce of 14% women and 20% minority workers.

By incorporating aspects of a best-value approach to each of the procurement methods employed on this project, Slayden-Sundt intends to maximize opportunities for DMWESB businesses, ensure local contractors and local workers are utilized on the project, and make certain progress is made towards workforce diversity goals.

### **C. DMWESB Subcontracting Plan Elements**

Slayden-Sundt's DMWESB subcontracting plan will include the following key elements:

1. Determine subcontracting, supply, and service opportunities available for DMWESB firms, based on the existing local marketplace, and pursue new opportunities during the life of the project.
2. Promote the expansion of DMWESB contractor capacity and maximize the number of DMWESB firms participating on the Project by developing appropriate bid packages and a streamlined procurement process.
3. Foster positive business relationships and develop DMWESB capacity that will benefit future projects throughout the region.
4. Ensure DMWESB firms are provided equal access to contracting opportunities on the project and provided technical assistance throughout the duration of the project for their long term benefit.
5. Mentor two small DMWESB general contractors to further our capacity building objectives.

### **D. DMWESB Target**

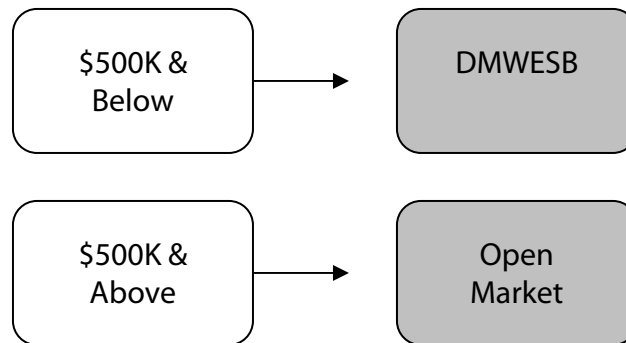
Through a combination of procurement methods, Slayden-Sundt intends to meet a 20% DMWESB target (of the total construction contract value) by the end of the project. Specific efforts will be made to contract with local DMWESB businesses wherever opportunities are available. Slayden-Sundt expects (and will require) comparable effort from all of our subcontractors where sub tier and supply opportunities exist.

### **E. Identify Bidding Opportunities**

To varying degrees, Slayden-Sundt will utilize a best-value approach for each of our solicitation methods, with a guiding principle of maximizing DMWESB participation. Slayden-Sundt acknowledges most of the targeted (DMWESB) businesses are by definition small businesses, and in order to achieve the highest level of participation on the project a variety of different approaches will be necessary depending on the scope of work and the size of the various bid packages.

With this in mind, Slayden-Sundt will work diligently to design bid packages that enable the highest DMWESB utilization potential without adversely affecting the project bid process or financial feasibility. The following dollar thresholds, and corresponding solicitation

methods, have been established by Slayden-Sundt to facilitate maximum DMWESB participation regardless of bid package size:



- **Informal Quotation \$1-\$75,000** – Direct Negotiation with DMWESB subcontractors
- **Informal Packages between \$75,001-\$300,000** – Limited Solicitation to DMWESBs
- **Informal Packages between \$300,001-\$500,000** – Limited Solicitation to DMWESBs
- **Formal Packages above \$500,001** – Open Solicitation

In general, greater outreach, greater competition among subcontractors, and greater responsibility to make sub-tier opportunities available to DMWESBs will be required the larger the dollar threshold. The smaller dollar value bid packages will be restricted to DMWESB bidders (provided a minimum number of qualified bids are received as detailed below). In addition, Slayden-Sundt intends to work with awarded DMWESB contractors to leverage their participation on the project by employing strategies to sequence the work and subcontract amounts, wherever possible, to allow the DMWESB businesses to take on larger contract values spread out over the four year duration of the project.

