

# NAMC-Oregon introduces new Program Manager Eddie Lincoln



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**Partner spotlight:**  
Egami Construction

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**Partner spotlight:**  
Columbia Land Trust

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Eddie Lincoln became NAMC-Oregon's new program manager in August and said he was drawn to the organization because of its mission to serve minority-owned businesses in partnership with public, private and educational organizations.

"What I enjoy most is the advocacy work and that we can have some influence with the decision makers by working on different committees and helping to support some of the economic and workforce policies that impact our community," he said.

Lincoln grew up in Northeast Portland and graduated from Grant High School. He studied at Portland Community College before earning a degree in business administration from the University of Portland. His post-graduate studies at Portland State University included studying labor markets and union vs. non-union labor forces.

Most of Lincoln's career has been in workforce training and business service marketing.

Before joining NAMC-Oregon, he worked for the Urban League of Portland's Employment Department, where he managed its Dislocated Worker Program (DWP) serving unemployed and long-term unemployed people. After growing its DWP program, he moved to Mount Hood Community College to work as a case manager for DWP participants and workers laid off by Freightliner.

"The goal was to support retraining for all of the laid-off workers to help support their re-employment because new technologies were requiring a new skill set for workers," he explained.

A few years later, Lincoln joined Portland Community College where he worked for 21 years in multiple roles. These included serving as a case manager, career exploration instructor, business service coordinator and interim workforce training manager. He also served as the PCC Federation President for Faculty and Academic Professionals.

Lincoln's work with PCC also included



**Eddie Lincoln**  
Program manger, NAMC-Oregon

coordinating a pre-apprenticeship program called the Evening Trades Apprenticeship Program (ETAP), one of four state-certified pre-apprenticeship training programs. He has written grants for the ETAP program and given presentations to professional organizations about it.

As NAMC-Oregon's program manager, Lincoln works with members in areas where they need support, such as scheduling

meetings, researching various issues they face and working with the Board of Directors on its agenda. He also collaborates with community-based organizations and associations to address disparities in the construction industry and recruit people of color to work in the trades.

"There's a tremendous amount of education that will help support the growth

of people of color in various areas of the trades," said Lincoln, who also advocates for women's pay equity. "We know that trades employment offers living wages where men and women can support their families, pay for housing, provide health care and a good education for their children, and grow moral and spiritual families."

When he is not working, Lincoln enjoys the fellowship of his church and studying the Bible, noting, "I think it's critical, especially right now, to represent a kind and humble spirit and a spirit of love toward all of humanity."

Lincoln has several education and training certifications, including Depression Recovery Program certification from Dr. Neil Nedley; Business and Employer Services certification from the University of Florida; Workplace Mediation and Intercultural Conflict Resolution certification from Clackamas County; Windmills certification from the State of Oregon; Zenger Miller Achieve Global certification; and Myers Briggs Type Indicator certification.



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## PARTNER SPOTLIGHT: EGAMI CONSTRUCTION



**Sakurako  
Egami Thatcher**  
Egami Construction

Sakurako Egami Thatcher has a diverse professional background that ranges from working as a language translator to experience in accounting, concrete testing, and being a flagger, traffic control supervisor and equipment operator.

She took the advice of her husband, who works in construction, when he suggested she start her own business because of the opportunities for women- and minority-owned contracting companies. Egami Thatcher did just that in 1999, but she also was raising their young children and they were her primary focus at the time.

A decade later, she renamed the business Egami Construction and, after asking for and receiving permission from her father, instituted her Japanese family's 200-year-old crest as the company's logo.

With five full-time employees, Egami Construction specializes in highway and road construction with an emphasis on permanent and temporary traffic control device and sign installation. They work on projects owned by the Oregon Department of Transportation, Portland Bureau of Transportation, Port of Portland, and cities and counties across the state. Egami Thatcher said she appreciates the variety and sense of accomplishment that come with the job.

"It's different every day and I feel really valued at the end of a job when contactors and inspectors tell me, 'It was great working with you and we would like to see you on another job.' That's the best feeling," she said. "The contractors and inspectors have all treated me with respect and I really appreciate it."

Her role as a business owner is not without challenges, however. Like many contractors, Egami Construction has had to contend with theft. In 2015, Egami Thatcher and her crew were working on a job when someone stole the truck that was loaded with all of their tools along with Egami Thatcher's wallet, house keys and shop keys.

"I literally watched them drive away with the truck," she said. "I had to call my 16-year-old son, who had just started driving, to come and pick me up in Portland. It was awful."

The police later found the truck, minus the tools. To make matters worse, the thief had poured liquid into the fuel tank and it needed to be completely overhauled.

