

The I-5 Rose Quarter Improvement Project

Imagine a more connected Rose Quarter area

With separated bike lanes and wider sidewalks, safer and more reliable I-5 travel and new connections, the I-5 Rose Quarter Improvement Project will help realize this vision.

A BETTER CONNECTED COMMUNITY

The project creates new connections across I-5 and more space for people walking and biking, so everyone can travel more safely and conveniently through the Rose Quarter area. These improvements include:

- ① A bicycle- and pedestrian-only bridge over I-5, from NE Clackamas Street to the Rose Quarter
- ② New, upgraded pedestrian and bicycle paths in the area of Broadway/Weidler and Vancouver/Williams
- ③ Covers over the highway where bridges cross over I-5
- ④ Improved pedestrian and bicycle access to transit – Portland Streetcar, TriMet bus and MAX lines
- ⑤ A direct road connection over I-5 between N Hancock Street to N Dixon Street

A SAFER AND MORE RELIABLE I-5

Three Interstates (I-5, I-84, and I-405) intersect in the short distance between the Morrison Bridge and the Fremont Bridge, creating the biggest bottleneck in the state of Oregon. This outdated design with closely spaced interchanges and no shoulders has resulted in this section of I-5 having the highest crash rate in the state. With the following improvements, we can reduce frequent crashes, improving safety and reliability for travelers.

- ⑥ New ramp-to-ramp lanes (auxiliary lanes) along I-5
- ⑦ Full shoulders along the highway
- ⑧ Relocating the I-5 southbound on-ramp from NE Wheeler Avenue to NE Weidler Street



GREATER ECONOMIC GROWTH

This project is an opportunity to reconnect the Lower Albina area and enhance continuity to north and northeast neighborhoods. By making travel easier, providing more options, and creating more space for people to move through, the project will support opportunities for redevelopment, both public and private. This project is currently looking at ways to tie in contracting opportunities for local small and minority-owned businesses that will be part of the design and construction work.

- ⑨ Redevelopment potential
- ⑩ New east-west connection to Lower Albina

Rendering shows plans for the \$450 million improvement project, which offers many construction opportunities for the MWESB subcontractor community. See story, Page 2.

Member Spotlight:

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**Columbia River
Painting LLC**

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Member Spotlight:



Coast Industries NW

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ODOT initiatives to bolster MWESB subcontractor work on I-5 Rose Quarter Improvement Project

As the Oregon Department of Transportation continues planning its \$450 million I-5 Rose Quarter Improvement Project, the agency has turned to African-American business and community leaders to guide its outreach to MWESB subcontractors who could help build the project.

ODOT is also striving to avoid repeating mistakes that were made in the past as the area's development displaced members of the community and local businesses were excluded from work opportunities.

Before the project even began, ODOT's Megan Channell, principal planner and I-5: Rose Quarter project manager, and Shelli Romero, public policy and community affairs manager, interviewed 17 people from the private, public and nonprofit sectors. The interviewees were either African-American or individuals who have studied and researched the project area and impacts to the community. Many of the people they spoke with are considered community, civil rights, equity and civic leaders, and advocates.

