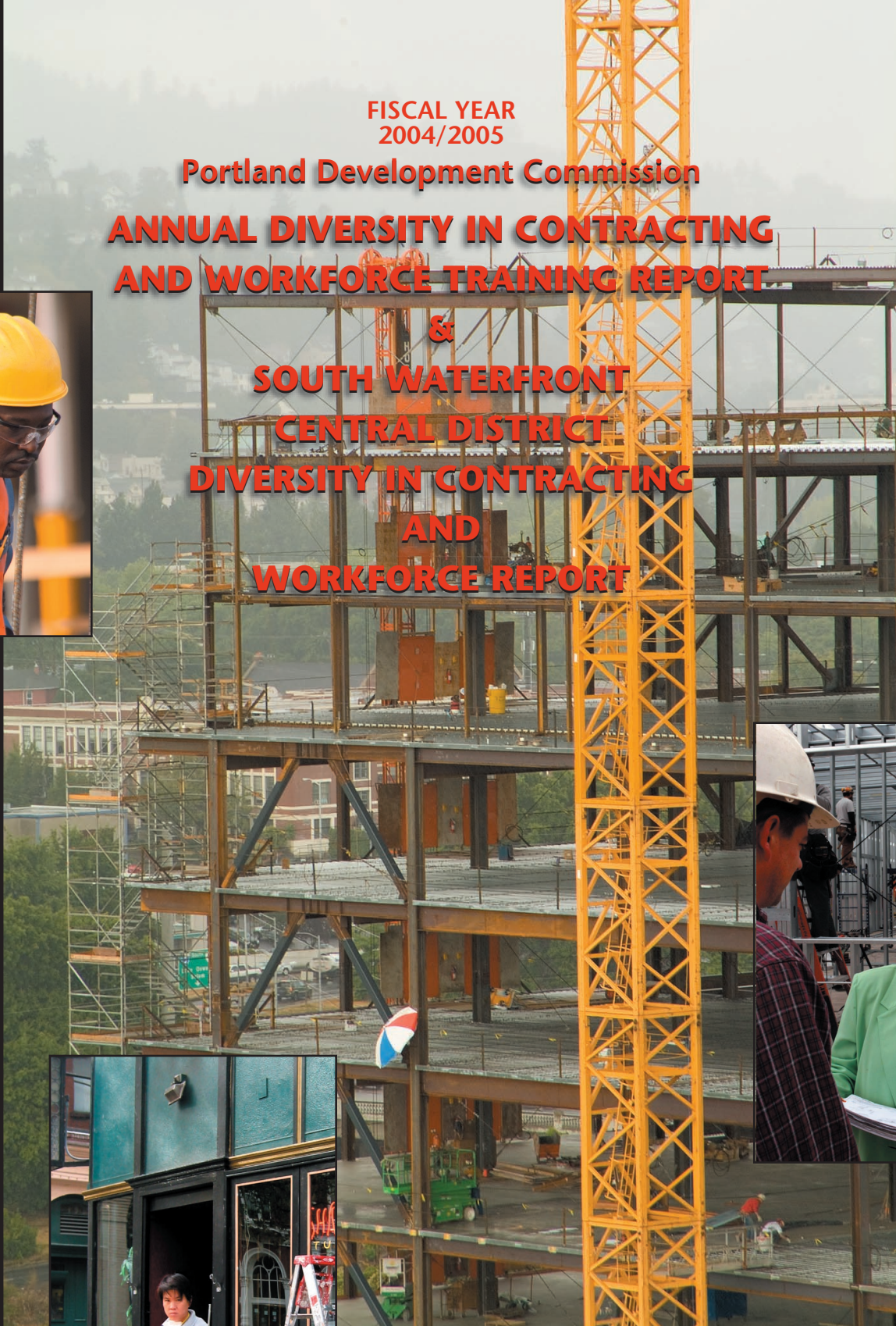


FISCAL YEAR  
2004/2005

Portland Development Commission

**ANNUAL DIVERSITY IN CONTRACTING  
AND WORKFORCE TRAINING REPORT**

**&  
SOUTH WATERFRONT  
CENTRAL DISTRICT  
DIVERSITY IN CONTRACTING  
AND  
WORKFORCE REPORT**



*Investing in Portland's Future*

**PDC**

PORTLAND DEVELOPMENT COMMISSION



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## Section One: Forward

### I. Summary and Key Findings

Historically, the Commission has encouraged and facilitated the participation of minority-owned business enterprises (MBE) and women-owned business enterprises (WBE) on its projects and operations. In December 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 expanding its ESB Good Faith Effort Program to include M/WBEs. On March 1, 2002, PDC Board of Commissioners increased PDC's M/W/ESB utilization goal from 10 percent to 20 percent. PDC also streamlined its M/W/ESB Good Faith Effort Program to track subcontracting more thoroughly by formulating diversity teams within PDC to troubleshoot an array of project-specific concerns more uniformly.