Egami Thatcher said she engraves all of her power tools to help ensure they can be returned if lost or stolen. In one instance, an employee left a tool on top of the truck, forgot about it and drove off. Not long after, someone called her to say they had found the tool on the side of the road and wanted to return it.

"There are some good people out there still," she said, adding the good Samaritan initially refused her offer of a gift card as a thank-you but ultimately accepted it.

Egami Construction joined NAMC-Oregon in July, and Egami Thatcher said she already has seen benefits from her membership.

"It's more than I expected. NAMC has other companies that we have worked with and others I haven't worked with yet, and I thought maybe it would be a good starting



point to broaden my horizons," she said. "I can see that Nate is very proactive and I'm really impressed. I'm looking forward to going to the meeting in September to meet other members as well."

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## PARTNER SPOTLIGHT: COLUMBIA LAND TRUST



**Ian Sinks**  
Stewardship Director

As Columbia Land Trust carried out its mission of conserving wild-life, habitat and open space, its leaders began reflecting on the history of the American conservation movement and the exclusion and displacement that are woven into that history.

“The foundation of conservation work, land ownership, is a vehicle through which institutionalized racism consolidates power and furthers inequities,” the organization states on its website. “Today, communities of color and underserved communities are disproportionately burdened by the adverse impacts of land use and environmental policy decisions. By failing to acknowledge these inequities in the past, we play a role in perpetuating them in the present.”

Columbia Land Trust’s leadership also recognized that in order to garner broader support for conservation and reflect the diversity of the Columbia River region, it needed to become more culturally responsive and seek out new ideas, fresh collaborations and unique perspectives.

Ian Sinks, stewardship director for Columbia Land Trust, said the organization has been working for the past several years to develop an equity commitment that includes, among other things, engaging local communities of color in decision-making, actively supporting policy priorities that benefit diverse communities, removing barriers to access, and ensuring its staff and board of directors are more representative of the region’s diversity.

As part of that commitment, Columbia Land Trust also is seeking to broaden the pool of contractors it works with on its restoration projects.

“As we embarked on that investigation it was clear we needed a partner, and in our outreach with other partners we heard about NAMC-Oregon,” Sinks said. “We knew we wanted to partner with them to improve our connections with minority



*Columbia Land Trust is seeking to broaden the pool of contractors it works with on its restoration projects. (Photo courtesy of Columbia Land Trust)*



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# Understanding Insurance Terms in Construction Contracts



Shanelle Honda



Seth Row

BY SHANELLE HONDA AND SETH ROW  
MILLER NASH GRAHAM & DUNN LLP

Construction contracts at all tiers usually include terms requiring certain types of insurance, and often contain related provisions about indemnity. This “boilerplate” can be important if a job goes south, so here’s a short explanation of some of the key terms and how they relate to one another:

- **Builder’s risk insurance:** This is insurance purchased by the owner or general contractor that covers property, equipment, and supplies at the jobsite (and sometimes beyond). It is a form of property or “first-party” insurance that pays to replace or repair covered property in case of theft, a fire, etc. It will usually provide coverage for some subcontractor supplies and equipment (but not all).

- **Liability insurance:** This is insurance against claims made by others for property damage or bodily injury. Often called “third-party” insurance, this comes in many forms, the most common of which is “Commercial General Liability” or “CGL.” Everyone on a job should have their own CGL insurance, even if there is a “wrap” (see below), and of course, CGL is required by the CCB. One common dispute between policyholders and insurance carriers is over what kind of liability for property damage the insurance covers, and what it does not. Generally speaking, CGL insurance will cover liability arising from property damage to the work of other trades (or to the completed project), but

will not cover the cost of correcting defects in the insured’s own work. In a classic example, CGL insurance should cover water damage to framing caused by incorrectly installed siding, but may not cover the cost of redoing the siding if there has been no damage to anything else. (Notice that we said “may not.” Whether insurance applies often depends on all the facts of a case and subtleties in the policy language. It is therefore very difficult to provide hard-and-fast rules about what is and what is not covered.)

- **“Wrap” insurance:** This is a form of liability insurance purchased by the owner (“Owner Controlled Insurance Program” or “OCIP”) or the general contractor (“Contractor Controlled Insurance Program” or “CCIP”). It provides coverage for

everyone enrolled in the “wrap,” which usually includes all trades, but excludes design professionals. If there is a wrap, the subcontractors will generally be asked to exclude insurance costs from their bids. Most CGL policies held by individual subcontractors exclude coverage for any project with a wrap.