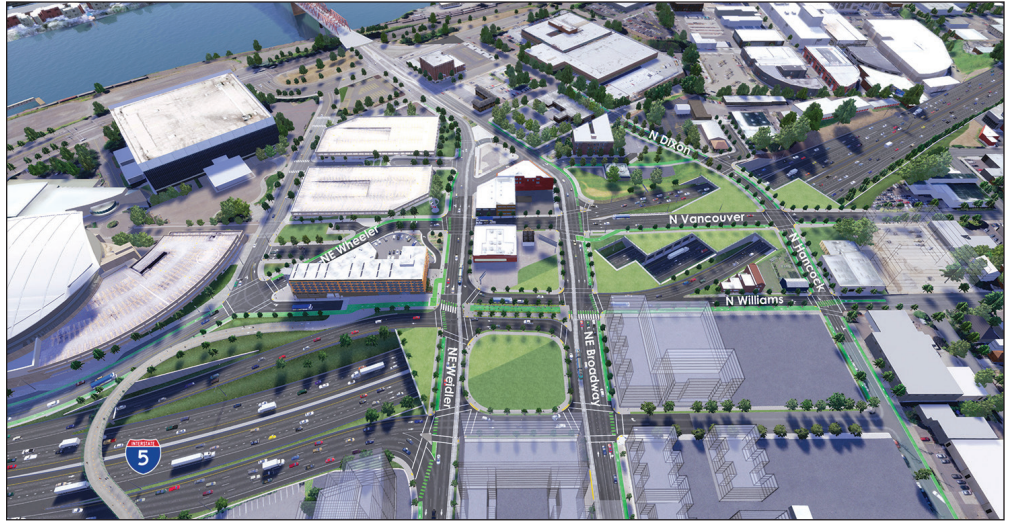
"We know the area we're working in has a lot of history and most of it is not great, so we wanted to talk to people to get a sense for what they are thinking and how we can improve upon that history," Romero said. "The thing people kept saying was that the developments didn't give any work to the people who were suffering through them."

With the goal of ensuring that MWESB subcontractors have ample opportunities to participate in the project, ODOT is coordinating a public education campaign and series of outreach events to inform them about how they can be involved in the design, engineering and construction phases of the project.

ODOT is using the CM/GC model for the project, which allows the agency to consider more factors than just price when selecting the project teams. ODOT will work closely with its CM/GC in the awareness and education campaign as well as "match-making" between potential prime contractors and MWESB subs.

"We want there to be some extra attention and effort to let the DBEs know about the project and connect them with the firms that are involved on the teams," Romero said.

Channell is overseeing the NEPA environmental process that is currently underway while ODOT simultaneously conducts procurement for the owner's representative. In September, ODOT will issue an RFP for a consultant who will lead the DBE program, including providing some technical assistance for subcontractors.



An RFP for the design phase will be issued in December, and early next year another RFP will be issued for the construction phase.

Claude Sakr, ODOT's project manager for the design phase, noted that many aspects of the project will be organized in small packages and requirements for procuring MWESB

subcontractors will help to ensure a myriad of work opportunities.

"Construction will begin in early 2023, so that will give us some time to work with firms that, even if they haven't been certified but have done some construction, can be a part of the team," he said.



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MEMBER SPOTLIGHT: COLUMBIA RIVER PAINTING LLC

Leticia Nunez, owner of Columbia River Painting LLC, has been a lifelong entrepreneur who has always enjoyed starting and running businesses. Her past ventures have included a software company, a couple of restaurants, an art gallery in Mexico, and she has done some development and construction of real estate projects for her own account.

"It was this experience that paved the way (no pun intended!) for my current venture. It's been really gratifying to see my business grow alongside other local small businesses at such a busy time in the construction industry," she said.

Nunez started Columbia River Painting in 2017 because she wanted a career that would allow her to build a successful business and leverage her past experience in construction, while allowing her the flexibility to spend time watching her teenage sons play baseball and grow up before they head off to college.

The company does both residential and commercial projects. Nunez said she has three crews with an average of three members per team, and is building more teams every day.

"We have grown a lot faster than anticipated. It's been an exciting couple of years so far!"



"We have grown a lot faster than anticipated. It's been an exciting couple of years so far!"

LETICIA NUNEZ

owner of Columbia River Painting LLC

she said. "My lead painter got his start painting cars in Mexico, doing detail work for high-end custom hot rods, so the level of detail we can provide is much higher than what you typically see in residential and commercial painting."

While it can be challenging to find skilled painters in such a hot market, Nunez appreciates the satisfaction she sees on her clients' faces when they walk into a place and see their vision come to life.

"This is really a people business, and the relationships we've been building have made this journey a lot of fun," she said.

"There are a lot of ups and downs when it comes to running your own business," Nunez added. "You have to remind yourself con-

stantly that when you're confronted with a challenge that makes you question your choices, that no matter what's in front of you today, something new will happen tomorrow that will right the ship. It's all about staying positive and persistent. Doing the work in the trenches every day is what will get you to where you're trying to go."