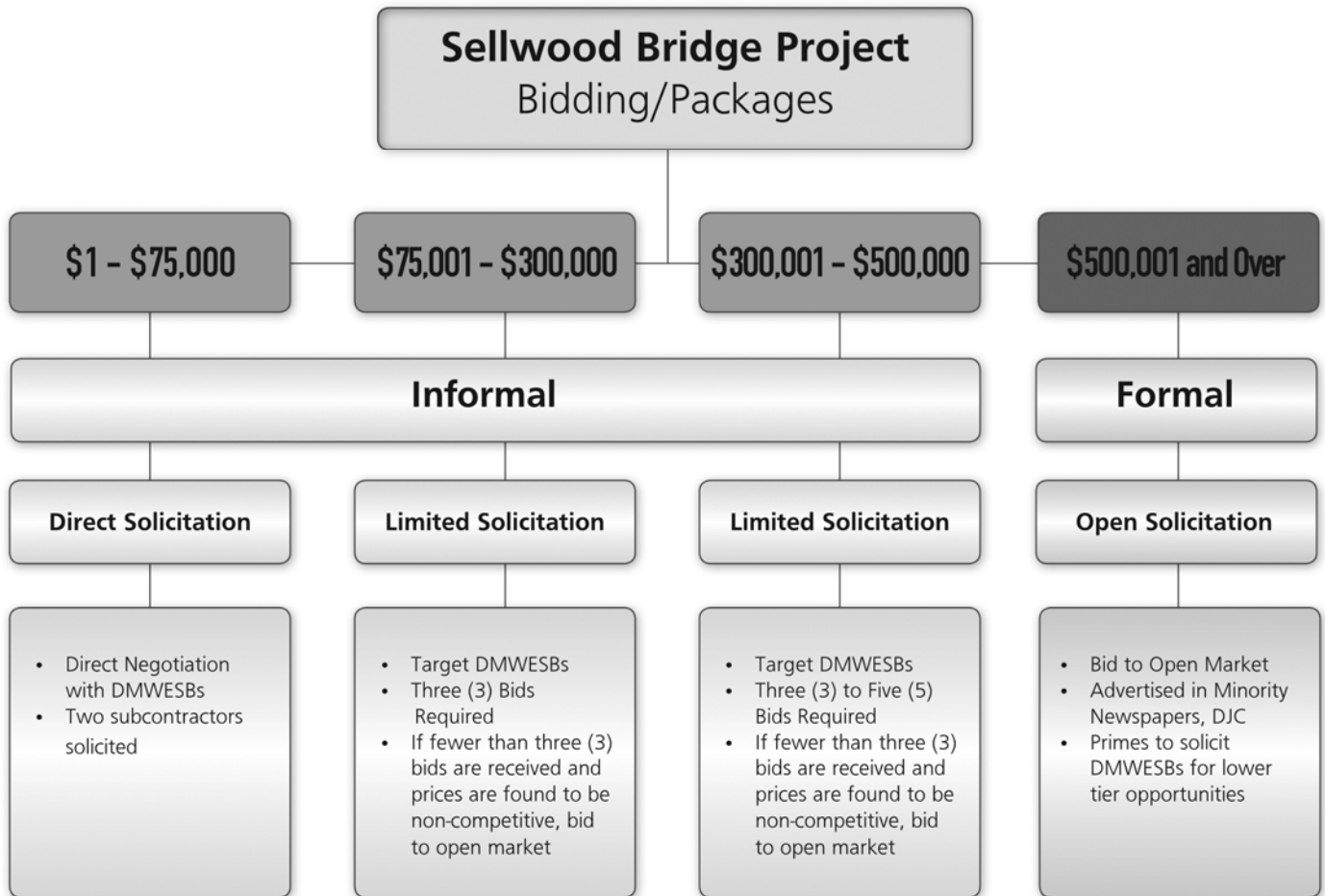
#### **F. Packaging DMWESB Subcontracting Opportunities**

Slayden-Sundt will start the evaluation process with the assumption all subcontracted work is potentially available for DMWESB participation. Scopes of work will be further evaluated and refined to maximize the number of opportunities tailored to small business participation. With this goal in mind Slayden-Sundt will be guided by the following principles in designing bid packages:

1. Unbundle large bid packages to create the largest number of opportunities at the informal levels highlighted above.
2. Research the local DMWESB marketplace to determine the scopes of work with highest DMWESB availability
3. Attempt to contract with more than one DMWESB for areas of high availability to expand Slayden-Sundt subcontracting pool and increase the number of opportunities to DMWESBs.
4. Require DMWESB sub tier outreach for all Formal Packages and incorporate participation commitments into our best value selection criteria

**G. Procurement Methods**

Slayden-Sundt will use a variety of procurement methods to maximize DMWESB participation both in the number of contracts awarded and the total dollar value of DMWESB contracts. Most, if not all, procurement methods will include some aspect of a best value approach in that DMWESB participation will always be considered as a “value” when we make contract awards. Based on the bid package size the following methods will be used on the Sellwood Bridge Replacement project: low bid, best value, and negotiated selection. This will include both a formal and informal process.



