



**DIVERSITY IN CONTRACTING
&
WORKFORCE TRAINING REPORT**

FISCAL YEAR 02/03



FISCAL YEAR 2002/2003 ANNUAL REPORT

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1. Summary and Key Findings

Historically, the Commission has encouraged and facilitated the participation of minority business enterprises (MBE) and women business enterprises (WBE) in its projects and operations. In December of 1997, the Commission adopted a more formalized set of programs targeting emerging small businesses (ESB) as well as M/WBE participation.

On January 1, 2001, the Commission took further measures to be more inclusive of M/W/ESB firms by changing the ESB Good Faith Effort Program to the M/W/ESB Good Faith Effort Program. On March 1, 2002, the PDC 10% M/W/ESB utilization goal was increased to 20%. Also, the M/W/ESB Good Faith Effort Program was streamlined to allow PDC to track subcontracting more thoroughly by formulating diversity teams within PDC to troubleshoot an array of project specific concerns in a more unified effort.

Early in 2002, the Contracting Advisory Committee (CAC) was established and was chaired by Tyrone Henry, Contracts Compliance Coordinator, with representation from PDC’s Development, Legal, Economic Development and Housing Departments. The charge of the Committee was to discuss the programs and determine the best approach for different types of PDC projects with hopes of broadening more subcontracting opportunities throughout each respective department. CAC meetings were also held with various construction contractors to discuss possible ways to increase M/W/ESB utilization and improve tracking capabilities.

While the below results show a decrease in M/W/ESB utilization and a slight decrease in dollars spent as compared to the previous year, PDC has still exceeded the 20% overall target. More explanation of the statistics follows the tables.

| | <u>FY 2001/02</u> | | <u>FY 2002/03</u> | |
|--|---------------------|--------------|---------------------|--------------|
| Total Expenditures | \$48,235,205 | | \$62,437,662 | |
| Overall PDC M/W/ESB Utilization | 27.50% | \$13,278,781 | 21.15% | \$13,205,228 |
| MBE | 9.00% | \$4,350,021 | 4.37% | \$2,725,437 |
| WBE | 3.75% | \$1,832,417 | 3.96% | \$2,472,119 |
| ESB | 15.51% | \$7,480,163 | 12.83% | \$8,007,672 |

The overall results reflect a decrease in M/W/ESB utilization from the previous year, but show only a slight decrease in dollars spent with the M/W/ESB community. However, utilization of minority-owned businesses suffered more than the women-owned and emerging small businesses. This decrease was attributed to construction projects that were put on hold for an unspecified length of time forcing withdrawal of some small minority subcontractors. In addition, two PDC projects with negotiated 12 percent utilization goals brought down the overall utilization somewhat. PDC’s funds for these two projects came to \$5,100,000 for the St. Francis and \$3,200,000 for the YWCA. While both projects achieved the 12 percent goal, had the goal

been 20 percent, an additional \$572,458 in potential M/W/ESB subcontracting might have been achieved. Also, several large professional services contracts with majority firms have inflated the expenditure numbers thereby lowering the utilization percentages.

| | <u>FY 2001/02</u> | | <u>FY 2002/03</u> | |
|---------------------------------|-------------------|---------------------|-------------------|---------------------|
| Total Expenditures | | \$42,806,359 | | \$57,434,565 |
| Construction Utilization | 28.80% | \$12,361,954 | 22.30% | \$12,809,197 |
| MBE | 8.50% | \$3,673,868 | 4.50% | \$2,585,830 |
| WBE | 3.56% | \$1,547,524 | 4.00% | \$2,298,605 |
| ESB | 16.68% | \$7,140,562 | 13.80% | \$7,924,762 |

In construction, while the percentage of M/W/ESB utilization decreased, overall expenditures to the M/W/ESB community increased by over \$447,000. However, it was disappointing to see the minority-owned business utilization drop significantly from the previous year. Part of this decrease was attributed to the delay in several projects due to funding challenges. These delays caused some minority contractors who had originally bid on the projects either to increase their pricing to a point of no longer being the low bid or to back out of the projects entirely because of other commitments. One such contract was for over one million dollars. This contract was subsequently awarded to a majority contractor.

| | <u>FY 2001/02</u> | | <u>FY 2002/03</u> | |
|--|-------------------|--------------------|-------------------|--------------------|
| Total Expenditures | | \$5,428,846 | | \$5,003,097 |
| Professional Services Utilization | 16.89% | \$916,827 | 7.92% | \$396,031 |
| MBE | 5.38% | \$292,333 | 2.79% | \$139,607 |
| WBE | 5.25% | \$284,893 | 3.47% | \$173,514 |
| ESB | 6.26% | \$339,601 | 1.66% | \$82,910 |

In the Professional Services arena, there were a number of very large consulting contracts for special projects that inflated the FY 02/03 overall expenditure figure. With these contracts deducted from the total expenditures, the Professional Services utilization percentage would have been closer to 20 percent. Also, an effort has been underway during the past couple of years to institute tighter controls and oversights with these expenditures and without the special projects, the statistics support the expected decrease. This information is for prime contracts. In FY 03/04, an effort will begin to also track subcontracting utilization in the Professional Services arena.

| Workforce Training and Hiring Efforts | | | | |
|--|-------------------|--------|-------------------|--------|
| | FY 2001/02 | | FY 2002/03 | |
| Grand Total PDC Project Workforce Hours | 487,073 | | 490,812 | |
| Minority Hours Worked | 64,539 | 13.53% | 60,867 | 12.40% |
| Caucasian Females | 13,484 | 2.77% | 8,286 | 1.69% |

Even with several construction projects on hold due to funding obstacles, there was a slight increase in hours worked on PDC projects during FY 02/03. However, the number of hours worked by women and minorities declined. This trend is also occurring on City of Portland and Multnomah County projects. In addition, fewer minority and women journey level workers are available because of a continued decline in apprenticeship participation by these classifications as illustrated in the numbers below.

| | | | | |
|--|---------|--------|---------|--------|
| Apprenticeship Hours | 111,204 | 22.83% | 123,114 | 25.08% |
| Minority / Female Apprenticeship Hours | 31,019 | 27.79% | 23,329 | 18.95% |
| Percentage of Female and Minority Apprenticeship Hours of Total PDC Project Hours Worked | 6.37% | | 4.76% | |

PDC apprenticeship hours reached 25.08 percent, which far exceeded the 17 percent goal. While the total number of apprenticeship hours increased significantly on PDC projects during FY 02/03, there was a noted decrease in minority and women apprenticeship hours. Focused, coordinated recruitment efforts continue with a hope of turning the trend to a positive growth in the future.

Chart 1.0

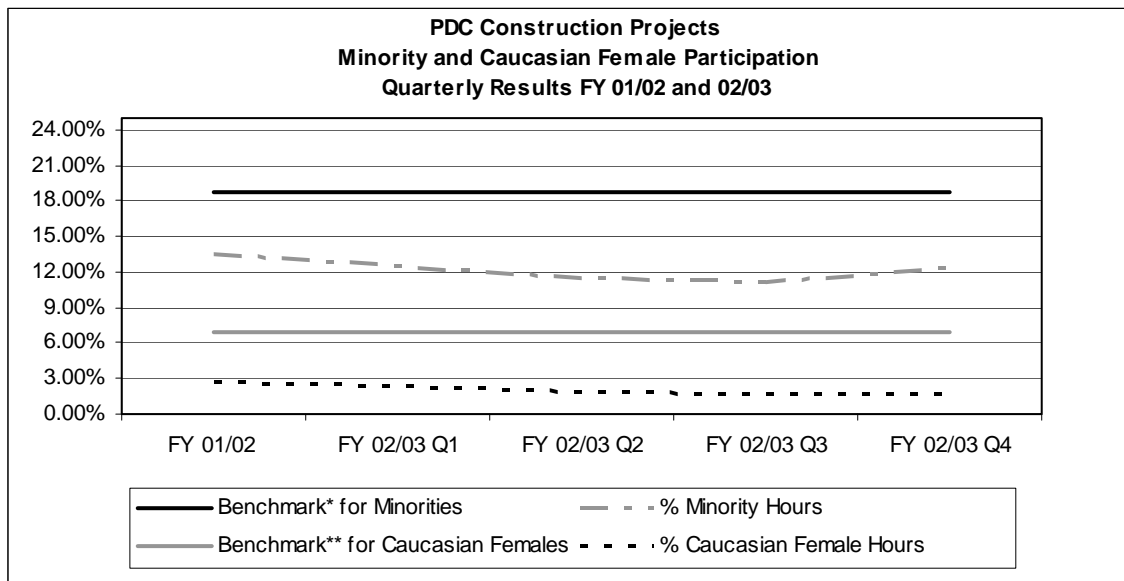
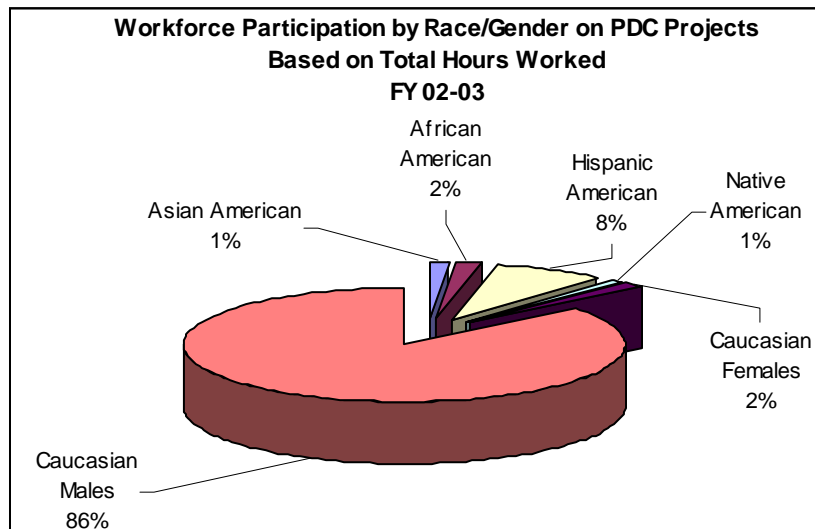


