

Exhibit C

WHARF COMMUNITY BENEFITS: CBE/JOBS/APPRENTICESHIP/AFFORDABLE WORKFORCE HOUSING ACHIEVEMENTS THROUGH DECEMBER 2018

Since award of the development rights for the Southwest Waterfront, Hoffman Madison has emphasized the community development aspects of the project and has achieved meaningful results during the first phase of development. Demonstrating its commitment, Hoffman Madison Waterfront (HMW) assigned one of The Wharf's equity partners the responsibility for community development, rather than hiring an outside consultant. In this way, community engagement and benefits were woven seamlessly into every aspect of the development, from the selection of the development entity, which includes 20% LSDBE equity and development participation.

USE OF DC CERTIFIED BUSINESSES:

Certified Business Enterprises: As of 3Q 2018, HMW has achieved the following:

- CBE expenditures: **\$387,989,953.31 (48%)**, 35% required

JOBS AND APPRENTICESHIPS:

First Source Construction: As of December 2018, the following achievements have been made with regard to First Source in Phase 1:

- DC Hires: **628 (49%)**, goal 51%
- Ward 8 Hires: **193 (31%)**, goal 20%
- DC Apprentices: **222 (52%)**, goal 51%
- East of The River Apprentices: **77 (35%)**, goal 30%

As of December 2018, a total of **8,408 people have worked at The Wharf during Ph1 construction** (1,284 new hires and 7,124 transfers).

First Source Operations: As of December 2018, The Wharf Operators and Managers achieved the following with regard to First Source:

- DC Hires: **320 (50%)**, goal 51%
- Council Members Charles Allen and Elissa Silverman hosted a Wharf Operations Career Fair on August 10, 2017, attended by more than 1,000 pre-screened applicants and more than 25 of The Wharf's businesses.

As of December 2018, a total of **748 people have worked in operational jobs** at The Wharf (639 new hires and 109 transfers). Many of The Wharf Operators, retailers, and restaurants continue to participate in **career fairs** hosted by Council Members Allen and Silverman at Arena Stage as well as career fairs hosted by Congresswoman Eleanor Holmes Norton for District residents.

COMMUNITY OUTREACH:

Outreach commenced upon award in 2007, with a focus on organizations and leadership in Partner Wards 5, 6, 7, and 8, in coordination with relevant DC Agencies, DC Councilmembers and Congresswoman Eleanor Holmes Norton. Actions have included:

- **Wharf Development Advisory Group (DAG)** established upon award. This group meets quarterly and is comprised of public and community project stakeholders and Councilmember representatives from Wards 5, 6, 7, and 8, as well as community/workforce and business development representatives from their respective Wards.
- **Wharf Community Benefits Committee (CBC)** established to focus initially on workforce concerns - jobs and apprenticeship opportunities, and efforts to match DC residents with jobs/apprenticeships at The Wharf. Representatives included Ward 7 and 8 Workforce Development Councils as well as jobs/business development representatives from Wards 5 and 6; the Skyland Workforce Center; Court Services and Offender Supervision Agency (CSOSA); DC Housing Authority (DCHA); Public Housing Resident leadership; ANC 6D, University of the District of Columbia (UDC); the DC Department of Employment Services (DOES); the DC Workforce Investment Council (WIC); and Building Futures (BF), a WIC job training provider. The CBC subsequently has focused on affordable/workforce housing and now will concentrate its efforts on Operations job opportunities.
- **Wharf Community Construction Committee (CCC)** formed to provide detailed information about construction and its potential impacts to neighbors. The committee meets regularly is comprised of resident leadership and property managers from neighboring buildings.
- **Heritage Group** established soon after HMW awarded opportunity to redevelop the SW Waterfront. The group is comprised of community members interested in honoring the history of the SW Waterfront. The results of the developer and community partnership include (1) A **new Cultural Tourism Heritage Trail Sign** adjacent to Tiber Island and Waterfront Park that honors the mid-century modern architecture of the Southwest; (2) **Pavement markers** throughout The Wharf plazas, promenades, sidewalks and **bollard panels** on the District Pier honoring individuals, structures and events at The Wharf over the history of DC; and (3) **Historic designation** and renovation of the Fish Cleaning Building and Oyster Shack at the Fish Market and its reuse of the building as restaurant, The Rappahannock Oyster Company.
- Early after award, HMW met with the following groups located **East of The River** to introduce the project and explore collaboration possibilities: Anacostia Economic Development Corporation (AEDC); Barry Farm Resident Association; Covenant House; Training Grounds; Ward 7 Business and Professional Association; Ward 8 Business Council (HMW Partner, Elinor Bacon, served on the Ward 8 Business Council Board for several years); Ward 8 Economic Development Roundtable; Ward

8 Economic Summit; Ward 8 Small Business Summit; Ward 8 Workforce Development Council; Ward 7/8 Joint Business Council; Ward 7 Business Council.

- The Wharf held targeted meetings for small businesses in partner Wards, including those from East of The River, which were arranged by Councilmembers' Offices or their representatives.
- Close communication with Partner **Ward Councilmembers** since project inception, introductory meetings with all incoming Council Members, to assure that they know about The Wharf overall and are aware of the CBE, First Source and other community benefit efforts in which The Wharf is engaged.
- Introductory meetings with relevant **Agency Directors** to introduce The Wharf and its community benefits and establish on-going relationship with key personnel.