Columbia River Painting is a NAMC-Oregon member, and Nunez said the association has been instrumental in helping her company successfully navigate the MWESB application process.

"That designation has helped us get in the door on bigger projects, and I credit Nate, Andre and the NAMC-Oregon team with helping open that door for my company," she said.

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MEMBER SPOTLIGHT: COAST INDUSTRIES NW

Coast Industries NW is celebrating its 61st year in business and President Hasan Artharee is looking forward to the company's 100th anniversary.

"It's an honor to be a part of carrying on my family's tradition and legacy," he said. "I have four sons and I would love to have something they can carry on that their great-grandfather started."

Artharee's grandfather, Henry D. Scott, moved to Portland from Louisiana in 1944 and started Coast Janitorial in 1957.

Coast Industries NW's services include commercial and residential general contracting services, security services and facility/property management. Coast has performed services for commercial and industrial clients at government installations in Alabama, California, Idaho, Indiana, Louisiana, Texas, Tennessee and Washington.

Artharee said he's learned a great deal from his late grandfather and parents since working in the business. His advice to other small business owners is to take pride in their work each day and avoid cutting corners. "Do things right the first time and al-



"Employees are the lifeline of your business, so treat them well because they are essential contributors to your organization's success."

HASAN ARTHAREE
president of Coast Industries NW

ways strive to be as efficient as possible," he said. "Employees are the lifeline of your business, so treat them well because they are essential contributors to your organization's success."

While the effort to continuously market the company's services to obtain new contracts is sometimes challenging, Artharee said their membership in NAMC-Oregon has benefitted Coast Industries NW in several ways.

"The membership is great because we have an advocate who is hands-on with the general contractors and other partners we are hoping to work with. NAMC-Oregon as an advocate is key along with having their staff readily

available to talk to about our ideas and strategies for how to succeed," he said.

The "Coast Family" is thankful to celebrate the company's 61st anniversary this year. "Our clients value our longevity and extensive experience locally and throughout the United States. As a family-owned business, we believe our success can be attributed to our commitment to diversity and customized service delivery. We work hard to maintain an excellent rapport with our clients and our community," Artharee said.

Coast Industries NW staff works with many organizations and programs that provide mentorship for young students.



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NAMC iConstruction Training Center Launches in Norcross, Georgia

Norcross, GA - The National Association of Minority Contractors (NAMC) and the city of Norcross Department of Economic Development have collaborated to launch the NAMC iConstruction Training Center, an accredited training unit certified by the National Center for Construction Education & Research (NCCER) through the NAMC Northeast Florida Chapter, an NCCER Accredited Training Sponsor in Jacksonville, Fla. As part of a workforce development initiative by the City of Norcross Department of Economic Development and NAMC, the NCCER-accredited program will provide pre-apprenticeship training in construction trades and technology, targeting individuals who may be unemployed or underemployed as well as young adults and veterans.

On Saturday, July 28, members of NAMC, city of Norcross officials, construction industry partners, and training program instructors were on hand for an Open House kickoff to discuss the training program and how potential students can become involved. Lawrence Perry, an iConstruction Training Center instructor, presented an overview of the training modules the program will offer as well as expected outcomes for participants.

Norcross Mayor Craig Newton addressed the crowd to share his support of the NAMC training center. Creating a strong workforce is one of the keys to the city's success. "With expenditures reaching over \$1.2 billion, the United States is one of the largest construction markets worldwide," he said. "We are pleased to partner with nonprofits like the National Association of Minority Contractors in offering hands-on and classroom construction pre-apprenticeship skilled trades training for young adults, veterans and underemployed or unemployed individuals in the Norcross and Atlanta metro area to fill post-recession personnel shortages experienced by this industry."

NAMC supports workforce development initiatives in an effort to fill the construction industry labor gap and lift individuals and communities out of poverty. A joint report released by the U.S. Departments of Education, Transportation, and Labor titled "Strengthening Skills Training and Career Pathways across the Transportation Industry" states "The U.S. Department of Transportation provides over \$51 billion in surface transportation construction funding each

year to build, repair, and operate our nation's highways, bridges, and public transportation systems.