Chart 1.1



Another key finding was the percentage of hours worked by Hispanic Americans far exceeded the percentage of hours worked by any other minority group. This could be a result of the high number of housing related projects PDC completed this year, where framing and drywall construction were performed in high numbers by Hispanic Americans. African Americans, Native Americans, and Caucasian Females participation numbers fell in comparison to FY 01/02, while the number of Asian Americans remained relatively unchanged at 1.43 percent.

Other Significant Accomplishments for FY 02/03:

- ✓ Continued the Prep-Apprentice Training (PAT) Program - This program provides construction work experience for women and minorities at a construction job site in preparation for apprenticeship programs. This program was well received in FY 01/02 and was included in a second housing project on a pilot basis.
- ✓ Held Three Business Advocacy Group (BAG) Outreach Events
- ✓ Held various Construction Pre-bid Outreach Events
- ✓ Presented "Promoting Diversity in Contracting" Workshop at the National Institute of Governmental Purchasing (NIGP) annual national conference
- ✓ Represented on Women in Trades Board
- ✓ Represented on PCC Cascade Renovation Advisory Board Member
- ✓ Represented on HAP Hope VI Advisory Board Member
- ✓ Coordinated Outreach Efforts with Various Large Private Firms

Detailed information about the above accomplishments will be provided in section five of the report.

2. Background and History

Local Government Affirmative Action Contracting

In January 1989, through the case of *Richmond vs. Croson*, the United States Supreme Court determined that states and municipalities would be required to provide findings of discrimination in specific trades and minority groups in order to utilize race or gender-based remedies. This ruling ended the minority and women-owned business utilization goal-oriented programs that required a certain percentage of participation in local and state procurement. While the minority and women-owned business utilization programs prior to the Supreme Court decision were in many cases inadequate and poorly focused. However, they were also simple and inexpensive to maintain. Unfortunately, the court mandate significantly increased the costs and required resources to implement programs. The change in government focus has resulted in a greater understanding of the problem, better program development and a positive impact to the minority and women-owned business community.

Federal Government Affirmative Action Contracting

In June 1995, in *Adrand vs. Pena*, the United States Supreme Court published a decision requiring that minority and women utilization programs be subjected to the same scrutiny for federally-funded projects as the *Richmond v. Croson* decision mandated for local and state publicly-funded projects.

Disparity Study Commissioned

In late 1995, a consortium of ten Oregon local and regional governmental entities commissioned a study to address public construction participation by minorities and women in the various construction trades. The study also addressed the awarding of public contracts for architecture and engineering services associated with construction projects.

The consortium agencies were: Cities of Portland and Gresham, Portland Development Commission, Multnomah and Washington Counties, Metro, Oregon Department of Transportation, Oregon Department of Administrative Services, Oregon State System of Higher Education and Tri-Met. Jurisdictional representatives hoped that the study would provide information to assist them in formulating policies to improve opportunities for minority and women-business owners and laborers working in the regional construction industry. The studies stated objectives were:

- To examine each Consortium member's public construction contracting methods to ascertain whether existing processes were affected by race or gender discrimination.
- To examine the complex world of public procurement systems affecting public contracting and construction-related professional services for all contractors, regardless of race and gender, and highlight opportunities to improve service for all participants.

- To study apprenticeship training and employment in the construction trades and determine whether a substantial nexus between apprenticeship-journey work and construction business ownership exists. To examine whether existing programs are affected by race or gender discrimination, and identify how these programs could be improved.

Disparity Study Findings

The Disparity Study was conducted by Mason Tillman Associates, Ltd. through a rigorous process of interviews, surveys, data collection and workflow analysis. The study period was from July 1, 1991 through June 30, 1994 covering the Portland metropolitan area. The final report was released in May 1996 and was comprised of thirteen volumes, including detailed statistical and anecdotal historical contracting data for consortium member agencies.

One section in the Executive Summary of the report was written by local historian, Elizabeth McLagan. Ms. McLagan astutely captured the discriminatory actions and attitudes prevalent in the City of Portland's early history. This Executive Summary is available upon request.

The most notable findings of the 1996 Disparity Study are listed below:

- There were estimated 1,894 available construction companies and 471 available architectural and engineering firms in the study area.
- On average, 47 percent of minority and women-business owners reported experiencing harassment, intimidation or unreasonable pressure on the job.
- More than 52 percent of that group had also experienced barriers due to the "good old boy" network, which prevented them from being hired.
- Once contracts were awarded, 53 percent of M/WBE participants who were interviewed reported difficulties with reductions in their scope of work after work commenced.
- In no instance did any consortium member-agency possess complete data on subcontracting and 59 percent of the subcontractors could not be verified.
- It was estimated that less than 25 percent of the contractors utilized during the period studied were state licensed, despite legal requirements that they all be licensed with the state.
- White males received two out of three construction subcontracts and three out of four architecture and engineering subcontracts. The examination of whether contracts were distributed equitably based on availability showed that minority and women-business owners were discriminated against. During the period studied, minority and women-business owners "lost" an estimated 126 construction contracts worth more than \$2 million, and 55 architecture and engineering contracts worth almost \$4 million.
- Most of the contracts are awarded to the same M/WBE firms, according to a special "high use" analysis that examined firms receiving more than five contracts.

Construction Availability - Resulting from the Disparity Studies analysis, 1,894 construction companies were considered ready, willing and able to provide construction services to the Portland metropolitan area. The following is a demographic breakdown of those identified businesses:

- African American: 71 firms/3.75 percent

- Asian American: 32 firms/1.69 percent
- Hispanic American: 77 firms/4.07 percent
- Native American: 41 firms/2.16 percent
- Caucasian Females: 218 firms/11.51 percent
- Caucasian Males: 1,455 firms/76.82 percent

Architecture and Engineering Availability – There were an estimated 471 ready, willing and able architecture or engineering companies in the Portland metropolitan area. The demographic breakdown of those available businesses shown below:

- African American: 15 firms/3.18 percent
- Asian American: 24 firms/5.10 percent
- Hispanic American: 13 firms/2.76 percent
- Native American: 5 firms/1.06 percent
- Caucasian Female: 93 firms/19.75 percent
- Caucasian Male: 321 firms/68.15 percent

The Commission's Response

In December 1997, through PDC Resolution No. 3971, the Commission adopted an implementation plan to create programs addressing the Disparity Study findings and establish participation in a Workforce Training and Hiring Program to promote future M/W/ESB contractors availability. The Commission's directives also included development of partnerships with other government agencies and a catalog of detailed outreach activities to be implemented by PDC staff to facilitate established objectives. In December 1998, the first annual Contracting Diversity Report was presented to the Commission with an analysis of program results and confirmation of the positive impact these efforts have had on the Portland community. This report summarizes each of the PDC programs under tab four.