All previous fiscal year reporting has involved separating projects by project type (e.g. Construction, Professional Services) and project sub type (e.g. Loan Construction, Enterprise Zone) with no distinction between projects that were completed and projects that were ongoing. Beginning this fiscal year, utilization results will be reported as they have been in years past with the addition of summary reports that differentiate between completed and ongoing projects. Reasons supporting this expanded reporting decision will be discussed in the Analysis of 2004/2005 Program Results.

For fiscal year 04/05 the overall M/W/ESB utilization dollars nearly tripled when compared to the previous year, going from \$7,900,113 in fiscal year 03/04 to \$22,306,318 in fiscal year 04/05. For the forth consecutive year the 20 percent M/W/ESB utilization goal has been exceeded with this year's combined utilization arriving at 23.32 percent. Dollar totals increased for all three certification types with the MBE category showing the greatest increase and the only category with a percentage increase.

Seven of the total 44 construction projects combined to achieve nearly half of the overall M/W/ESB utilization for this fiscal year while larger projects offered great opportunities for M/W/ESB firms to grow their businesses and increase their capacity to perform larger more complex scopes of work.

<b>Total PDC Contract Expenditures</b>	<b>FY 2003/04 \$26,221,411</b>	<b>FY 2004/05 \$95,662,315</b>
<b>Overall PDC M/W/ESB Utilization</b>	<b>30.13% \$7,900,113</b>	<b>23.32% \$22,306,318</b>
<b>MBE</b>	<b>12.46% \$3,267,064</b>	<b>13.84% \$13,242,292</b>
<b>WBE</b>	<b>6.89% \$1,807,869</b>	<b>5.06% \$4,838,612</b>
<b>ESB</b>	<b>10.77% \$2,825,180</b>	<b>4.42% \$4,225,414</b>

### Construction Utilization

This fiscal year saw the completion of 31 of the total 44 reported construction projects. All nine of PDC's Direct Bid Construction projects covered in this report were completed this fiscal year. The combined construction utilization came to \$21,117,492, just under three times the utilization total from the last fiscal year.

All three certification types recorded significant utilization increases, however, each certification type also declined in utilization percentage. As is typically observed, the Construction Loan category was the most active in terms of project totals, PDC investment, M/W/ESB utilization and the number of reported projects. Twenty one of the combined 27 total Construction Loan projects were for the creation or rehabilitation of housing in the Portland area. Over \$10,000,000 in M/W/ESB utilization was achieved on PDC-supported housing projects, accounting for almost half of the overall utilization total for the fiscal year.

For a second consecutive year, Seabold Construction led the way in M/W/ESB utilization for PDC-supported housing projects. Seabold Construction is the prime contractor on eight of the 21 housing projects and they were able to achieve an impressive M/W/ESB utilization total of \$4,693,191. Over 60 percent of Seabold Construction's utilization dollars went to MBE certified firms, an equally impressive result.

<b>Total PDC Construction Expenditures</b>	<b>FY 2003/04 \$19,144,969</b>	<b>FY 2004/05 \$88,024,180</b>
<b>Construction Subcontracting Utilization</b>	<b>36.82% \$7,048,923</b>	<b>23.99% \$21,117,492</b>
<b>MBE</b>	<b>15.87% \$3,038,480</b>	<b>14.71% \$12,944,290</b>
<b>WBE</b>	<b>6.40% \$1,224,902</b>	<b>4.67% \$4,110,356</b>
<b>ESB</b>	<b>14.55% \$2,785,541</b>	<b>4.62% \$4,062,846</b>



## Professional Services Prime Consultant Utilization

For the second consecutive year, the M/W/ESB utilization dollar total and percentage showed increases over the previous year, going from \$745,561 to \$1,170,906 and from 11.99 percent to 16.39 percent. Additionally, each of the three certification types recorded percentage and dollar total increases over the previous year. The WBE category continues to record the highest utilization totals for the three certification types, this year accounting for 60.67 percent of the combined Professional Services Prime Contractor Utilization.

