COMMUNITY COLLEGE OF PHILADELPHIA
EQUAL OPPORTUNITY PLAN

I. Introduction

The large-scale projects consist of combined services of Architectures, Engineers, Construction Management, Commissioning, Geo-technical, Surveying, construction and outfitting of new or renovated space on the property owned by the Community College of Philadelphia culminating in real property expansion or renovation. (The "Project") led by the CCP management team (the "Team") will be in accordance with the CCP Facility Master Plan. The purpose, standards and procedures of this Economic Opportunity Plan (the "Plan") are the expressed wishes of the Team as set forth herein. Participants shall include the architect retained by the Team (the "Architect") and any other design or other professional services providers and their respective consultants, the general contractor or construction manager retained by the Team to construct the Project (hereinafter referred to as, the "Construction Manager") and associated prime and subcontractors, and all vendors of supplies, services, equipment and materials for the Project (collectively, the "Participants" and each a "Participant"). All Participants shall be obligated to fully comply with the requirements of the Plan.

A. Current Project: Community College of Philadelphia, 17th Street Plaza and Streetscape Improvements.

II. Goals of EOP

The Team is committed to provide meaningful and representative opportunities for minority-owned, women-owned and disabled-owned business enterprises (referred to hereafter individually, as"MBEs", "WBEs", "DSBEs", respectively and collectively, as "M/W/DSBEs") and individuals that are Philadelphia residents (referred to hereafter as "local residents"), in all phases of the Project. The Team will require that all Participants commit to the foregoing commitment. Neither the Team nor any Participant shall (and furthermore shall ensure that their associates, partners or representatives shall not) discriminate on the basis of race, color, religion, sex ,national origin, sexual orientation, gender identity, ancestry, age, or handicap in the award and performance of contracts pertaining to the Project or with respect to any and all related employment practices.

All Participants in the Project shall observe and be subject to the enforcement of all relevant City of Philadelphia, Commonwealth of Pennsylvania and federal laws, ordinances, orders, rules and/or regulations regarding M/W/DSBEs and locally-based business enterprises. Furthermore, affirmative action will be taken, consistent with sound procurement policies and applicable laws, to ensure that M/W/DSBEs are afforded a meaningful and representative opportunity to participate in contracts relating to the Project.

For the purposes of this Plan, the term "minority person" shall refer to the following: African American or Black (persons having origins in any of the Black racial groups of Africa); Hispanic American (persons of Mexican, Puerto Rican, Cuban, Dominican, Central or South American, or other Spanish or Portuguese culture or origin regardless of race); Asian American (persons having origins from Japan, China, Taiwan, Korea, Burma (Myanmar), Vietnam, Laos, Cambodia

(Kampuchea), Thailand, Malaysia, Indonesia, the Philippines, Brunei, Samoa, Guam, the U.S. Trust Territories of the Pacific Islands (Republic of Palau), the Commonwealth of the Northern Marianas Islands, Macao, Fiji, Tonga, Kiribati, Juvalu, Nauru, Federated States of Micronesia, Hong Kong, India, Pakistan, Bangladesh, Bhutan, the Maldives Islands, Nepal or Sri Lanka;; and Native Americans (which includes persons who are American Indians, Eskimos, Aleuts, or Native Hawaiians).

Agencies and representatives of the City of Philadelphia and/or Commonwealth of Pennsylvania will be consulted regarding the appropriate inclusion of M/W/DSBEs and DBEs in this Project as outlined in this Plan and with regard to its implementation.

III. Action Plan

a. Pre-Project Phase

i. Purchasing

1. The College will solicit names of highly recommended architects from within the educational community, with particular interest of any W/M/DBE's and from team members based upon their experience with prior projects.

2. Invitations will be sent to the architect firms identified in i. 1. above. All invitees for Architect selection will be asked to provide an introduction of their firm to the committee and samples of projects similar in scope to our project.

3. From this group, the College will narrow the field to 10 firms for the short list. These candidates will be asked to provide more specific information . The short list will then be narrowed to three finalist firms who are to present their concepts and ideas to the committee. Finalists are to include information about partners or subcontractors who may be minority/women owned firms.