"For every \$1 billion in transportation infrastructure investments, 13,000 jobs are projected to be created during the next 10 years. In addition to these hundreds of thousands of jobs that will be created, transportation employers across the main subsectors of trucking, transit, air, highway, rail, and maritime will need to hire up to 4.6 million workers — 1.2 times the current transportation workforce — in the next decade, due to the industry's employment needs that will result from growth, retirements, and turnover. Many of these individuals will require training to meet the skill requirements of transportation employers."

This report identifies well-paying, high-demand transportation jobs and analyzes patterns in education and work experience required for entry, including on-the-

job training requirements for new entrants to gain full competency. These jobs can help move minorities out of poverty. Investments in job readiness programs, apprenticeships, and other work-based training programs are helping Americans punch their ticket to the middle class. Communities in poverty and minorities must be included. The skilled minority workers of today are the NAMC contractors of tomorrow. NAMC seeks to train and connect skilled workers with employment opportunities through development of training centers in Norcross, Dallas Fort Worth, Jacksonville, Fla., Washington, D.C., and other areas across the country.

The NAMC iConstruction Training Center is a pre-apprenticeship program that provides training and certifies individuals through both classroom and field instruction through NCCER-certified master trainers, instructors, and curriculum. The program

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Q&A

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A 2018 problem: succession planning amid a hot market

This column originally appeared in the Daily Journal of Commerce.

BY CARMEN CALZACORTA

The construction industry remains Oregon's fastest-growing sector, expanding by nearly 10 percent this past year. That growth rate is more than double the rates of the next fastest categories: transportation, warehousing and utilities. Several surveys and reports forecast that growth is expected to continue.

So, why is this positive outlook a problem for the construction industry? Because a hot market is one of several triggers of ownership transition for construction, and many companies have not planned for it.

A robust market acts as a trigger as consolidations and valuation multiples become common talk in the marketplace. Owners perceive their company values going up. Acquirers assess where those companies are in the business cycle. Everyone in the cyclical construction industry understands the sector may soften ahead of the cycle. So the questions become:

Is the timing right for this construction business to sell to a third party or to management?

Will the owners get the most value?

Both of these questions depend on whether the company is "deal ready." Timing is critical for most transactions because the window can be tight and readiness takes time. If the company has not planned for a business transition, it may miss the opportunity – especially if it has not planned because of the owner's age and a lack of internal management succession status. Those are two other triggers for transition.

Most contracting companies' value is in their hard assets, their ability to retain talented employees, their customer base and contracts, and their reputation. There is also added value if the contractor is in a specialty niche or has a strong geographic presence. However, the main value detractors are liabilities and debts, dependence on the owner and unpredictable future prospects.

Failure to plan ahead can leave a construction business in a bad situation if the owner wants to sell or is approached for a transaction and is not deal ready. Fewer than 20 percent of businesses for sale actually close. In the construction industry, the closing rate for outside sales is even less unless the selling company is in a unique niche or location, or the economy is just right.

Consider these tips for being deal ready:

Documentation and due diligence

The process of due diligence will reveal whether a company has planned to get the most value or whether there will be a corresponding impact on price or a failed transaction. For example, the failure to properly document the customer and employment relationships can haunt a seller in due diligence. Another common issue is when construction permits or licenses are held by the wrong individuals; then permitting becomes an issue. An additional issue is when the owner has personally guaranteed agreements or surety funding that could have been limited by time or amount if a transaction was expected. These items, and the lack of other housekeeping or preparation, can lead to the loss of real value as a potential buyer negotiates to lower the price or, alternatively, tries to circumvent the owners and go directly to the customers and employees without dealing with the owner. Remember, handshakes may be good for introductions, but they are not enough to document and protect value. This item be-

See **Succession**, pg. 10

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The challenge of building up diversity

BY JOSH KULLA

jkulla@djcOregon.com

A recent workforce study focusing on the construction industry produced results that show women and minorities still have much room for improvement in terms of participation.