The Commission has changed and refined these programs during the past five years. To update the public on current M/W/ESB/DBE availability throughout the state, PDC has included a grid of the current M/W/ESB/DBE certification statistics from the Office of Minority, Women and Emerging Small Business.

Table 2.0
The Office of Minority, Women and Emerging Small Business

Current Certifications by Program

| Certification Program | Number of Certifications Active on 4/25/01 | Number of Certifications Active on 8/16/01 | Number of Certifications Active on 12/26/01 | Number of Certifications Active on 6/7/02 | Number of Certifications Active on 2/4/03 | Number of Certifications Active on 7/1/03 |
|---|---|---|--|--|--|--|
| Disadvantaged Business Enterprise (Includes those who also have other certifications) | 588 | 587 | 572 | 544 | 534 | 559 |
| Minority Business Enterprise (Includes those who also have other certifications) | 408 | 397 | 361 | 357 | 363 | 398 |
| Women Business Enterprise (Includes those who also have other certifications) | 703 | 698 | 650 | 648 | 667 | 721 |
| Emerging Small Business (Includes those who also have other certifications) | 644 | 633 | 595 | 615 | 587 | 609 |
| Total Certifications | 2,343 | 2,315 | 2,178 | 2,164 | 2,151 | 2,287 |
| Total number of firms that are certified | 1,519 | 1,500 | 1,417 | 1,428 | 1,419 | 1,495 |

The statistics above reflect multiple certifications by individual firms.

3. Partnering

The Disparity Programs

The funding for the 1995 Disparity Study was provided by a consortium of local jurisdictions and agencies:

Portland Development Commission
Tri-Met
Oregon Department of Transportation
Department of Administrative Services
Oregon State System of Higher Education

City of Portland
City of Gresham
Washington County
Multnomah County
Metro

PDC collaborated with several of these agencies to implement targeted programs recommended in the Disparity Study. The partnering effort has resulted in better resource utilization, more uniformity in the program implementation and a stronger united front for support for these programs, thus providing all partners a bigger bang for the buck throughout the contracting community.



Many of the disparity programs have been implemented in conjunction with other local and regional governments. Through these collaborative efforts, the programs have received wider acceptance and been more successful for each participating organization. In addition, the agencies have coordinated outreach activities and resources to better serve the community.

Programs

Implemented Jointly

| | |
|-------------------------------------|---|
| Sheltered Market Program | PDC, City of Portland, Multnomah County |
| Technical Assistance Program | PDC, City of Portland, Multnomah County |
| Mentor/Protégé Program | PDC, City of Portland, Multnomah County, Port of Portland |
| M/W/ESB Good Faith Effort Program | PDC, City of Portland, Multnomah County |
| Workforce Training & Hiring Program | PDC, City of Portland, Multnomah County |
| Regional Workforce Efforts | Approximately 50 public and private partners, including PDC, City of Portland, Multnomah County, Associated General Contractors, Bureau of Labor and Industries, Housing Authority of Portland, Unions, Contractors and |

In addition to program coordination, PDC has also joined other partnering agencies to develop regional strategies to further program goals and taken the lead on many of these strategies.

Regional Consortium for Historically Underutilized Businesses

The Regional Consortium for Historically Underutilized Businesses (RCHUB) was formed in 1997 to address issues related to contracting and employment for minorities and women. As recommended in the Disparity Study, this group provides a vehicle for sharing of information about program development and impact. The RCHUB meets quarterly with representation from the following agencies:

- Oregon Department of Transportation**
- Oregon Department of Administrative Services**
- Office of Minority, Women and Emerging Small Business**
- Office of the Governor**
- City of Portland**
- Portland Development Commission**
- Port of Portland**
- Metro**
- Tri-Met**
- Multnomah County**
- Washington County**

Business Advocacy Group

The Business Advocacy Group (BAG) is a consortium of representatives from the public and not-for-profit sector, which includes PDC, City of Portland, Bureau of Purchasing, Tri-Met, Multnomah County, Housing Development Center (HDC), Port of Portland, Oregon Department of Transportation and our newest member, the Housing Authority of Portland (HAP). The BAG promotes the development of a business climate that increases the success of M/W/ESBs as well as Disadvantaged Business Enterprises (DBEs). The BAG sponsors and facilitates at least three outreach events per year to educate M/W/ESB/DBEs and maximize contracting opportunities.

Oregon Construction Workforce Alliance

The Oregon Construction Workforce Alliance (OCWA) Construction Partnership Agreement was signed in July 1998 bringing together public and private partners to increase representation of target populations in the building and construction trades. The Workforce Training & Hiring Program (WTHP) and the OCWA Partnership Agreement address both the supply and demand sides of the construction labor market. PDC, City of Portland and Multnomah County are charged with creating greater demand for apprentice labor by including the Workforce Training and Hiring Program WTHP requirements in construction specifications and development agreements. These three partners work within the OCWA framework to maintain consistency in application of WTHP and other programs.

Minority Business Opportunity Committee

The Minority Business Opportunity Committee (MBOC) provides minority and women-owned businesses with contract and procurement opportunities in the public and private sectors. The MBOC also facilitates access to business development resources designed to enhance growth and self-sufficiency in domestic and international market places. Each year MBOCs around the country play host to the nation's largest minority business celebration called the Minority Enterprise Development Week (MED-Week). The MBOC's annual trade fair and luncheon provides minority and women-owned businesses a national stage in which to sport their technical and retail wares to larger conglomerates and the general population with hopes of securing contracts. However, in 2003 the local MBOC will begin facilitating a number of outreach events throughout the year with hopes of assisting more minority and women-owned businesses in securing lucrative contracts. For the first time in the MBOC's 21-year history, a PDC employee was elected as chair person. The local MBOC also consists of the following public and private sector firms:

C.A.R.S. INC.
Deacon Construction
Enterprise Car Sales
Fred Meyer
Intel Corporation
Nike
Turner Construction

City of Portland
Port of Portland
Housing Authority of Portland
Clackamas Community College
Portland Development Commission
Multnomah County
Government Contract Assistance Program (GCAP)
METRO
Tri-Met
Clackamas Community College
Portland Community College
Portland State University
Oregon Department of Transportation (ODOT)
Oregon Economic Community Development Dept.
State of Oregon Governor's Office of M/W/ESB
Bonneville Power Administrative
Bureau of Land Management
Federal Executive Board
U.S. Army Corp of Engineers
U.S. Fish and Wildlife Services

4. Summary of PDC Programs

Good Faith Effort Program

This PDC program was originally created for to provide contracting opportunities for state-certified Emerging Small Businesses (ESB) on construction-related projects of \$200,000 or greater and subcontracting of \$100,000 or greater.

On January 1, 2001, the ESB Good Faith Effort (GFE) Program was streamlined to allow PDC to track the subcontracting efforts more thoroughly, tie reporting to funds disbursements (in the event we choose to withhold funds for non-compliance issues) and to simplify the reporting requirements for contractors. Other program changes included:

- Program name was changed to M/W/ESB Good Faith Effort Program.
- Monthly reporting requirement was replaced with an initial and final reporting requirement, unless significant changes were made to subcontracts, which then requires an updated subcontractor utilization form be submitted.
- Compliance Forms modified to include Construction Contractors Board Numbers for all subcontractors and the State Certification Numbers for M/W/ESB subcontractors.
- E-mail was added as an option for reporting requirements.
- GFE Forms were simplified to require only tracked information.
- Submission and contact information was clarified to simplify reporting.

On March 1, 2002, another major change was made to the program. PDC's 10 percent M/W/ESB utilization goal was increased to 20 percent. This change will challenge PDC to increase the dollars spent within the M/W/ESB community.

The program continues to require all prime contractors to make every effort in reaching a goal of 20% M/W/ESB subcontractor utilization. The contractor is required to provide PDC with GFE supporting documentation if the 20 percent M/W/ESB utilization is not met. Supporting documentation includes outreach efforts to M/W/ESB firms for all subcontracted areas, follow-up contact logs and submission of all M/W/ESB bids for review by PDC.