4. Architects will be asked to include minority, women, and disadvantage firms within their program. Architects will also be asked to recommend Construction Manager firms that they know to have a successful minority participation program.

5. The College pursue a list of qualified Construction Managers by reaching out again to educational contacts, architects and the experience of team members The College will also contact several MBE/WBE organizations to obtain information on CM's with MBE/WBE history. Language will be inserted into the CM RFP that MBE/WBE business was to be strongly encouraged.

6. Invitations will be sent to all identified Construction Management firms.

ii. Facilities

1. Determine where in the project the opportunity exists for inclusion of a minority firm:
   Architectural
   Engineering
   Consultant
   Contracting
   Sub-Contracting
   Construction Management
   Commissioning

2. Determine appropriate goals for staffing / workforce

b. Design Phase

i. Purchasing

1. Organize Minority Vendor Fair with particular attention directed to MBE contractors.

2. Facilitate meeting with appropriate members of the City of Philadelphia's Minority Business Enterprise Council (MBEC) or its successors to discuss strategies for increasing participation rates of MBE contractors and Philadelphia resident construction workers.

3. Facilitate meetings between CMs, Facilities and members of the following Philadelphia Chambers of Commerce: African/American, Latino and Asian.

4. Coordinate efforts with Facilities & CMs

ii. Facilities

1. Participate in the Minority Vendor Fair to cultivate relationships with minority firms learning their interests and capabilities

2. Identify firms with capabilities that match CCP project requirements

3. Prepare Equal Opportunity Plan for participating minority firms

4. Collaborate with design professionals to insure minority firm opportunities are considered in all phases of the design.

5. Where a Construction Management firm is to be included, insure that part of their contractual responsibilities will be the development of a Minority Business Involvement Plan. This plan must include CCP goals as identified above. The firm must submit its own demographic and ownership status concerning Minority Businesses.

6. Where a Commissioning Agent is to be included, insure that the firm submits its own demographic and ownership status concerning Minority Businesses.

7. Meet with labor unions to identify the CCP intent of minority firm involvement with agreements drafted to maintain goals throughout the project

iii. Construction Managers

1. Develop a log of all efforts to support, cultivate and establish relationships with minority firms for the project.

2. Review design intent to determine alignment to minority firm capabilities as identified above.

3. Participate in Minority Vendor Fair(s) of CCP

4. Prepare for individual vendor fair or other means to identify potential minority firms involvement in the project

5. Meet with labor unions to identify the CCP intent of minority firm involvement

6. Meet with various City of Philadelphia agencies and business bureaus to identify the project scope and potential for inclusion of minority firms

7. Prepare / present educational materials to assist minority firms and firms with compliant demographic workforce to effectively secure bonding, preparing bid responses and preparing contractual submittals.

8. Review constructability of the design to maximize successful bidding of interested minority firms.

9. Prepare construction documents in such a manner to stipulate workforce compliance identified above

10. Contact potential bidding firms and encourage their participation in the bidding process

c. Construction Phase

i. Purchasing

1. Incorporate EOP language into the RFP process

2. Incorporate EOP language into Contracts

ii. Facilities

1. Establish requirements for data acquisition of daily workforce demographics

2. Establish reporting of firms and workforce demographics as it relates to the project goals established above

3. If a construction manager is involved, require reporting as defined in a format suitable to CCP requirements.

4. Meet with various contractors who are not meeting the goals. Develop corrective measures where possible

5. Monitor labor unions for participation in the project. Meet with Business agents to develop corrective measures as agreed to above.

6. Collect reports and distribute as required

iii. Construction Managers

1. Collect / assemble reports of daily workforce demographics

2. Collect / assemble reports in comparison to the goals established above

3. Identify contractors who are not meeting the goals and develop corrective measures where possible

4. Monitor labor unions for participation in the project. Meet with Business agents to develop corrective measures as agreed to above.