All subcontractors will be required to go through a pre-qualification before bidding. The prequalification process will not be used to limit DMWESB participation, but to help ensure contracts are awarded based on a firm’s ability to perform the work. Whenever possible, the prequalification process will serve as a means to establishing relationships with new firms, not excluding firms from the project.

**Informal Bid Methods (\$1-\$500,000)**

1. Informal Quotation (Direct Solicitation) – where the Estimated Package Value (EPV) is not greater than \$75,000 – Project packages at this level will be negotiated directly with the subcontractor. Only two subcontractors need be solicited in this category

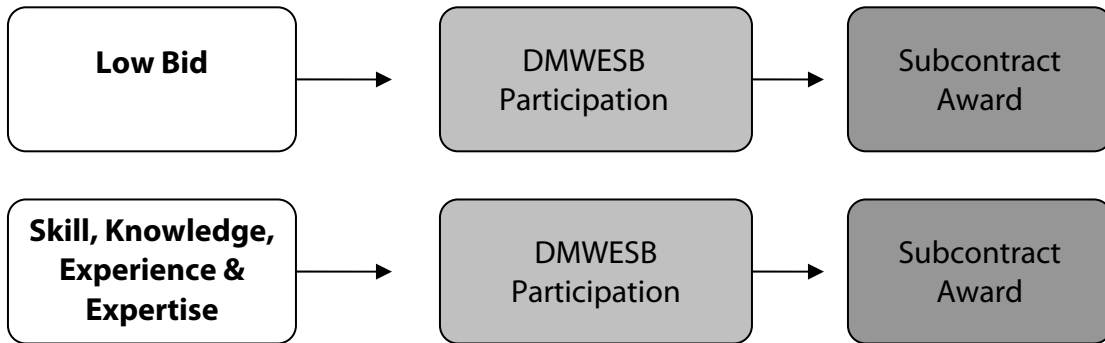
and contract award may occur provided the bid amount is less than \$75,000 and other bid requirements are properly met.

2. Informal Limited Solicitation – where the EPV is greater than \$75,000 and \$300,000 or less – Project packages at this level will not be advertised; however, solicitation will target all interested DMWESB subcontractors, provided at least three (3) DMWESB subcontractors indicated interest in bidding the package and who turn in bids. If fewer than 3 bids are received, the project team will review the proposals to determine if the pricing is competitive. If the prices are found to be non-competitive, then the project will be bid to the open market.
3. Informal Limited Solicitation – where the EPV is greater than \$300,001 and \$500,000 or less – Project packages at this level will not be advertised; however, solicitation will target all interested DMWESB subcontractors, provided at least three (3) to five (5) DMWESB subcontractors indicated interest in bidding the package and who turn in bids. If fewer than 3 bids are received the project team will review the proposals to determine if the pricing is competitive. If the prices are found to be non-competitive then the project will be bid to the open market.  
**Construction Bid Package Form:** Prior to solicitation, Slayden-Sundt will prepare a DMWESB Construction Bid Package Form for all project packages with an EPV greater than \$75,000 to \$500,000. Slayden-Sundt will prepare an Outreach Letter of Inquiry containing information on the package. This letter will be faxed and/or otherwise made available via existing communication networks to (identified by division of work types) DMWESB subcontractors.

#### **Formal Bid Methods (\$500,001 and above)**

- Formal Open Solicitation – where the EPV is greater than \$500,001 – Project packages at this level will, as a minimum, be advertised in the (a) Daily Journal of Commerce, (b) El Hispanic News (c) Skanner News (d) Portland Observer, (e) The Asian Reporter (f) other DMWESB publications as determined.
- Prime contractors will be required to make an effort to provide subcontracting opportunities to state certified DMWESB firms. The first tier is required to contact state certified firms by fax, letter, or email, and phone for those divisions of work specified by Slayden-Sundt at the time the contract is put out to bid. Efforts to contact and work with certified firms must be documented to Slayden-Sundt.
- DMWESB participation will be part of Slayden-Sundt’s best value selection criteria.
- Slayden-Sundt will be available and offer to assist prospective bidders on DMWESB outreach/solicitation services
- Slayden-Sundt will solicit on all packages having an EPV greater than \$500,001 and will require all subcontractors submitting a proposal to perform work in the package or submitting a quote to perform work in the package regardless of tier to meet the soliciting requirements.