Workforce Training and Hiring Program

The Workforce Training and Hiring Program (WTHP) is administered by the City of Portland's Purchasing Bureau through an interagency agreement with PDC. The purpose of this program is to maximize apprenticeship and employment opportunities for minorities and women in the construction trades on projects. This program applies to direct bid construction of \$200,000 or greater, on PDC construction-related projects other than direct bid construction of \$1,000,000 or more and subcontracts of \$100,000 or more. Through the WTHP, the prime contractor and qualifying subcontractors are required to provide 17 percent of total hours worked on a project through apprenticeship hours.

Prep-Apprentice Training Program

The City of Portland's Bureau of Purchases, Contractor Development Division, administers the Prep-Apprentice Training (PAT) Program. The PAT Program is an alternative to the requirements of the Workforce Training & Hiring Program, for a developer who enters into a housing loan agreement with PDC, where prevailing wages do not apply. The PAT Program applies *only* to the following trades:

- Residential Framing
- Residential Drywall
- Residential Siding
- Residential Roofing

This program is a way to provide construction work experience and exposure to a construction job site to participants in preparation for apprenticeship programs.

Equal Employment Opportunity Compliance

Every firm completing more than \$2,500 of business with PDC annually must have Equal Employment Opportunity (EEO) certification. The EEO Program is designed to assure that women and minorities have equal employment opportunities. Utilization of an EEO certification program is a requirement for receiving federal funding. PDC participates in the regional EEO certification program managed by the City of Portland's Purchasing Bureau. Certification is granted on an annual basis. If workforce composition does not reflect race and gender census data, a contractor may be required to take affirmative action to increase workforce diversity as a condition of re-certification.

Regional Mentor/Protégé Program

The Port of Portland has established a program to match small emerging businesses, including minority and women-owned businesses, certified by the State of Oregon with experienced business partners who offer mentoring and technical assistance. The Mentor/Protégé Program provides a long-term focus on business plans to identify the most critical needs of the protégé business to implement actions necessary to promote success. PDC has joined the Port of Portland, the City of Portland Purchasing Bureau, Multnomah County and the Associated General Contractors to support this program.

Sheltered Market Program

The Sheltered Market Program was established by the City of Portland's Purchasing Bureau in August 1997, and is designed to maximize opportunities for qualified construction firms on selected projects less than \$200,000. Participating firms must be certified with the State of

Oregon as a “Disadvantaged, Minority, Women or Emerging Small Business Enterprise” in specified construction areas. PDC has joined the Purchasing Bureau and Multnomah County to support this program.

Technical Assistance Program

The Disparity Study Implementation Plan adapted in December 1997, specified, “contingent on budget approval, PDC shall participate in the City’s Technical Assistance Program. This program is available to all M/W/ESB firms bidding on or receiving construction contracts.”

5. PDC Outreach Efforts

In the December 1997 Disparity Study Implementation Plan, the Commission directed PDC staff to “develop more communication between project staff and contractors and encourage attendance of Commission staff at events sponsored by the City or other MWESB (Minority, Women, and Emerging Small Businesses) representative groups.” These outreach efforts are to include:

- Distribution of events calendar to PDC staff.
- PDC web site management to include contracting policies, procedures, forms and contracting opportunities.
- Development of a “hand-out” outsourcing information and forms package for distribution to service providers.
- Development and distribution of a contracting and opportunities calendar.
- Administration of an annual survey of service providers to evaluate outreach programs.

While PDC’s outreach efforts have been met over the past five years, outreach to emerging small businesses, minority and women-owned businesses, as well as promotion of diversity in the construction workforce, has intensified immensely over the last two years. A few shining examples have been the Business Advocacy Group (BAG) sponsorship of the Office of Minority, Women & Emerging Small Business (OMWESB) Certification Workshops. These workshops are designed to introduce general contractors to M/W/ESB/DBEs to foster long-term business relationships. Valuable contracting and legal information is also shared at these events, while potential M/W/ESB/DBE firms initiate the state certification process with the OMWESB. As a result of these workshops, an average of twenty M/W/ESB/DBE firms have received one or more state certifications per workshop. Other outreach efforts have involved becoming members in the various organizations listed below:

- *Oregon Association of Minority Entrepreneurs (OAME)*
- *Oregon Tradeswomen, Inc.*
- *Native American Chamber of Commerce*
- *Hispanic Chamber of Commerce*
- *African American Chamber of Commerce*
- *Oregon Construction Workforce Alliance*
- *Minority Business Opportunity Committee (MBOC)*

Other outreach efforts include participation in annual trade shows and events such as:

- *Oregon Association of Minority Entrepreneurs Trade Show*
- *MED Week/MBOC Luncheon and Tradeshow*
- *State of Oregon Partners in Public Purchasing Trade Show*
- *Oregon Tradeswomen Fair*
- *National Institute of Governmental Purchasing Forums and Trade Shows*
- *Annual State Certification Workshops*

Marketing of PDC contracting opportunities is accomplished through information distribution to:

Local Newspapers

- *The Oregonian*
- *Daily Journal of Commerce*
- *Asian Reporter*
- *The Skanner*
- *Portland Observer*
- *El Latino de Hoy*
- *El Hispanic News*

Local Clearinghouses

- *Oregon Association of Minority Entrepreneurs*
- *Urban League of Portland*
- *Office of Minority, Women and Emerging Small Business*
- *Institute for Managerial and Professional Women*
- *Women Construction Owners and Executives*
- *Coalition of Black Men*
- *Oregon Council of Hispanic Advancement*
- *Construction Workforce Clearinghouse*
- *Building Futures in Industry and Trades/Portland Community College*
- *Oregon Tradeswomen, Inc.*
- *Job Corps Placement*
- *Adult Family Services Step to Success*
- *South East Works*
- *North East Workforce Center*

Internet Access

- *Doing Business with PDC internet page:*
http://www.pdc.us/about_pdc/businesswithpdc.asp
- *Good Faith Effort Internet Page:*
http://www.pdc.us/pdf/pubs_general/good_faith.pdf
- *Internet posting of all formal contracting opportunities:*
<http://www.pdc.us/login/welcome.asp>

These outreach efforts have been effective in raising awareness of PDC contracting opportunities and promoting the associated disparity programs for the M/W/ESB community. Advertisement of contracting opportunities in local minority newspapers and periodicals not only fulfills the obvious goal of minority contractor solicitation, but also helps support minority media outlets. Work with organizations such as OAME and the Urban League of Portland provide a networking forum for M/W/ESB input that often serves as a progress report for outreach activities. PDC's internet website has increased visibility in the M/W/ESB community and enabled PDC to better circulate information to the community as well as access the most up-to-date certification and availability information from the State of Oregon for targeted outreach efforts. All of these tools are important to the PDC program goals.

6. Analysis of 02/03 Program Results

Good Faith Effort Program

The program goal for FY 02/03 was 20 percent utilization of the State of Oregon’s certified minority and women-owned and emerging small businesses in PDC contracting efforts. Actual PDC overall utilization was 21.15 percent which surpassed the goal.

Although several projects were still on hold in FY 02/03 due to funding issues, overall contract expenditures increased by more than \$14M. This increase, however, did not transfer to the M/W/EB community. Expenditures with M/W/ESB certified firms decreased by about \$73,000. This decrease was attributed to the inability of the smaller construction firms to hold their bid prices or wait for projects that had been delayed. Also, a number of large professional services contracts were awarded to majority firms, which increased the expenditure base. There were no M/W/ESB firms that could compete for these contracts and subcontracting utilization was not reported in the area of Professional Services for this fiscal year.

On a positive note, the statistics for the first quarter of 03/04 show an upward trend in M/W/ESB utilization. This trend is anticipated to continue through the year.

The percentages reported in these tables are based on PDC funding of \$57,434,565 for construction projects, and \$5,003,097 for professional services contracts for a combined contracting fiscal year 02/03 total of \$62,437,662.