The Metro Portland Construction Career Pathways Project was commissioned by Metro and carried out by a team of industry professionals, academics, economists and many others over the past year. Results show that a concerted, collaborative, regionally organized effort is necessary to make substantial headway toward greater percentages of women and people of color participating in the trades.

There's a lot of interest in increasing the number of women and people of color in construction, said report project manager Kelly Haines of Worksystems Inc.

"The chart at the very end of the report is illustrative that it really is going to take everybody," she said. "Public agencies do play a role, and the culture needs to change among contractors and how people feel when they go to work every day. So it's going to be a collective effort at the regional level to really move the needle. There's not really a simple answer."

Tiffany Thompson is the director of advocacy for Oregon Tradeswomen Inc., one of the report's collaborating organizations. Companies, unions and contractors should not be left to their own devices in this regard, she said.

"We think that it's better where there's a collective fund and a regional effort toward recruitment - rather than leaving it to the individual," she said.

Workforce retention is also highlighted in the report, which states that a concerted effort must be made before women and minority tradespeople are able to operate in a workplace culture in which they do not feel discriminated against.

The report, released in July, shows that women account for just 4 percent of the roughly 23,000 workers in Oregon's construction industry. Of that 23,000, 20 percent are minorities - mostly Hispanics; blacks and Asians remain underrepresented in the trades, according to findings.

The team examined 81 public-sector building projects scheduled for construction between 2017 and 2021 in order to determine the percentages of women and minorities working in the trades. Some of the projects have stated apprentice and workforce diversity goals - typically 20 percent apprentices, 25 percent mi-

norities and 14 percent women. Those goals, if applied across all 81 projects, puts five-year workforce demand at 2,700 new apprentices, 3,400 minorities and 1,900 women.

Portland's 2016 employment statistics, however, show that without improvement, the industry would fall short by 445 apprentices, 1,074 minorities and 1,416 women over the next five years.

When it comes to women in the industry nationally, U.S. Department of Labor figures show that the effects of the Great Recession continue to linger; the total number of women employed in all facets of construction in 2016 was 939,000. However, that is 140,000 fewer than in 2005. The number of women in "production occupations" is barely 200,000 nationally.

"I think one of the challenges," Thompson said, "is figuring out in the longer term how to get a high enough percentage of women in the workforce to weather those things."

When it comes to recruiting people of color and women into the trades, one of the biggest barriers identified by the report is the lack of information available to youth about

the many and varied career prospects in construction. It recommends an effort, likely beginning at the state level by the Bureau of Labor and Industries (BOLI), to inform educators and students within the public school system of the industry opportunities available to young people.

Further, existing apprenticeship and pre-apprenticeship programs should be better funded, preferably at the state level, so they can continue to grow, the report states.

"To not know there's this alternative means you get into school debt," Haines said. "What we're hearing from both contractors and apprenticeship programs is that they want better marketing. They want people to know about them."

And when it comes to worker retention, the report notes that a history of overt racist and sexist policies in the trades has allowed persistence of jobsite cultures that adversely affect women and minorities. Further, women and minorities also tend to receive fewer training and mentorship opportunities, and

See **Diversity**, pg. 10



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iConstruction Continued from page 5

offers students course instruction in areas such as drywall assemblies, solar panel installations, HVAC mechanicals and building automation controls, superintendent/foreman leadership, and much more. The program will be housed at Hopewell Missionary Baptist Church's Miracle Hall at 182 Hunter St. in Norcross.

"The main goal of NAMC's iConstruction program is to certify underserved and underemployed individuals and veterans with trade skills that are in demand and sustained job placement," said Eddie Barnett, a NAMC national training coordinator and longtime member. "We are pleased to have the support of the city's economic development department for this important program."

The city's workforce development initiatives are designed to create an effective delivery system to connect workers with employers and to assist residents in acquiring the necessary training and skills needed to compete in the global economy. "The metro Atlanta area has a construction job growth rate that exceeds the national rate, therefore, we want to make sure that individuals in Norcross are prepared to take on available jobs," said Tara Smith, economic develop-

ment coordinator for the city of Norcross. "Creating training and job opportunities will not only help to raise some Norcross families out of poverty, but also offer a sense of pride knowing that a person is able to take care of themselves and their families."