**The two formal bid methods will be:**

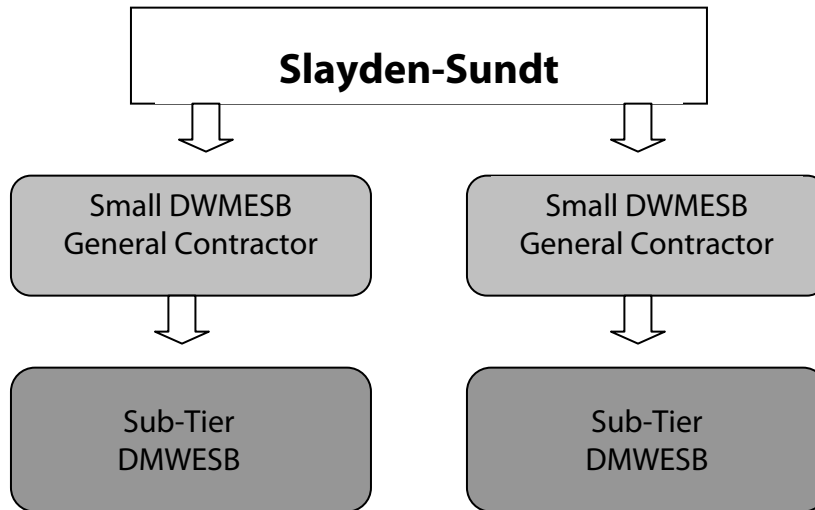


1. Low Bid – All bidders will go through a pre-qualification process prior to submitting bids and award will be made to the lowest, responsive, responsible bidder. Award of contracted work will be based on the following formula:

	Low Value/Bidder's Value	85 points	(maximum 85 points)
Plus (+)	Bidder DMWESB utilization	15 points	(maximum 15 points)
	Bidder's Score		(maximum 100 points)

2. Best Value - Request for Proposal (RFP) – where the work involved requires specialized knowledge, skill, experience and expertise – Project packages that require special professional skills, knowledge, experience, and expertise will be solicited through this method. This method will also include an emphasis on DMWESB utilization, and will assign evaluation points equal to or greater than 15% of the total evaluation points available for award.

## H. Small General Contractor Mentoring



Slayden-Sundt recognizes the value of supporting a strong local contracting community. By helping to mentor two DMWESB general contractors on the Sellwood Bridge Replacement project, Slayden-Sundt will be building capacity of local DMWESBs, cultivating relationships, and building teamwork that will provide specific benefits for us on this project and in the future, and general benefits to the contracting community.

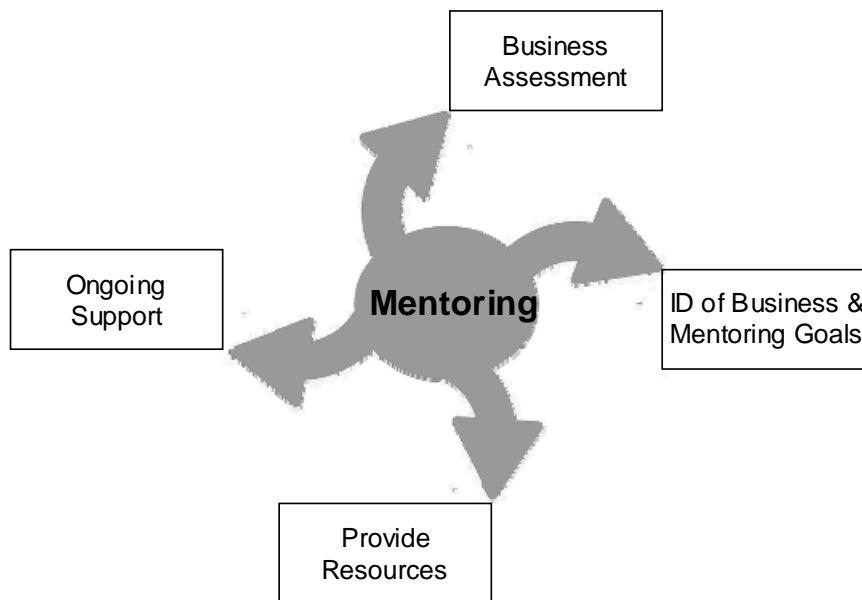
As part of the Small General Contractor (SGC) Mentoring program each of the selected general contractors will work with Slayden-Sundt throughout the duration of the project. In the final year of the project Slayden-Sundt will work with the selected general contractors to select a partner for each of them to mentor in some capacity, helping to foster an on-going team-building ethic.

