



TECH Village

BOARD OF TRUSTEES MEETING
07.16.2024



Meeting Agenda

DATE

- 01 Introductions
- 02 Overview of Process & Schedule
- 03 Stakeholder Interview Summaries
- 04 Overview of Institutional Framework & Criteria
- 05 Next Steps



Introductions

MEET THE B&D TEAM



Jeffrey Turner
Executive Vice President



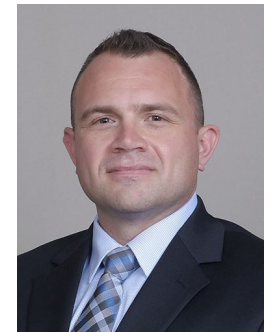
Matt Bohannon
Vice President



Mike Quadrino
Director



Cheri Chastain
Senior Associate



Mike Shrock
Senior Analyst

Firm Background

REAL ESTATE ADVISORY PORTFOLIO



Student
Housing



Recreation



Athletics



Parking



Workforce
Housing



Health &
Wellness



Innovation
Districts



Campus Edge



Energy &
Utility



Hotel / Office



Food
Service



Venues



Retail



Unions &
Cultural
Centers

30

Years in the industry

\$45B+

In developed projects

1,500+

Completed projects

200+

P3 Projects

\$12.5B+

In P3 higher education
advisory projects

26

States in which B&D has
worked on P3 projects

Firm Background

WHY B&D?

- › Unmatched Higher Ed P3 Experience
- › Agnostic to a specific transaction structure
- › Strategic, technical, and financial expertise

B&D has an unmatched track record of getting large-scale P3 projects approved, funded and built



02

Process & Schedule



TECH Village

Technology

Engineering

Climate

Health



Our Approach

B&D'S 4 PHASE APPROACH



Phase 1 - Project Definition

Work with Oregon Tech to set the project's criteria, develop hypotheses, and determine the transaction plan



Phase 2 – Partner Selection & Negotiations

Navigate a transparent selection process that reinforces Oregon Tech role as owner and attract partners that share its definition of success



Phase 3 – Engagement & Design Oversight

Facilitate an effective negotiations and contracting process and engage in a collaborative design process



Phase 4 - Implementation Oversight

Ensure that construction activities and operational programming are consistent with strategic objectives

TECH Village Concept Development Timeline



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Stakeholder Interviews (to-date)



What We Heard from Oregon Tech

INTERNAL STAKEHOLDER INTERVIEWS

- › **Broad Oregon Tech support** for TECH Village
- › Increasingly prioritizing and strengthening **connections between industry partners** and academic programming
- › **Enrollment and staffing challenges** at Portland-Metro;
 - TECH Village could support determining direction and sense of identity as recruitment and retention tool
- › Enrollment likely to continue to be **mix of part-time and full-time students**
 - TECH Village concept should address needs of differing demographics, not just housing but broadly student success needs
- › Momentum in Oregon to **accelerate clean tech industries** including semiconductor, health and manufacturing across the state
- › TECH Village **funding will need to be broad and diverse**
 - Industry likely to bring recognition and attention with limited funding
- › Desire to **improve connection** between the academic programming at Oregon Tech and research functions at OMIC
- › **Food and exercise** are highly desired



External Stakeholders

- › City of Wilsonville Economic Development (complete)
- › Wilsonville Chamber of Commerce (complete)
- › Clackamas County Economic Development (complete)
- › City of Wilsonville Planning (complete)
- › Technology Association of Oregon (complete)
- › Clackamas Workforce Partnership (scheduled)
- › Clackamas Community College (scheduled)
- › Portland Seed Fund (in progress)
- › Oregon Economic Development Association (in progress)
- › OMIC Members (in progress)
- › Wilsonville Industrial/Commercial Businesses (in progress/scheduled))
- › Business Oregon (in progress)
- › Trustee Kanth Gopalpur (in progress)



What We Are Hearing From Outside Oregon Tech

EXTERNAL STAKEHOLDER INTERVIEWS

- › Broad **external support** for TECH Village
- › Frequent **misalignment between academics & industry needs**
 - Lack of flexibility in academia to keep up with needs of industry
- › Oregon Tech is **better positioned academically and geographically** to deliver a stronger TECH-ready workforce than other institutions
 - Focus on semiconductor, energy storage, and health technology
- › Important to **coordinate with other regional education institutions**
 - Clackamas Community College's Workforce Development Services, Portland Community College
- › Promising **local ideological support** for TECH Village but **undetermined local financial incentives**
 - Traffic and safety are key issues to address
 - No zoning issues identified to date
- › Opportunity to **elevate Oregon Tech in the** community – few people know about Oregon Tech or that there is an innovative campus in Wilsonville
 - "Oregon Tech and CCC campuses are highly underutilized assets" - *City of Wilsonville*