Table 6.0

Overall PDC M/W/ESB Participation

| Project Type | Total PDC Dollars | M/W/ESB Dollars | M/W/ESB Percentage | Comparison to PDC’s 20% Goal |
|-------------------------|--------------------------|------------------------|---------------------------|-------------------------------------|
| Loan Construction | \$45,607,079 | \$8,802,898 | 19.30% | .70% Under |
| Direct Bid Construction | \$2,380,632 | \$567,568 | 23.84% | 3.84% Over |
| Development Agreements | \$9,446,854 | \$3,438,731 | 36.40% | 16.40% Over |
| Professional Services | \$5,003,097 | \$396,031 | 7.92% | 12.08% Under |
| Totals | \$62,437,662 | \$13,205,228 | 21.15% | 1.15% Over |

Table 6.1

Utilization Distribution - Construction

| | MBE | WBE | ESB | Total |
|---------------|-------------|-------------|-------------|--------------|
| Dollars | \$2,585,830 | \$2,298,605 | \$7,924,762 | \$12,809,197 |
| % Utilization | 4.50% | 4.00% | 13.80% | 22.30% |

Table 6.2

Utilization Distribution - Professional Services

| | MBE | WBE | ESB | Total |
|---------------|------------|------------|------------|--------------|
| Dollars | \$139,607 | \$173,514 | \$82,910 | \$396,031 |
| % Utilization | 2.79% | 3.47% | 1.66% | 7.92% |

Table 6.3

Utilization by Ethnicity - Construction

| | African American | Asian American | Hispanic American | Native American | Total |
|---------------|-------------------------|-----------------------|--------------------------|------------------------|--------------|
| Dollars | \$542,570 | \$749,260 | \$847,878 | \$446,122 | \$2,585,830 |
| % Utilization | .94% | 1.30% | 1.48% | .78% | 4.50% |

Table 6.4

Utilization by Ethnicity – Professional Services

| | African American | Asian American | Hispanic American | Native American | Total |
|---------------|-------------------------|-----------------------|--------------------------|------------------------|--------------|
| Dollars | \$111,659 | \$12,732 | \$15,216 | \$0 | \$139,607 |
| % Utilization | 2.23% | .25% | .30% | 0% | 2.79% |

Although many of the utilized firms are certified in more than one category, they are tracked in only one category. The hierarchy is as follows: minority-owned, women-owned, and then if not counted in either of the two previous categories, emerging small business.

Workforce Training and Hiring Program

During Fiscal Year 02-03, the Bureau of Purchasing monitored workforce participation on 14 projects. During that time, 490,000 hours were worked on PDC projects, a slight increase in hours, when compared to FY 01-02.

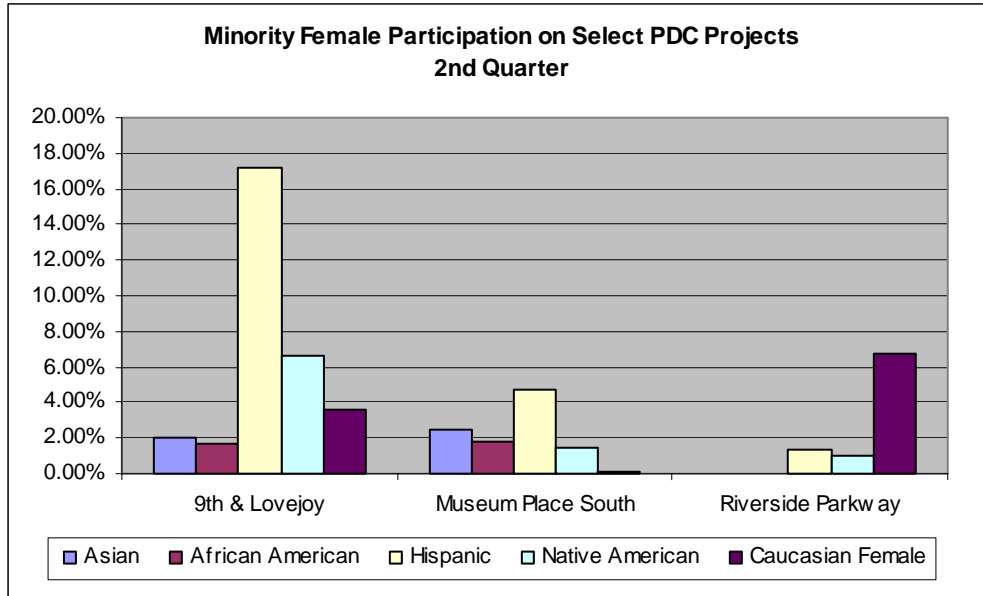
FY 02-03 Construction Activity

Projects Completed During Fiscal Year 02-03

Brewery Blocks – Hoffman Construction Co.
YWCA Renovation – Howard S. Wright Construction Co.
Marshall Wells Lofts – Howard S. Wright Construction Co.
Pacific Tower – Walsh Construction Co.
St. Francis – Howard S. Wright Construction Co.
Riverside Parkway & Infrastructure – Panattoni Construction
N. Interstate Housing & Head Start – Seabold Construction
Clinton Ridge – Walsh Construction Co.

Projects Currently Under Construction

Lot 7 Parking Lot @ Station Place – Andersen Construction Co.
Museum Place South – Howard S. Wright Construction Co.
8 NW 8th – Walsh Construction Co.
Telegram Building – P&C Construction
Lents Scattered Sites – Seabold Construction
Fountain Place – Seabold Construction
The Tower @ Station Place – Andersen Construction



Projects that are currently under construction and have a combined minority and female participation level below the benchmark are listed below:

| <u>Project</u> | <u>Contractor</u> | <u>% Min./Fem.</u> |
|-----------------------------|--------------------------------|--------------------|
| Museum Place South | Howard S. Wright | 13.42-up-2.76% |
| Swan Island Dairy | Quantum Construction | .22% |
| Lot 7 Parking Lot @ Station | PlaceAndersen Construction Co. | 11.64% |

PAT Program Pilot Project

The PAT Program pilot project on PDC’s Los Jardines de la Paz began in July 2001 and was substantially completed by June 2002. There were a total of 8,899 hours subject to the requirements of the PAT Program. Material handlers worked 734 hours (8.25 percent of the total project hours).

Two subcontractors complied with the program requirements on this project. Timberland Construction achieved 3.11 percent Material Handler participation and DASI 7.87 percent participation. A second pilot project has been designated, Villa De Mariposas, and is scheduled to begin construction in early 2004.

Equal Employment Opportunity Compliance

Staff continues to work with the City of Portland’s Purchasing Bureau to ensure that all contractors and firms doing business of more than \$2,500 with PDC annually are EEO certified. This certification requires that the participating businesses sign a statement of non-discriminatory hiring practices and identification of the race and gender makeup of their workforce. A link to the City of Portland’s on-line database has been created to provide real-time query for PDC. The new Intranet link has greatly simplified the EEO verification process.

Regional Mentor/Protégé Program

PDC has a representative currently serving on the Board of Directors for this program. This program has successfully graduated several small companies into the mainstream with significantly enhanced skills in the applicable market.

Sheltered Market Program

PDC staff will continue due diligence to ensure that Sheltered Market contractors are awarded contracts for smaller PDC contracts (under \$200,000). This collaborative effort with the City of Portland and PDC staff will hopefully result in a plan that is more inclusive of Sheltered Market Contractors on PDC projects in FY 03/04.

Technical Assistance Program

In 2001 and 2002, the firm Capital Project Consultants was selected to provide contract-specific and pre and post-award technical assistance and conduct a business assessment for any firm accepted into the Sheltered Market Program. The City of Portland's Purchasing Bureau, Multnomah County and PDC collectively utilize and fund this program. The assistance provided by Capital Project Consultants is directed toward commercial construction. PDC has also entered into an annual agreement with the Housing Development Center (HDC) to utilize their Contractor Support Program for residential construction, subcontractor outreach and technical assistance support.

Project Management Training Efforts

A combined training effort has been developed and sessions were successfully completed during this reporting period. Several PDC project managers have attended these classes and others anticipate attending future modules. PDC staff continues to participate in training development, scheduling and assessment activities.

7. Future Strategies

03/04

PDC met established goals for 02/03 even though results decreased from the previous year. The M/W/ESB utilization programs are rapidly changing both statewide and nationally. Federal requirements in this area are moving from statistical data gathering to a more program-involvement approach. Federal administrators are also deliberating on whether to continue with state-run M/W/ESB programs or allow the federal government to initiate one uniform program for all M/W/ESB/DBE across the nation. PDC staff will continue to stay abreast of these changes and make recommendations accordingly. In the coming year, more emphasis will be placed on improving internal relationships within PDC with hopes of educating all PDC staff about the importance of linking more M/W/ESB firms to PDC's Professional Service and construction contracts. Here is a list of other areas for the coming year:

- Track subcontracting in Professional Services Contracts.
- Continue to pilot the Prep-Apprentice Training (PAT) program as an alternative to the Workforce Training and Hiring Program in specific trades of residential, non-prevailing wage Housing Department projects.
- Coordinate identification of three or four PDC "showcase" projects for FY 03/04.
- Establish an M/W/ESB internet contracting opportunities home page on PDC's web site.
- Develop a presentation of Disparity Program training for all PDC staff.
- Increase partnering outreach activities with public, private and not-for-profit organizations to enhance M/W/ESB participation in all areas of contracting.
- Expand efforts to work with Sheltered Market Contractors on PDC residential and professional services projects.
- Partner with the Office of Minority, Women and Emerging Small Business and BAG to employ innovative ways to address Joint Venture Certification and make certification less restrictive to D/M/W/ESB Businesses.
- Partner with other public agencies to develop procedures to track subcontracting in Professional Services.
- Pursue establishment of PDC contractor awards based on M/W/ESB utilization performance.
- Coordinate with Prime Contractors to hold exit interviews with M/W/ESB firms on PDC projects.