- All subcontractors working under the SGC will be procured utilizing one of the competitive processes outlined above in Section G. All subcontractors will be required to both a) self-perform a minimum of 30% of the work and b) subcontract specific portions of their own work to lower tier DMWESB companies (when opportunities exist) to further Slayden-Sundt's project objectives. Slayden-Sundt will work closely with the SGC firms and help them with the following process:
  - Advertising and soliciting subcontractors
  - Distribution of plans, specs, and bid documents for scopes they are bidding out
  - Receiving and analyzing of the quotes
  - Negotiating any modifications
  - Issuing subcontracts
- Slayden-Sundt will mentor the SGC firms by offering assistance with all paperwork processing– pre-work paperwork, apprenticeship, safety, etc.
- Slayden-Sundt will assist the SGC and all subcontractors with scheduling and coordination of work over the course of the project

- The SGC will work with Slayden-Sundt in monitoring and compliance of all paperwork for their subcontractors that is due on a weekly/monthly basis (Certified Payroll, Employment Reports, Utilization Reports, etc.)
- The SGC will attend project coordination meetings, scheduling meetings, and safety meetings to get fully integrated into the project and to ensure they are closely involved with the day-to-day operations.

**I. Other Mentoring**

Slayden-Sundt is committed to building the capacity of local DMWESBs, cultivating relationships and building teamwork that will provide specific benefits for us on this project and in the future, and general benefits to the contracting community. As a result, Slayden-Sundt will create specific mentoring teams in a range of trades to build the capacity of local DMWESBs while working on the project. This will include a business assessment, identification of business and mentoring goals, one-on-one monthly meetings, resources directed to address specific training and/or professional services needs as well as other ongoing support.



**J. Outreach to DMWESB Subcontractors**

Slayden-Sundt believes a comprehensive outreach approach is important to ensure the success of the project and to ensure our DMWESB goals are achieved. Because it takes considerable time and effort to establish a level of comfort necessary to work with another contractor, whether as a prime or as a subcontractor, Slayden-Sundt will utilize our outreach approach as the first step to building relationships where they do not already exist.



While Slayden-Sundt's outreach approach will include efforts specific to this project, much of the work has been underway for years through our active participation in industry associations, outreach events, and networking forums. These efforts will continue and the same level of active participation will be expected of all subcontractors with sub-tier opportunities on this project.

To help foster new contracting relationships, Slayden-Sundt will work diligently to assist DMWESBs and non-certified subcontractors who are interested in working together on this project. Slayden-Sundt will serve as a facilitator for these new relationships by providing outreach services that will (a) ensure timely and consistent outreach, (b) ensure timely notification to non-certified subcontractors of interested DMWESB subcontractors to partner with or subcontract to, (c) reduce or eliminate inconsistent outreach efforts among non-certified subcontractors.

1. **Subcontracts to be Awarded by Slayden-Sundt:** Slayden-Sundt will generate a list of those subcontractors having indicated interest in bidding the packages. Slayden-Sundt will make available a bid proposal packet to those interested subcontractors. The bid proposal packet will include a Package Number, BOLI Requirements (where appropriate), Workforce Training and Hiring requirements, DMWESB participation requirements, Bid Date and Time, Bid Submittal Address, Estimated Package Value (EPV), Estimated Notice to Proceed Date (ENTP), etc.
2. **Subcontracts to be Awarded by First Tier or Lower Tier Subcontractors:** Slayden-Sundt will conduct outreach as outlined above and the results of the efforts, i.e. the names, addresses, etc., of interested lower tier subcontractors will be transmitted to the first tier or lower tier potential subcontractors from whom the prime is soliciting bids. This will enable those first tier or lower subcontractors to solicit quotes from those identified interested subcontractors prior to the bid date of the subcontracted work.
3. Slayden-Sundt will provide progress updates to both OAME and NAMC Oregon and will also make sure that the DMWESB participation is updated on a regular basis on the Sellwood Bridge Replacement project website.