5. Establish review meetings with prime contractors to review their individual EOP goals and progress

iv. Contractors

1. Prepare and present a comprehensive EOP to CCP and/or Construction Manager. Identify areas wherein sub-contractors could be identified to meet or exceed CCP goals as identified above.

2. Report progress as to identified goals

d. Outfitting Phase

i. Purchasing

1. Incorporate EOP language into RFP Process.

2. Identify potential MBE suppliers and equipment/furniture vendors.

3. Inform the City of Philadelphia's Minority Business Enterprise Council (MBEC) or its successors and the various minority Philadelphia Chamber of Commerce's of the outfitting and supplying opportunities.

4. Incorporate EOP language into contracts.

ii. Facilities

1. Identify supplies and equipment suitable to minority owned firms or manufacturers representatives.

2. Support Purchasing in material selection and specifications to better comply with materials available from minority firms.

3. Require reporting of workforce demographics for installers, assemblers, and supervisors in accordance to the details above.

iii. Construction Managers

1. Coordinate operations to maximize the successful installation of FF&E by minority firms.

2. Report daily workforce demographics

iv. Contractors

1. Submit or agree to an EOP suitable to CCP Purchasing guidelines

2. Submit reports of progress toward demographic goals to CCP or the Construction Manager.

IV. Results

a. Monitoring – CCP or the Construction Manager will monitor the project progress toward achieving the goals as identified above. Both ownership and workforce demographics will be included.

b. Enforcing – There are no current laws in place to use legal resources to enforce compliance to CCP goals to include minority firms. CCP will establish the following:

   i. Each contract, involving a major project, will have the requirement of each contractor to produce / follow a comprehensive EOP prior to award of contract.

   ii. Each contractor who is a certified MBE / WBE / DBE firm is to submit their current certification prior to contract award

   iii. Within 15 days after award, the contractor is to deliver their comprehensive EOP to CCP or the Construction Manager.

   iv. Within 30 days after award of contract, the contractor is required to submit demographic details of the intended workforce to be used on site of the project.

   v. Within 30 days after award of contract, the contractor is to report on all efforts expended and pending to comply with the goals as identified above. CCP approval must be given prior to commencement of contract efforts.

   vi. Once the project begins, the contractor is to supply all the contractually required information about ownership and workforce demographics to CCP or the Construction Manager. Failure to submit required information could be considered as default on the contract with potential termination.

c. Reporting – The ultimate reporting will be to the CCP Board of Trustees by the VP of Finance and Planning or designee. The "Chain" or reports will be:

   i. Contractor submits certification(s) prior to contract award

   ii. Contractor submits comprehensive EOP

   iii. Contractor submits workforce demographics

   iv. Contractor submits reports of efforts to comply with CCP goals

   v. Construction Manager submits regular reports as to the status of cultivating MBE / WBE / DBE relationships

vi. Construction Manager reports on meetings held with minority firms, labor unions, business bureaus, city agencies and vendor fairs held

vii. Construction Manager (or contractor) reports daily on the demographics of the on-site work force.

viii. Construction Manager reports on the status of contractor ownership monthly or as appropriate.

ix. Facilities management / CCP Construction Manager reports collective project information to the VP of Finance and Planning during weekly staff meeting and on demand.

V. **Participation Goals:**

Construction Workforce:

City of Philadelphia Resident	Minorities	Females	Disabled
35%	25%	10%	2%

Contracts:

Contractors	Minority Owned	Female Owned	Disabled Owned
Professional Services	25%	10%	2%
Construction Contractors	25%	10%	2%
Services and Outfitting Providers	25%	10%	2%

VI EOP Reporting:

PLEASE NOTE THAT EACH PRIME CONTRACTOR WILL BE REQUIRED TO REPORT WORKFORCE AND PROCUREMENT GOALS ON A MONTHLY BASIS ON FORMS PROVIDED BY THE CONSTRUCTION MANAGER. MONTHLY PAYMENT REQUISITIONS WILL NOT BE PROCESSED UNTIL THE MONTHLY REPORTING HAS BEEN SUBMITTED.