8. Portland Development Commission's Commitment

The programs established by the Commission to achieve race and gender parity in PDC projects directly affect these goals. Through better utilization of existing resources, more focus in community involvement and program enhancements, PDC staff will take the leadership role in setting the stage for the future.

Construction contracting utilization goals, Professional services contracting targets and workforce initiatives are part of PDC's commitment to investing in Portland's future.

Vision, Mission, Values

VISION:

Our Vision is to be a catalyst for positive change in the creation of a world-class 21st Century city; a city in which economic prosperity, quality housing and employment opportunities are available to all.

MISSION:

Our Mission is to bring together resources to achieve Portland's vision of a diverse, sustainable community with healthy neighborhoods, a vibrant urban core, a strong regional economy and quality jobs for all citizens.

VALUES:

Our core Values guide how we will accomplish our mission.

EXCELLENCE and INNOVATION - We strive to deliver top quality projects, programs and services with professionalism, integrity and vision. This requires being sensitive and responsive to our clients' needs; encouraging ourselves and others to realize our fullest potential; and rewarding creativity and candor. We actively seek new ideas and encourage responsible risk-taking. We work to maximize community value by encouraging and implementing integrated opportunities for development, leveraging resources and linking citizens to our strategies and the prosperity of the city.

STEWARDSHIP - We take a leadership role in encouraging the wise use of all resources. We encourage sustainable development practices to minimize natural resource consumption in projects we support. We are fiscally responsible - looking for ways to achieve the most value at least cost to the public as well as ways to best leverage public investment with private dollars. We speak out on issues important to our mission, serving as advocates for all Portland citizens.

DIVERSITY - We embrace the diverse nature of others, both within our organization and the wider community we serve. We seek diversity in our workplace and community and in ideas. We treat co-workers, clients and all people with the utmost dignity and respect.

COLLABORATION and TEAMWORK - We collaborate with others for the maximum benefit of those we serve. We take pride in building relationships and alliances with stakeholders and the public, valuing their contributions. Likewise, within our organization, we recognize the important synergies gained by effective teamwork. We encourage open communication within and across departments, and bring together outstanding individual talents for impressive cooperative results.

Created by Portland voters in 1958, PDC has played a major role in keeping Portland one of America's most livable cities. During the past 40+ years, PDC has taken forward 20 urban renewal plans that have helped change the face of the city—making it a better place to live for all Portlanders.

Investing in Portland's Future



9. 02/03 Utilization Reports

- **Overall M/W/ESB Utilization Chart**
- **Overall Utilization Contracting Report**
- **Total Construction Contracting Dollars**
- **Development Agreement Contracting**
- **Direct Bid Contracting**

Construction Contracting By Ethnicity Report

- **Loan Construction Contracting**

Loan Construction By Ethnicity

Development Agreement Contracting By Ethnicity

Direct Bid Contracting By Ethnicity

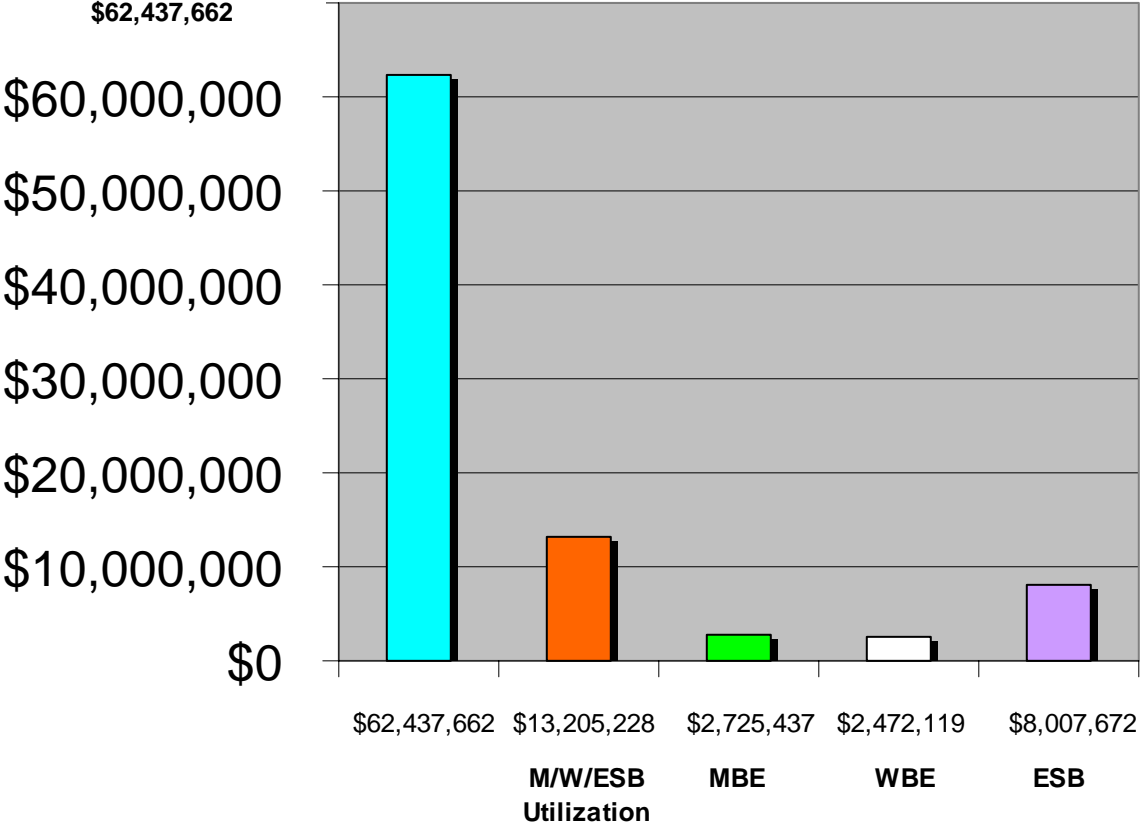
- **Professional Services Contracting Report**

Professional Services Contracting By Ethnicity Report

- **Workforce Training And Hiring Program Reports**

PDC's Overall Contracting M/W/ESB Utilization 2002/2003

PDC's total expenditures
\$62,437,662



1. Total Contracting Expenditure 100%
 2. Overall M/W/ESB Utilization 21.15%
 3. MBE Utilization 4.37%
 4. WBE Utilization 3.96%
 5. ESB Utilization 12.83%
- Minority, Women, and Small Emerging Small Busienss (M/W/ESB)**

**Portland Development Commission
Overall M/W/ESB Utilization
Reporting Period 7/1/02 Through 6/30/03**

| Contracting Type | Total PDC Portion | ESB | % | WBE | % | MBE | % | M/W/ESB | % |
|------------------------------|------------------------------|--------------------|---------------|--------------------|--------------|--------------------|--------------|---------------------|---------------|
| Construction | \$57,434,565 | \$7,924,762 | 13.80% | \$2,298,605 | 4.00% | \$2,585,830 | 4.50% | \$12,809,197 | 22.30% |
| Professional Services | \$5,003,097 | \$82,910 | 1.66% | \$173,514 | 3.47% | \$139,607 | 2.79% | \$396,031 | 7.92% |
| Totals | \$62,437,662 | \$8,007,672 | 12.83% | \$2,472,119 | 3.96% | \$2,725,437 | 4.37% | \$13,205,228 | 21.15% |