### **Outreach Components**

#### **■ Subcontracting Outreach and Opportunity Conferences**

Throughout the project, Slayden-Sundt will conduct outreach and opportunity conferences apprising the construction industry and DMWESB subcontractors of the subcontracting procurement process and approach to DMWESB utilization. The conferences will include information on future bidding opportunities by description of work, anticipated solicitation dates, and divisions of work identified for DMWESB and local subcontractor participation. Conference attendees will be informed of the resources that will be available to them during the bidding and construction phases. Potential subcontractors will also be

introduced to the Slayden-Sundt prequalification form as well as requesting early submission of the prequalification form. This event will also provide a networking forum for prospective contract participants. Major and/or specialty subcontractors anticipating bidding on project packages will be invited to attend.

**OAME, NAMC Oregon, other Minority and Women Business Association Meetings, and Ethnic Chambers**

Both for future bidding opportunities and during the life of the project, Slayden-Sundt will regularly attend monthly meetings to provide information on the project, future bidding opportunities by description of work, anticipated solicitation dates, and divisions of work identified for DMWESBs. Also, 2-3 times per year, Slayden-Sundt will give updates and provide status reports of DMWESB subcontractor participation.

■ **DMWESB Project Outreach Meetings**

During the construction phase, voluntary pre-bid meetings will be conducted on project packages where work has been identified for high levels of DMWESB participation to assure prospective bidders/subcontractors have an understanding of relevant project information and the solicitation requirements. At the meeting, bidders will receive information and instructions, and be offered assistance in conducting effective solicitation steps to obtain DMWESB participation.

■ **Project Notifications**

DMWESB firms will be provided at least three weeks of notification of contract opportunities via mail, e-mail, fax, or phone, through minority/women trade associations and general publications. Ads will be placed in El Hispanic News, Skanner News, The Asian Reporter and the Portland Observer. The notifications will inform prospective subcontractors of the type of work, bid date, availability of plans and specifications, and technical assistance. Slayden-Sundt will participate in DMWESB outreach opportunities with OAME, NAMC Oregon, and the local chambers.

■ **Plans and Specifications**

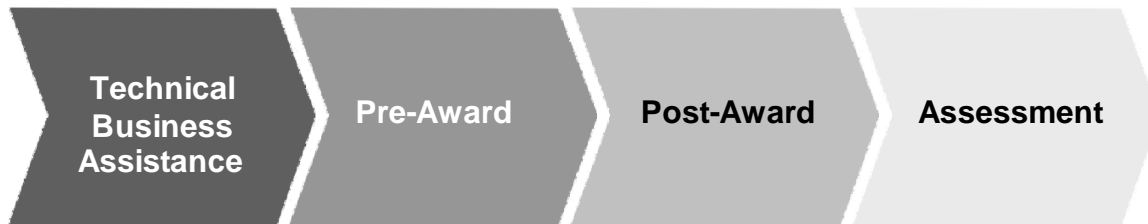
Plans and specifications will be available at local plan centers as follows but not limited to: Daily Journal of Commerce, OAME Plan Center and ARC Oregon (Ford Graphics). Slayden-Sundt will also maintain five (5) full sets of plans and specifications for project packages for review at Metropolitan Contractor's Improvement Partnership (MCIP) for DMWESB firms. Plans and specifications will be distributed and shipped directly to potential subs based on the area they are bidding in hard copy and/or electronically, at no cost to the subcontractor.

■ **Post Award Non-response Follow-up**

Slayden-Sundt will analyze bid response results against outreach efforts to determine where DMWESBs declined to bid on the project. Slayden-Sundt will follow up with those bidders who initially indicated interest in the project but

latter did not bid, to find out why they declined to submit a bid on the project. Feedback from this effort will be used to refine our bid process for future bid packages on this project to help ensure our process is not adversely affecting DMWESBs. Response results will be shared with Multnomah County for outreach consideration on future County projects.

## **K. Technical/Business Assistance**



Slayden-Sundt will offer focused technical assistance to all DMWESB subcontractors, regardless of subcontracting tier, to further the project's overall success. Technical assistance efforts will be directed by four key staff with an emphasis on improving communication and resolving issues quickly. Slayden-Sundt will provide pre-award and post-award assistance in a variety of areas to assist DMWESB subcontractors. These efforts will focus on helping DMWESB subcontractors identify and appropriately account for all bid requirements before they submit their bids on the project. Examples include: Prevailing Wage, Workforce Training and Hiring Program, green building requirements and payroll submittals.