"Creating training and job opportunities will not only help to raise some Norcross families out of poverty, but also offer a sense of pride knowing that a person is able to take care of themselves and their families."

TARA SMITH

economic development coordinator, Norcross, GA

The National Association of Minority Contractors was founded in Oakland, Calif., in 1969 by Ray Dones and Joseph Debra. It is the oldest minority construction trade association in the United States with more than 50 Hall of Fame members and Legacy Builders and an annual project capacity of more than \$1 billion nationally. Through a

network of local chapters and in collaboration with strategic and corporate partnerships, NAMC assists members with building capacity by providing access to opportunity, advocacy, and contractor development training.

The city of Norcross Department of Economic Development establishes programs and policies that aid in the retention, expansion, and recruitment of businesses and creation of jobs. Its goal is to create an environment where businesses can grow and prosper. This, in turn, helps to establish a stable tax base for the city, enhance wealth, and to improve the overall quality of life for its diverse residents.

For more information about participating in the program, sponsorship opportunities, becoming a NAMC member, or starting a NAMC chapter or training center in your area, please contact the NAMC National office in Washington, D.C., dlittlejohn@namcnational.org, 202-296-1600; Eddie Barnett, NAMC national training coordinator, eddie.barnett@namcnational.org, 678-687-4159; or Chris Moder, director of economic development, chris.moder@norcrossga.net, 678-421-2023. For more information on NAMC, go to www.namcnational.org.



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the unsteady flow of work in construction often impacts them the hardest because they frequently lack of social support structures, according to the report.

Despite the challenges involved, Thompson and others who crafted the study are hopeful that efforts now under way will lead to meaningful changes.

"There are all kinds of things that give me hope," she said. "We're seeing a shift in the industry, and our partners in the construction industry are reaching out to us and saying, 'We want more women.' And I think there's a lot more conversation in construction, not just because of the #MeToo movement, but in the industry in general about how do we retain women and how do we keep a respectful workplace."

"I think one of the challenges is figuring out in the longer term how to get a high enough percentage of women in the workforce to weather those things."

TIFFANY THOMPSON

Director of advocacy for Oregon Tradeswoman Inc.

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comes one of the detractors for unpredictable future prospects.

Knowing the goal

Planning allows the owner freedom to negotiate and set the terms of the transaction because the owner is prepared, knows the goal and has a backup plan. For example, if the owner has a succession plan and knows how much cash is needed both for personal and business needs, the owner can negotiate an earn-out or other deferred purchase price option without taking on risk due to time delays or the possibility of never getting that consideration. Alternatively, the business can walk from a transaction without investing expensive time and resources as it knows what it wants and needs and can continue with its ongoing plans.

Understanding historical liabilities

Historical liabilities can be a major negotiation point in construction industry transactions. Some of these concerns can be addressed up front with ongoing planning and proper contract documentation. These tools allow for limits on liability that are well defined and insurable and provide the owner and the acquirer with certainty about possi-

ble trailing liabilities from prior projects. This item can be a detractor as it affects liabilities.

Retaining the talented employees

Planning will give the business time to develop and document a culture of commitment to retain talented and skilled employees. One of the keys to a successful transaction is that internal management succession is in place. This item can be a detractor as it shows dependence on the owner and it may impact reputation.

Planning for taxes and estate planning

Lastly, planning will allow for efficient tax and estate planning. Not losing value to taxes is important for retirement and not out-living the money. Like many private companies, contractors hold more than 70 percent of their wealth in their businesses.

In summary, while the market may be hot, transition still requires special planning for a construction industry business.

Carmen Calzacorta is a Schwabe, Williamson & Wyatt shareholder. She is co-chairwoman of the firm's business transitions practice group. Contact her at 503-796-2994 or ccalzacorta@schwabe.com.