JOBS OPPORTUNITIES:

- Close **collaboration with DOES**. DOES DC Networks posts job opportunities in construction and operations and makes referrals, essentially serving as DC's Workforce Intermediary.
- HMW posts job opportunities and links to hiring pages of many Wharf retailers, restaurants and hospitality operations on our website so job seekers can find opportunities in a centralized location.
- Monthly meetings with **Wharf contractors, DOES and DSLBD** to assess The Wharf's overall progress in meeting First Source and CBE goals, and status of each subcontractor in meeting jobs/apprenticeship goals. Corrective actions taken as needed.
- Clark Construction **Job Opportunities Trailer at The Wharf** open during construction one morning per week for job/apprenticeship applications, skills and experience assessment, and registration on DOES DC Networks by DOES staff, during the first several years of construction.
- Created partnership with the DC Housing Authority, CSOCA (County Services and Offender Supervision Agency), Workforce Investment Council (WIC) and its training provider, Building Futures, Community Services Agency of the Metropolitan Washington Council, AFL-CIO for **pre-apprenticeship training**. As of July 2018, 31 graduates of the **Building Futures** training were hired by Wharf contractors at The Wharf.
- **Wharf Operations Career Fair** in August 2017, hosted by Council Members Charles Allen and Elissa Silverman and attended by more than 1,000 pre-screened applicants and more than 25 of The Wharf's operators/managers/retailers/restauranteurs/services. A meeting with The District's top hospitality/retail/service training organizations identified by CM Allen, and Wharf Operator/Managers was

held in July 2017, in advance of the Career Fair, to establish direct relationships between Wharf operator/managers and DC service providers.

- Following the success of this career fair, many of The Wharf Operators, retailers, and restaurants continue to participate in biannual **career fairs** hosted by Council Members Allen and Silverman at Arena Stage, most recently in October 2018.
- The Wharf has partnered with **Broad Futures** to create a **pilot internship program** focused on young adults with intellectual disabilities. Ten interns were placed in operational type positions at The Wharf during the summer of 2018.

BUSINESS OPPORTUNITIES:

- Close **collaboration with DSLBD**. HMW and its contractors post business opportunities on the DSLBD website and on their own websites, with links to the DSLBD websites.
- In October 2018, The Wharf co-hosted with **DSLBD** and **DMPED** a **Contractors' Networking Event** where smaller 2nd and 3rd tier construction subcontractors had the opportunity to meet Wharf prime contractors and their major subs to establish relationships and better understand how to compete successfully for construction business opportunities at The Wharf prior to the first major Phase 2 bid package being released. A similar event was held for Phase 1 in March 2017.
- **Clark Construction** and CBE certified subcontractors meeting held shortly after award of the project regarding upcoming opportunities and effective bid submission training. **Wharf contractors** have since participated in multiple business and career fairs organized by Councilmembers Charles Allen and Elissa Silverman and Congresswoman Eleanor Holmes Norton; most recently, a Career Fair hosted by Councilmembers Silverman and Allen including: April, 2017 business opportunity fair hosted by Delegate Eleanor Holmes Norton; June 2017 The Urban League/DC Department of Housing and Community Development Housing Expo; June 2017 DAV (Disabled American Veterans) Recruit Military/DC Veterans Job Fair.
- On-going work with General Contractors, Operators and Managers to maximize utilization of CBE businesses, particularly those from partner Wards 5,6,7, and 8. Construction CBE firms from partner Wards include, among others: Dominion Electric Supply of DC, Maurice Electric Supply, Atlantic Electric Supply, Chiramonte Construction Company, Anchor Construction, J. Roberts, FMC & Associates, Nationwide Electrical Services, Ark Construction Group, United General Contractors, Concrete Mixes, Wings Enterprise.
- On-going partnership with DSLBD's "Made in DC" program and the District Wharf Community Association to provide opportunities for small businesses at The Wharf.

WORKFORCE INTERMEDIARY PROGRAM

- As required by The Wharf Land Disposition Agreement, **HMW contributed \$1 million** to The District for workforce intermediary programs. Funds will be available in Fiscal Year 2019 for The Wharf to administer programs that will meet specific training needs identified through Phase 2 of The Wharf.

OTHER WORK IN THE COMMUNITY:

- Members of The Wharf team participated in **mock interview training** at the **District Department of Corrections' Central Treatment** Facility in June 2018. Participants cycle through five-minute mock interviews with multiple interviewees before receiving feedback.⁹
- Maria Thompson, Senior Vice President of Construction, often **mentors and speaks to groups of students** around the District about her personal education and professional experience. Most recently in September 2018, Maria spoke to the Young Women of the Hospitality Academy at Maya Angelou Charter School in Ward 7.
- Michelle Giannini, Executive Vice President of Residential Sales and Leasing, teaches in the LEAP program at Calvary Women's Services. **Calvary Women's Services** offers assistance to homeless women in Washington, DC by providing housing, health, education, and employment programs. Michelle's **course focuses on affordable housing opportunities** in DC, as well teaching basics about leases, fair housing and tenant's rights.
- Wharf team collaborated with DCHA and the Mayor's office on October 18, 2018 to **provide transportation for displaced senior residents from Arthur Capper Carrollsburg** from their temporary housing to Arena Stage for a free show.
- Wharf team is collaborating with DCHA to provide units for displaced seniors with vouchers from Arthur Capper Carrollsburg at The Wharf and The Banks.

[End of Exhibit C]

⁹ This is the program described by "Big South" Paul Taylor in his testimony before the Commission.