Slayden-Sundt views technical assistance as a valuable component of the project that will help ensure a clear understanding of what is included in each bid, who is responsible to perform each item, and what the appropriate method for communicating will be throughout the project. Slayden-Sundt will assign internal technical assistance responsibilities as follows:

- Slayden-Sundt's Construction Manager, Roger Silbernagel, is the point of contact for all subcontractors on-site in regard to construction.
- Slayden-Sundt's Diversity Manager, Jennifer Erickson, will assist in the facilitation of any communication between participants in relation to DMWESB Outreach or the Workforce Training and Hiring program.
- Other Slayden-Sundt personnel will be available for meetings, discussion of plans and specs, telephone calls or other communication, in regard to any aspect of this project, as a mentor or source of information.
- Slayden-Sundt will provide pre-bid support for individual subcontractor needs once identified. This may include contract compliance assistance, administrative assistance, etc.
- Project Assistance, if needed, and monitoring of how work is performed to provide suggestions on easier more efficient ways to perform work.

- Slayden-Sundt will also coordinate regularly scheduled meetings with all active subcontractors to discuss any work or administrative issues, providing a forum to discuss any project issues and to provide project oversight.

### **Pre-Award Assistance**

1. Establish an Estimated Value (EV) for the package to be performed and a range will be provided.
2. Technical Assistance is available to all DMWESB Contractors through Slayden-Sundt including interpretation of plans and specifications.
3. Assistance with understanding and forecasting workforce requirements.
4. MCIP will provide plans and specs and will also provide bidding and estimating assistance to all DMWESB subcontractors over the course of the project.

### **Post-Award Assistance**

1. Hold a preconstruction conference with all subcontractors where Slayden-Sundt will provide initial training on all required project paper work (safety, workforce, diversity, etc.).
2. Work with the DMWESB subcontractors 1-2 months before construction start on paperwork that needs to be submitted prior to starting work onsite.
3. Help DMWESB subcontractors with tracking quantities needed to put together monthly pay requests.
4. Provide subcontractor's field superintendents with scope specific plans and specifications at initial start-up.
5. Hold a Superintendent pre-con meeting with subcontractor field crews to meet inspectors, review surveying, etc.
6. Hold daily huddles with subcontractors to address any safety hazards, review daily paperwork, verify proper equipment care/operation and confirm the day's schedule and expectations.
7. Provide business and operational assessments through a third party for interested DMWESBs at no charge. This will include a comprehensive assessment of their business operations and recommendations for moving forward. Up to 40 assessments will be available at no cost to DMWESBs.

## **L. Reporting Program Information**

### **Documentation**

During the life of the Project, Slayden-Sundt will document information regarding the implementation of the DMWESB Subcontracting Plan. Information to be documented includes all aspects of the program, including but not limited to:

- Creation of DMWESB packages;
- Copies of all outreach documents pertaining to direct negotiation and informal solicitation bids;
- Monthly reports

The required documentation of the DMWESB Subcontracting Plan that is produced and maintained by Slayden-Sundt will be available for County audit purposes. Slayden-Sundt will provide the County access to all DMWESB Subcontracting Plan components for preliminary review to assure all systems are operating satisfactorily.

### **Required Procurement Documents**

Bidder Checklist

Form 1      Subcontractor and Self-Performed Work List

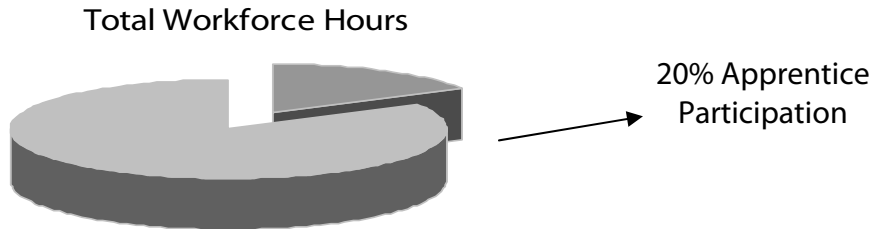
Form 2      DMWESB Contact/Bids Received Log

Form 3      Monthly Subcontractor Payment and Utilization Report  
*Submission Deadline: Monthly, after contract award.*