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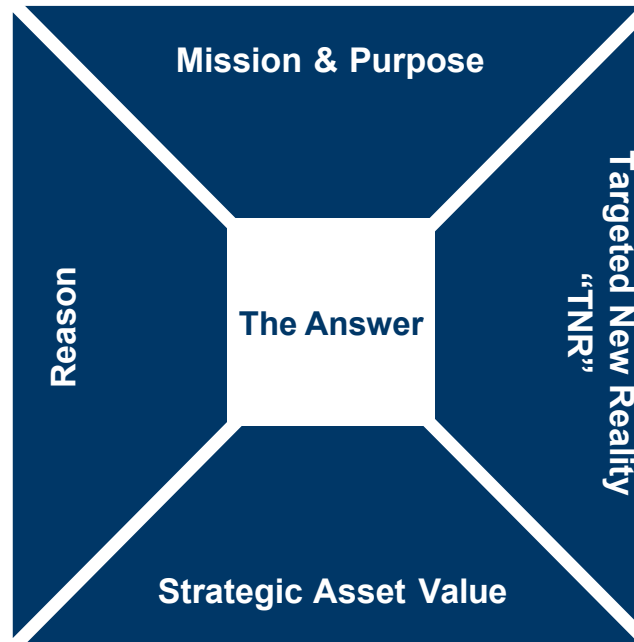
Institutional Framework & Strategic Asset Value Criteria



TECH Village Decision-Making Framework

What **difference** must Oregon Tech make and **for whom**?

What is the **relationship dynamic** between Oregon Tech's current condition and its targeted new reality that **requires a response**?



What ideal combination of future **outcomes, capacities, and attributes** must Oregon Tech achieve to deliver on its mission and purpose?

What is the ideal combination of performance outcomes, capacities, and attributes that must be produced by a **specific asset or asset class** to drive Oregon Tech toward its targeted new reality?

Problem Statement

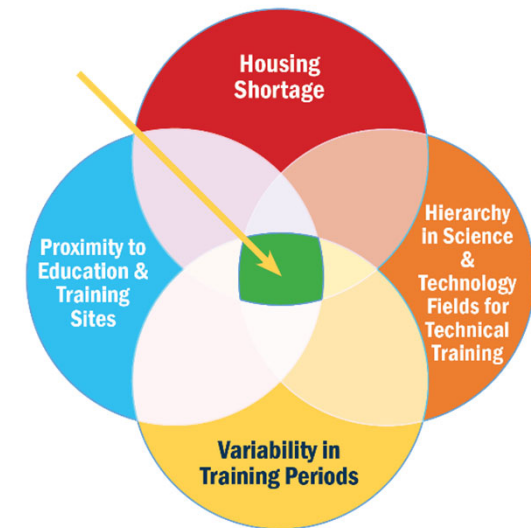
CLARITY OF PURPOSE DRIVEN BY A FOCUS ON OUTCOMES

Needs

- Accelerated TECH-ready workforce development with continued access to learning
- Seamless connections between academia and industry
- A ready surrogate enterprise for innovation

Solution Criteria: Creating a solution at the nexus of the barriers

- An immersive polytechnic education, housing & workforce development village
- Capacity to develop Oregon's TECH talent and workforce
- Address a need for housing with appropriate amenities in support of workforce development
- Financially self-sustaining



Strategic Asset Value – Decision-Making Criteria

Oregon Tech intends to launch an **immersive education, housing, and workforce development village** that **supports its mission** and purpose with **manageable operations** and **financial acumen**.

To develop comprehensive criteria, B&D evaluates a range of considerations through the lenses of

* Campus-Industry/Community Dynamics

* Academics

* Social Responsibility

* Recruitment & Retention

* Financial Performance



Mission Aligned Development

- Mission-aligned targeted new reality
- Functional relationships
- Community and industry dynamics



Village Assets & Placemaking

- Village composition (mix, focus, etc.)
- Expression of Oregon Tech as a brand
- Impact on student success



Financial Performance & Institutional Will

- Commitment to mission and outcomes
- Revenue prioritization
- Institutional financial responsibility

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Next Steps



TECH Village Concept Development Timeline



Thank you