- **“Additional insured”:** Most construction contracts require that the lower tier contractor add the upper tiers as “additional insureds” on the lower tier’s liability insurance. This means that if the upper tiers are sued for something that involved the lower tier’s work, the upper tier contractors (and owner) can tender the claim to the lower tier contractor’s insurance

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## NEW MEMBER: FOUR SEASONS LANDSCAPE & CONSTRUCTION LLC

Four Seasons Landscape & Construction is a family business that provides a host of services related to residential and commercial concrete throughout the Portland metro area, including Beaverton, Tigard, Tualatin, King City, Lake Oswego, Milwaukie and Sherwood.

Owner Agustin Rios grew up working part time helping with landscape maintenance while going to school. While gaining experience in plants, grass, fencing and other aspects of the industry, he discovered that he enjoyed creating designs and making it possible for clients to take greater pride in their property.



Agustin Rios

Rios started Four Seasons Landscape & Construction in 2014. He has worked hands-on in customer relations with each client and physically side by side with his employees. He takes pride in who his employees are and what each member brings to the team.

"Each member is experienced in concrete, masonry or landscape and some have as much as 25-plus years of experience," he said. "With a knowledgeable team, we can provide excellent results. Our results are achieved in a professional and timely manner. Four Seasons Landscape & Construction delivers exactly what the clients request."

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## NEW MEMBER: SHADOW GUARD SECURITY GROUP LLC

Marquis Jackson was 18 years old when he was first asked to provide security for a college event. A football player at the time, Jackson began gaining experience that would benefit him long after his football career.

The Los Angeles native played college football for Texas Southern University and Portland State University before going on to play in the National Football League, the Canadian Football League and for the Portland Thunder arena team. In 2016, he started Shadow Guard Security Group and several of his 18 employees are former football players.

Based in North Plains, Shadow Guard Security Group provides uniformed armed/unarmed body guard services, onsite construction and event securi-



Marquis Jackson

ty as well as a long list of other services in Portland, Gresham and Hillsboro, with plans to expand to Salem, Eugene and California.

"Some of the most rewarding aspects of owning a business is providing jobs and being a part of the growth of this beautiful city," Jackson said. "What I enjoy most is the ability to help my employees find work and have the lifestyle they deserve, and networking with the clients to get these contracts."

Jackson added that his NAMC-Oregon membership has been particularly valuable in networking because it gives him an opportunity to talk with both in-state and out-of-state clients he wouldn't normally meet.

"NAMC-Oregon is very good at putting people in the room who can help you

**"NAMC-Oregon is very good at putting people in the room who can help you and make sure you can handle the work you are given ... becoming a NAMC-Oregon member is one of the best decisions I could have made for my corporation."**

Marquis Jackson

and make sure you can handle the work you are given," he said. "I haven't known Nate for long, but I've heard a lot about him. I can already see that he is a man of integrity and becoming a NAMC-Oregon member is one of the best decisions I could have made for my corporation."

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## Columbia Continued from page 4

contractors who provide the services we need.”

During the past year as a NAMC-Oregon partner, he noted, Sinks and his staff have been looking at Columbia Land Trust’s contracting procedures. “We are trying to learn from those experiences and those lessons so we can improve our contracting systems.”

Sinks said he and his staff look forward to attending the next NAMC-Oregon meeting, during which they will have a chance to introduce themselves, meet with contractors and explain how the organization’s projects differ from other types of construction work.

“We’re excited about this relationship and our ability to network with more contractors,” he said.

Columbia Land Trust also is planning a two-hour workshop in the fall or early winter to provide an overview of the organization’s work and how it carries out its projects.



*The Trust is planning a workshop to address the organization’s work and how it carries out its projects. (Photo courtesy of Columbia Land Trust)*

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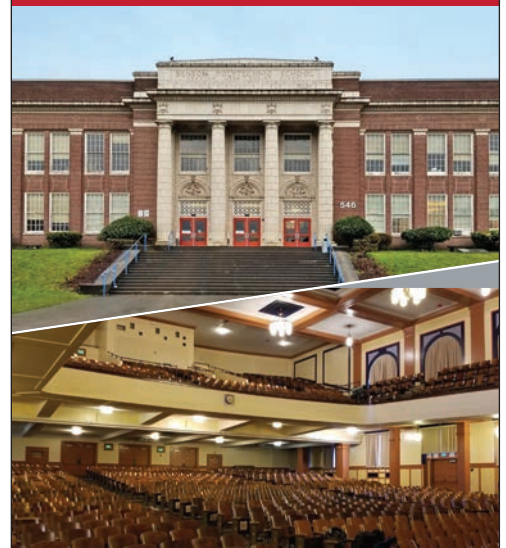
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*Conceptual drawing of proposed Dekum Court redevelopment. (Rendering by Holst Architecture)*

# Metro Council OKs plans for more than 300 new affordable homes

The Metro Council gave the green light to two projects in July that will bring 240 new affordable homes to greater Portland. This commits \$34.3 million in Metro's affordable housing bond, bringing the number of permanently affordable apartments underway to 339 since voters approved the bond measure.