**Portland Development Commission
Total Construction Contracting Dollars
Reporting Period 7/1/02 Through 6/30/03**

| Project Type | Total Project | PDC Portion | ESB | % | WBE | % | MBE | % | Total M/W/ESB | % |
|------------------------------|----------------------|---------------------|--------------------|---------------|--------------------|--------------|--------------------|--------------|--------------------------|---------------|
| Development | \$49,161,837 | \$9,446,854 | \$2,932,498 | 31.04% | \$162,668 | 1.72% | \$343,565 | 3.64% | \$3,438,731 | 36.40% |
| Direct Bid | \$2,380,632 | \$2,380,632 | \$5,352 | .22% | \$12,374 | .52% | \$549,842 | 23.10% | \$567,568 | 23.84% |
| Loan Construction | \$160,740,153 | \$45,607,079 | \$4,986,912 | 10.93% | \$2,123,563 | 4.66% | \$1,692,423 | 3.71% | \$8,802,898 | 19.30% |
| Totals | \$212,282,622 | \$57,434,565 | \$7,924,762 | 13.80% | \$2,298,605 | 4.00% | \$2,585,830 | 4.50% | \$12,809,197 | 22.30% |

**Portland Development Commission
Development Agreement - Contracting Dollars
Reporting Period 7/1/02-6/30/03**

| Project Type | Total Project | PDC Portion | ESB | % | WBE | % | MBE | % | Total M/W/ESB | % |
|---|----------------------|--------------------|--------------------|---------------|------------------|--------------|------------------|--------------|--------------------------|---------------|
| Brewery Blocks | \$37,739,813 | \$8,000,000 | \$2,447,182 | 30.59% | \$0 | 0% | \$306,027 | 3.83% | \$2,753,209 | 34.42% |
| Swan Island Diary (Phase I & II combined) | \$10,690,000 | \$714,830 | \$424,169 | 59.34% | \$12,599 | 1.76% | \$0 | 0% | \$436,768 | 61.10% |
| SW River Parkway Phase 1 | \$732,024 | \$732,024 | \$61,147 | 8.35% | \$150,069 | 20.50% | \$37,538 | 5.13% | \$248,754 | 33.98% |
| Totals | \$49,161,837 | \$9,446,854 | \$2,932,498 | 31.04% | \$162,668 | 1.72% | \$343,565 | 3.64% | \$3,438,731 | 36.40% |

**Portland Development Commission
Direct Bid Construction - Contracting Dollars
Reporting Period 7/1/01 Through 6/30/02**

| Project Name | Total PDC Dollars | ESB | % | WBE | % | MBE | % | M/W/ESB | % |
|-----------------------------------|------------------------------|----------------|-------------|-----------------|-------------|------------------|---------------|------------------|---------------|
| 2020 Building Tenant Improvements | \$173,469 | \$5,352 | 3.09% | \$4,874 | 2.81% | \$78,292 | 45.13% | \$88,518 | 51.03% |
| Station Place Garage Phase 1 | \$338,387 | \$0 | 0% | \$0 | 0% | \$77,829 | 23.00% | \$77,829 | 23.00% |
| Station Place Infrastructure | \$1,868,776 | \$0 | 0% | \$7,500 | .40% | \$393,721 | 21.07% | \$401,221 | 21.47% |
| Totals | \$2,380,632 | \$5,352 | .22% | \$12,374 | .52% | \$549,842 | 23.10% | \$567,568 | 23.84% |

**Portland Development Commission
Construction Contracting by Ethnicity Reporting Period
7/1/02 Through 6/30/03**

| Project Type | PDC Funds | African American | % | Hispanic American | % | Asian American | % | Native American | % | Total MBE Utilization | % of Total |
|--------------------------|---------------------|-------------------------|-------------|--------------------------|--------------|-----------------------|--------------|------------------------|-------------|------------------------------|-------------------|
| Development | \$9,446,854 | \$0 | 0% | \$306,027 | 3.24% | \$37,538 | .40% | \$0 | 0% | \$343,565 | 3.64% |
| Direct Bid | \$2,380,632 | \$78,292 | 3.29% | \$43,895 | 1.84% | \$44,070 | 1.85% | \$383,585 | 16.11% | \$549,842 | 23.10% |
| Loan Construction | \$45,607,079 | \$464,278 | 1.02% | \$497,956 | 1.09% | \$667,652 | 1.46% | \$62,537 | .14% | \$1,692,423 | 3.71% |
| Total PDC Funds | \$57,434,565 | \$542,570 | .94% | \$847,878 | 1.48% | \$749,260 | 1.30% | \$446,122 | .78% | \$2,585,830 | 4.50% |

**Portland Development Commission
Loan Construction- Contracting Dollars
Reporting Period 7/1/02 Through 6/30/03**

| Project Type | Total Project | PDC Portion | ESB | % | WBE | % | MBE | % | Total M/W/ESB | % |
|-----------------------|----------------------|--------------------|------------|----------|------------|----------|------------|----------|--------------------------|----------|
| 8 NW 8th | \$18,431,208 | \$10,000,000 | \$0 | 0% | \$576,154 | 5.76% | \$425,380 | 4.25% | \$1,001,534 | 10.02% |
| Beyer Court | \$883,889 | \$194,251 | \$14,000 | 7.21% | \$2,500 | 1.29% | \$0 | 0% | \$16,500 | 8.49% |
| Buka's Place | \$916,651 | \$384,317 | \$90,161 | 23.46% | \$55,943 | 14.56% | \$14,450 | 3.76% | \$160,554 | 41.78% |
| Clinton Ridge | \$3,808,685 | \$877,597 | \$0 | 0% | \$112,926 | 12.87% | \$170,697 | 19.45% | \$283,623 | 32.32% |
| Douglas Meadows | \$1,264,365 | \$599,313 | \$82,097 | 13.70% | \$5,415 | .90% | \$85,762 | 14.31% | \$173,274 | 28.91% |
| Fountain Place | \$6,480,409 | \$1,126,706 | \$199,458 | 17.70% | \$0 | 0% | \$47,384 | 4.21% | \$246,842 | 21.91% |
| *Johnson Creek Duplex | \$225,428 | *\$185,446 | \$4,935 | 2.66% | \$37,296 | 20.11% | \$0 | 0% | \$42,231 | 22.77% |
| Lents Town Center | \$5,838,426 | \$1,039,976 | \$688,573 | 66.21% | \$13,445 | 1.29% | \$101,719 | 9.78% | \$803,737 | 77.28% |
| *Maya Angelou | \$1,908,223 | *\$392,402 | \$194,687 | 49.61% | \$0 | 0% | \$6,000 | 1.53% | \$200,687 | 51.14% |

| | | | | | | | | | | |
|--------------------------|----------------------|---------------------|--------------------|---------------|--------------------|--------------|--------------------|--------------|--------------------|---------------|
| Museum Place South | \$42,212,415 | \$3,000,000 | \$1,413,574 | 47.12% | \$498,135 | 16.60% | \$185,773 | 6.19% | \$2,097,482 | 69.92% |
| Museum Place St. Francis | \$16,000,000 | \$5,100,000 | \$360,505 | 7.07% | \$80,448 | 1.58% | \$231,095 | 4.53% | \$672,048 | 13.18% |
| Museum Place YWCA | \$7,700,000 | \$3,200,000 | \$81,821 | 2.56% | \$313,628 | 9.80% | \$30,045 | .94% | \$425,494 | 13.30% |
| Pacific Tower | \$18,164,917 | \$4,188,448 | \$494,521 | 11.81% | \$150,069 | 3.58% | \$238,817 | 5.70% | \$883,407 | 21.09% |
| *PCRI – Fab Four | \$620,688 | *\$337,242 | \$95,688 | 28.37% | \$6,251 | 1.85% | \$7,379 | 2.19% | \$109,318 | 32.41% |
| Rodney Street Duplex | \$351,360 | \$164,795 | \$60,122 | 36.48% | \$0 | 0% | \$0 | 0% | \$60,122 | 36.48% |
| Station Place Tower | \$28,022,600 | \$13,556,049 | \$1,085,146 | 8.00% | \$192,378 | 1.42% | \$59,362 | .44% | \$1,336,886 | 9.86% |
| SW 45 th | \$565,537 | \$260,537 | \$0 | 0% | \$11,455 | 4.40% | \$71,422 | 27.41% | \$82,877 | 31.81% |
| Telegram Building | \$7,345,352 | \$1,000,000 | \$121,624 | 12.16% | \$67,520 | 6.75% | \$17,138 | 1.71% | \$206,282 | 20.63% |
| Totals | \$160,740,153 | \$45,607,079 | \$4,986,912 | 10.93% | \$2,123,563 | 4.65% | \$1,692,423 | 3.73% | \$8,802,898 | 19.30% |

* “PDC Amount” exceeded the prime contractor’s construction contract. This figure represents the prime contractor’s construction contract.