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Making a Positive Difference

DBE-certified contractor lands significant TriMet contract

BY JOSH KULLA

Daily Journal of Commerce

A Portland contractor has been awarded what eventually could be one of the largest contracts ever given by TriMet to a certified Disadvantaged Business Enterprise (DBE) in Oregon.

The TriMet Board of Directors voted in July to approve award of the pre-construction services contract for the Division Transit Project to Raimore Construction. The project will allow new, 60-foot-long, articulated buses to provide service along Division Street from downtown Portland to Gresham.

The initial contract is worth \$395,000, but the board will revisit the contract prior to construction, and is likely to ultimately amend it to account for up to \$65 million in construction costs, according to the resolution passed by the board. The project in its entirety will cost an estimated \$175 million by the time it is carried out, with funding coming from state, regional, local and federal sources.

“It is such a huge deal. TriMet has worked with Raimore for a very long time.”

TIA YORK

TriMet spokeswoman

“It is such a huge deal,” TriMet spokeswoman Tia York said. “TriMet has worked with Raimore for a very long time.”

Raimore Construction is a certified DBE and has worked with TriMet on transit projects for 20 years. This includes construction of the MAX yellow light-rail line through North Portland. During that project, TriMet created its current framework for supporting DBEs as well as minority-owned and women-owned businesses.

Raimore Construction also carried out a \$6.8 million project involving construction of shelters along the MAX orange line route. It was among the first instances of a black-owned general contractor completing a major construction project in Oregon. It also is the largest contract to date that TriMet has awarded a DBE.

The federal government defines a DBE as a small, for-profit business at least 51-percent owned by people defined by the government as “socially and economically disadvantaged.”

Division Transit Project construction is expected to begin in 2019, and bus service along the route is projected to start in 2022. As many as 42 new bus stops and 83 new platforms will be built with improved rider amenities.

The new line will offer frequent service, as the heavily traveled Line 4 (Division/Fessenden) does. Buses will arrive at each stop every 15 minutes or sooner, for much of the day.

The project infrastructure will serve an area that is now part of TriMet’s most popular and heavily traveled bus route. Line 4 provides more than 16,400 trips on an average weekday. TriMet plans to split Line 4 this fall into two routes, one that serves downtown and North Portland, the other Division Street.

In addition, the new buses traveling the 15-mile route will be given traffic signal priority to accelerate service.

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VISION 2020

Goal 1 - Advocacy & Accountability

Objective 1: Set the Advocacy Agenda

- Prioritize legislative agenda (local, state, federal)
- Build lobbying capacity

Objective 2: Mobilize Community Support

- Convene a coalition of minority supporters
- Cultivate relationships with key decision makers

Objective 3: Issue Report Cards

- Produce and promote NAMC-OR Report Card on DBE incentive set aside programs
- Produce and promote NAMC-OR Report Card for project opportunities and outcomes

MISSION:

Advocate and support minority-owned businesses by optimizing participation and providing business development through education and training.

Goal 2 - Build Member Capacity

Objective 1: Provide Technical Assistance and Support Services

- Provide full suite of contractor services (financial, marketing, technological, suppliers, etc.)

Objective 2: Contracting Opportunities

- Create ongoing project pipeline report
- Utilize partner organizations to conduct technical assistance trainings and workshops, aligned with MCIP

Objective 3: Member Visibility

- Member profiles on NAMC-OR website
- Highlight keystone projects that profile membership



Goal 3 - Grow and Sustain NAMC-OR

Objective 1: Grow Members & Partners

- Establish NAMC-OR Guiding Principles
- Increase NAMC-OR membership by 50% emphasizing existing trade gaps
- Increase NAMC-OR partnerships by 33%

Objective 2: Strengthen Leadership

- Convene and maintain NAMC-OR committees (legislative, finance, etc.)
- Build a strong, diverse Board to provide NAMC leadership

Objective 3: Diversify Revenue

- Annual NAMC-OR Fundraiser Luncheon
- Expand contracts and fee for service activity
- Annual Tradeshow with MCIP

VISION FOR 2020:

Fair and equitable contracting with profitable minority-owned businesses and a sustainable diverse workforce.

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