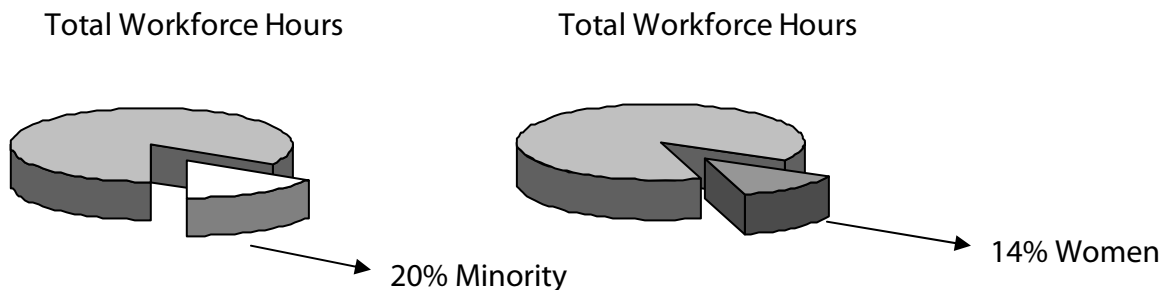
Form 4      Monthly Employment Utilization Report

### M. Workforce Training and Hiring Program and Workforce Diversity

Slayden-Sundt will adopt Multnomah County's Workforce Training and Hiring Program goals and will ensure that a minimum of 20% of labor hours in each apprenticeable trade performed on the project by Contractors with subcontracts of \$100,000 or more are worked by state registered apprentices throughout the duration of the project. Contractors shall fulfill the 20% apprenticeship hour requirement without exceeding the apprentice ratios approved by the applicable apprenticeship program.



Slayden-Sundt will strive to ensure, and require that our subcontractors also make efforts to ensure, a workforce reflective of the diversity of Multnomah County is employed on the project. Specific diversity goals are outlined below.



#### Aspirational Workforce Diversity Goals

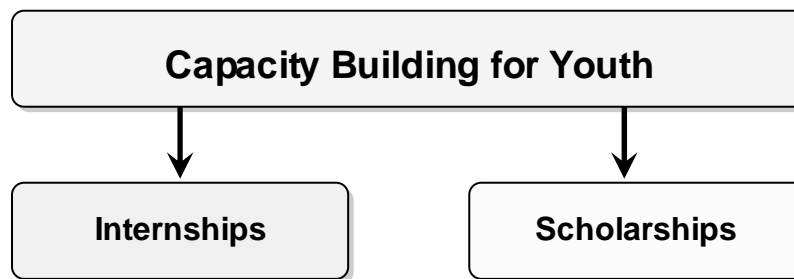
Women 14%  
Minority 20%

#### Federal Affirmative Action Requirements

Female Utilization Statewide – 6.9%  
Minority Utilization in Multnomah County – 4.5

## **N. Capacity Building for Youth**

Slayden-Sundt's commitment to diversity, the success of this project, and building the foundation for future success extends through our commitment to providing opportunities for local youth. As with other aspects of this plan, Slayden-Sundt believes the value derived from our efforts to build the capacity of local young people will be realized in different capacities. In particular, this project will benefit from the new ideas, unique perspectives, and hard work of the young interns who are brought onto the project. More generally, the construction and local community will realize the future benefits when the young people who were provided opportunities to intern on the project or were provided scholarships to help further their education complete their training and return to work in this community.



### **Internships**

In an effort to provide additional training and opportunities on the project, Slayden-Sundt is committed to providing two paid internships per summer to college students. This is to provide work experience that relates to a student's academic major or possible career path. Interns will work directly with Slayden-Sundt staff that will provide meaningful exposure to the work tasks relevant to their particular area of interest.

### **Scholarships**

In an effort to support college students desiring to enter college or whom are already attending college, Slayden-Sundt will also contribute \$2,000/each/per year to the scholarship funds listed below designed to benefit local youth with goals of attending college. These funds will provide scholarships to local youth from a range of diverse organizations that support business development for local entrepreneurs and DMWESBs.

1. Hispanic Chamber Chamber of Commerce
2. Oregon Native American Chamber
3. The Asian Reporter Foundation
4. The Skanner Foundation
5. African American Chamber of Commerce
6. Oregon Association of Minority Entrepreneurs Youth Summit