**Portland Development Commission
Loan Contracting by Ethnicity
Reporting Period 7/1/02 Through 6/30/03**

| Project Type | African American | Hispanic American | Asian American | Native American | Total MBE Utilization |
|--------------------------|-------------------------|--------------------------|-----------------------|------------------------|------------------------------|
| 8 NW 8th | \$140,715 | \$0 | \$284,665 | \$0 | \$425,380 |
| Beyer Court | \$0 | \$0 | \$0 | \$0 | \$0 |
| Buka's Place | \$1,300 | \$13,150 | \$0 | \$0 | \$14,450 |
| Clinton Ridge | \$82,225 | \$0 | \$88,472 | \$0 | \$170,697 |
| Douglas Meadows | \$4,191 | \$81,571 | \$0 | \$0 | \$85,762 |
| Fountain Place | \$6,184 | \$41,200 | \$0 | \$0 | \$47,384 |
| Johnson Creek Duplex | \$0 | \$0 | \$0 | \$0 | \$0 |
| Lents Town Center | \$0 | \$75,239 | \$26,480 | \$0 | \$101,719 |
| Maya Angelou Apts. | \$0 | \$0 | \$6,000 | \$0.00 | \$6,000 |
| Museum Place St. Francis | \$70,107 | \$118,451 | \$0.00 | \$42,537 | \$231,095 |
| Museum Place South | \$109,256 | \$56,517 | \$0 | \$20,000 | \$185,773 |
| Museum Place YWCA | \$0 | \$13,128 | \$16,917 | \$0.00 | \$30,045 |
| Pacific Tower | \$28,565 | \$81,052 | \$129,200 | \$0 | \$238,817 |
| PCRI Fab 4 | \$0 | \$510 | \$6,869 | \$0 | \$7,379 |
| SW 45th Avenue | \$21,735 | \$0.00 | \$49,687 | \$0 | \$71,422 |
| Totals | \$464,278 | \$497,956 | \$667,652 | \$62,537 | \$1,692,423 |

**Portland Development Commission
Development Agreement Contracting by Ethnicity
Reporting Period 7/1/02 through 6/30/03**

| Project | African American | Hispanic American | Native American | Asian American | Total MBE Utilization |
|--------------------------------|-------------------------|--------------------------|------------------------|-----------------------|------------------------------|
| Brewery Blocks | \$0 | \$306,027 | \$0 | \$0 | \$306,027 |
| Swan Island Dairy Phase I & II | \$0 | \$0 | \$0 | \$0 | \$0 |
| SW River Parkway Phase I | \$0 | \$0 | \$0 | \$37,538 | \$37,538 |
| Total | \$0 | \$306,027 | \$0 | \$37,538 | \$343,565 |

**Portland Development Commission
Direct Bid Contracting by Ethnicity
Reporting Period 7/1/02 Through 6/30/03**

| Project Type | African American | Hispanic American | Asian American | Native American | Total MBE Utilization |
|-----------------------------------|-------------------------|--------------------------|-----------------------|------------------------|------------------------------|
| 2020 Building Tenant Improvements | \$78,292 | \$0 | \$0 | \$0 | \$78,292 |
| Station Place Garage Phase I | \$0 | \$33,759 | \$44,070 | \$0 | \$77,829 |
| Station Place Infrastructure | \$0 | \$10,136 | \$0 | \$383,585 | \$391,721 |
| Totals | \$78,292 | \$43,895 | \$44,070 | \$381,584 | \$547,842 |

**Portland Development Commission
Professional Services
Reporting Period 7/1/02- 6/30/03**

| Contractor | MBE | % | WBE | % | ESB | % | Total M/W/ESB | % of Totals |
|--------------------------------|------------|----------|------------|----------|------------|----------|--------------------------|------------------------|
| ABHT Structural Engineers, LLC | \$9,250 | 6.78% | \$0 | 0.00% | \$0 | 0.00% | \$9,250 | 6.78% |
| Archscape Architecture, LLC | \$0 | 0.00% | \$0 | 0.00% | \$14,983 | 18.07% | \$14,983 | 18.07% |
| Bay Area Economics | \$0 | 0.00% | \$10,000 | 5.76% | \$0 | 0.00% | \$10,000 | 5.76% |
| Banyas Consulting | \$0 | 0.00% | \$11,470 | 6.61% | \$0 | 0.00% | \$11,470 | 6.61% |
| Brooks Staffing | \$98,115 | 69.60% | \$0 | 0.00% | \$0 | 0.00% | \$98,115 | 70.28% |
| Browning Shono Architects, | \$8,413 | 6.16% | \$0 | 0.00% | \$0 | 0.00% | \$8,413 | 6.16% |
| Carleton Hart Architects, PC | \$7,623 | 5.59% | \$0 | 0.00% | \$0 | 0.00% | \$7,623 | 5.59% |
| Datasphere | \$0 | 0.00% | \$0 | 0.00% | \$55,965 | 67.50% | \$55,965 | 67.50% |
| Elizabeth Raintree, Phd | \$0 | 0.00% | \$7,714 | 4.45% | \$0 | 0.00% | \$7,714 | 4.45% |
| Emerick Architects, PC | \$0 | 0.00% | \$6,872 | 3.96% | \$0 | 0.00% | \$6,872 | 3.96% |
| Lango Hansen Landscape | \$0 | 0.00% | \$5,706 | 3.29% | \$0 | 0.00% | \$5,706 | 3.29% |
| Right -of-Way Associates | \$0 | 0.00% | \$0 | 0.00% | \$1,000 | 1.21% | \$1,000 | 1.21% |
| RJ & Company | \$1,235 | 0.90% | \$0 | 0.00% | \$0 | 0.00% | \$1,235 | 0.90% |
| Staffing Solutions | \$0 | 0.00% | \$123,172 | 70.99% | \$0 | 0.00% | \$123,172 | 70.99% |
| Urban Advisors | \$0 | 0.00% | \$0 | 0.00% | \$10,962 | 13.22% | \$10,962 | 13.22% |
| Urbsworks Inc | \$0 | 0.00% | \$8,580 | 4.94% | \$0 | 0.00% | \$8,580 | 4.94% |
| *The Portland Observer | \$3,335 | 2.44% | \$0 | 0.00% | \$0 | 0.00% | \$3,335 | 2.44% |

| | | | | | | | | |
|--------------------------------|--------------------|--------------|------------------|--------------|-----------------|--------------|------------------|--------------|
| *The Skanner | \$1,351 | 0.99% | \$0 | 0.00% | \$0 | 0.00% | \$1,351 | 0.99% |
| *El Hispanic News | \$4,641 | 3.40% | \$0 | 0.00% | \$0 | 0.00% | \$4,641 | 3.40% |
| *The Asian Report | \$4,319 | 3.16% | \$0 | 0.00% | \$0 | 0.00% | \$4,319 | 3.16% |
| El Latino De Hoy/Latin Network | \$1,325 | 0.97% | \$0 | 0.00% | \$0 | 0.00% | \$1,325 | 0.97% |
| | | | | | | | | |
| Total | \$139,607 | 2.79% | \$173,514 | 3.47% | \$82,910 | 1.66% | \$396,031 | 7.92% |
| Total PDC Funds | \$5,003,097 | | | | | | | |

* Minority owned not OMWESB certified

| Portland Development Commission Professional Services by Ethnicity Reporting Period 7/1/02 through 6/30/03 | | | | | | | | | | |
|---|-------------------------|----------|-----------------------|----------|--------------------------|----------|------------------------|----------|------------------------------|-------------------|
| Total PDC Funds | African American | % | Asian American | % | Hispanic American | % | Native American | % | Total MBE Utilization | % of Total |
| \$5,003,097 | \$111,659 | 2.23% | \$12,732 | .25% | \$15,216 | .30% | \$0 | 0% | \$139,607 | 2.79% |
| | | | | | | | | | | |

Workforce Training & Hiring Participation

| Ethnicity | FY01/02 | FY02/03 |
|--------------------|----------------|----------------|
| Asian Americans | 1.27% | 1.32% |
| African Americans | 2.57% | 1.95% |
| Hispanic Americans | 13.84% | 12.03% |
| Native Americans | 2.03% | 1.54% |
| Caucasian Females | 3.25% | 3.30% |