"It's amazing that eight months ago we passed this bond and we continue to inject not only money but hope for so many residents in the region," said Metro Councilor Juan Carlos González.

The Housing Authority of Washington County submitted the first project to the Metro Council in early July. The council approved \$11.4 million for the construction of a six-story apartment building at the corner of 72nd Avenue and Baylor Street in Tigard.

The building will provide 80 affordable apartments to individuals or families earning 60 percent or less of the area median income. This includes 20 two- and three-bedroom apartments reserved for those earning at or below 30 percent of the area median income. People earning income at those levels are also eligible for one-bedroom apartments.

"I'm very excited to see this project go together," Metro Councilor Craig Dirksen said during the council meeting, highlighting the agency's partnerships with Wash-

ington County and the city of Tigard.

"As you know," he added, "the Southwest Corridor Light Rail will one day soon stop just a few blocks away from this building. This is what it means to coordinate our region's investments in different areas for maximum public benefit."

The council also approved \$22.9 million for the redevelopment of Dekum Court, a public housing complex in Northeast Portland built in 1972. The complex features 40 apartments that Home Forward, which owns and operates Dekum Court, will replace with new buildings.

Money from the affordable housing bond will then cover the construction of an additional 160 apartments. To ensure that no one is displaced, the families currently living at Dekum Court will move into their new homes before the housing authority redevelops the rest of the complex.

The 160 apartments will include eight four-bedroom, 35 three-bedroom, and 37 two-bedroom apartments. A total of 65 homes will be regulated at 30 percent of the area median income, and the remaining will be available to households at the 60 percent mark.

"I'm proud of our local housing authorities for really stepping up, calling the question of what communities need, working with communities, and making sure that

residents are able to find places to live in this region," said Metro Councilor Christine Lewis.

"We'll finally be able to protect the existing tenants through some of the work being done in these pilot projects while creating more affordable homes," she said. "This is regionalism at its best, and this is a good day for Metro."

Earlier this year the Metro Council approved two additional housing projects that begin to carry out goals of the affordable housing bond program. The Mary Ann Apartments will bring 54 new affordable apartments to Beaverton, while a project in Clackamas will create 45 efficiency apartments with health and wellness services on site.

Meeting greater Portland's needs for affordable housing will take years — as will the construction of these projects — but Metro councilors expressed satisfaction with what the affordable housing program has accomplished in a matter of months. The program aims to create 3,900 permanently affordable homes.

"So it's wonderful across all levels," González said. "We're almost at 10 percent of our goals across the region."

*This article originally appeared in the Metro News. Reprinted with permission from Metro.*



## Insurance Continued from page 5

and that insurance company will pay for their defense lawyer and (potentially) the settlement. This is a method of shifting risk from the upper tier contractor down to the lower tier. One common problem that we see is a mismatch between the scope of the coverage that the lower tier contractor promises to provide and what the lower tier contractor's insurance policy actually provides. Liability policies usually have an additional-insured "endorsement" (an add-on to the policy) that says that anyone that the policyholder has agreed to add as an additional insured is an additional insured. But those endorsements often limit additional-insured coverage to less than the full scope of coverage provided by the policy. It is a good practice to have your insurance broker compare a draft of your construction contract with your insurance policy to make sure that you are not promising more than you can deliver.

- **Indemnity:** Most contracts require the lower tier contractor to "indemnify" the upper tier contractors and owner from claims relating to the lower tier contractor's work. This is a separate obligation from that of providing "additional insured" coverage, but involves many of the same concepts. And of course, in reality the lower tier contractor may not have the resources to pay to "indemnify" anyone beyond what is available from its insurance. In Oregon, the obligation to indemnify someone generally includes the obligation to pay for a defense lawyer. It is therefore important to pay close attention to claims that may trigger the obligation (and having insurance to step in), because they can be quite expensive.

Boilerplate clauses in construction contracts often turn out to be critical if something goes wrong. That is certainly true of insurance terms. Involving your insurance broker and counsel can help pre-

vent problems down the road, and having a good understanding of the basic terms can make that conversation more efficient. Happy contracting!

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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:

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### Contact Us

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