Much of the professional service work done for PDC is contracted under our flexible service agreements. Currently, the PDC manages 162 flexible service contracts for 31 separate scopes of work. On a rotating basis, PDC will issue requests for qualifications for each of the 31 separate scopes of work, evaluate submitted qualifications and enter into flexible service contracts with a select number of firms. Twenty four of the current 162 flexible service contracts are with M/W/ESB certified firms which accounts for the majority of our professional service utilization.

Total Expenditures		FY 2003/04 \$6,216,073	FY 2004/05 \$7,143,145	
Professional Services Prime Consultant Utilization				
	11.99%	\$745,561	16.39%	\$1,170,906
MBE	3.66%	\$227,634	4.17%	\$298,002
WBE	7.69%	\$478,288	9.94%	\$710,336
ESB	.64%	\$39,639	2.28%	\$162,568

## Professional Services Subconsultant Utilization

With a relatively small sample size of three projects, caution should be taken when looking for contracting trends, areas of strength and areas of weakness in our Professional Services Subconsultant Utilization results. With that in mind, our second year of tracking M/W/ESB subconsultant utilization does not reflect the results we would like to see. However, with increased familiarity, we remain optimistic that the two year old initiative will result in more effective outreach by our prime consultants and increased preparation by subconsultants that will hopefully allow them to respond to prime consultant inquiries in a timely manner. The total M/W/ESB Professional

Services Subconsultant Utilization came to \$17,920 or 3.62 percent of the project totals for the three projects reflected in this fiscal year report.

One of the three projects, the Employment Opportunity Sites, was almost exclusively self performed by the prime consultant with only one subconsultant retained at less than 10 percent of the prime consultant's contract value. Additionally, one of the other project's prime consultants is in fact a WBE certified firm with their contract value and WBE utilization dollars reflected in the Professional Services Prime Consultant table below.

Total Expenditures		FY 2003/04 \$860,369	FY 2004/05 \$494,990	
Professional Services Subconsultant Utilization	12.28%	\$105,629	3.62%	\$17,920
MBE	.11%	\$950	0.00%	\$0
WBE	12.17%	\$104,679	3.62%	17,920
ESB	0.00%	\$0	0.00%	\$0

## Workforce Training and Hiring

During Fiscal Year 04/05, the Bureau of Purchasing monitored Workforce Participation on 40 projects, with over 200 subconsultors subject to the Workforce Training and Hiring Program requirements. When you consider that last year at this time only 26 projects were monitored for workforce compliance, there has been quite an increase in construction activity this fiscal year.

A total of 751,051 hours were worked on PDC projects this fiscal year. Additionally, 149,871 hours were worked on the South Waterfront projects, which will be discussed separately.

The fiscal year 20 percent apprenticeship goal was once again surpassed with this year's apprenticeship hours total equaling 159,577 for 21.25 percent of the Total PDC Project Workforce hours. Figure 1.1 shows a comparison to the previous fiscal year's results with the most striking difference being the Total PDC Project Workforce Hours which saw an increase of 241,167 hours.



<b>Total PDC Workforce Hours</b>	<b>FY 2003/04 509,884</b>		<b>FY 2004/05 751,051</b>	
Minority Hours Worked	115,896	22.73%	178,274	23.74%
Caucasian Females	6,618	1.30%	17,047	2.27%
Apprenticeship Hours	110,437	21.66%	159,577	21.25%
Minority/Female Apprenticeship Hours	21,068	4.13%	41,386	5.51%
Minority & Female Apprentice hours as a Percent of Apprentice Hours	19.08%		25.93%	

\*Due to late paperwork submittals, final reported hours may change slightly from the previous year.

Native Americans increased, while the percent of participation by Asian Americans decreased. Figure 1.1 shows the percent of minority/female participation on Portland Development Commission projects, during Fiscal Year 04/05;

- While participation by females continues to be a challenge on PDC projects, we did see an increase in participation by Caucasian females this fiscal year, from 1.30 percent to 2.27 percent.

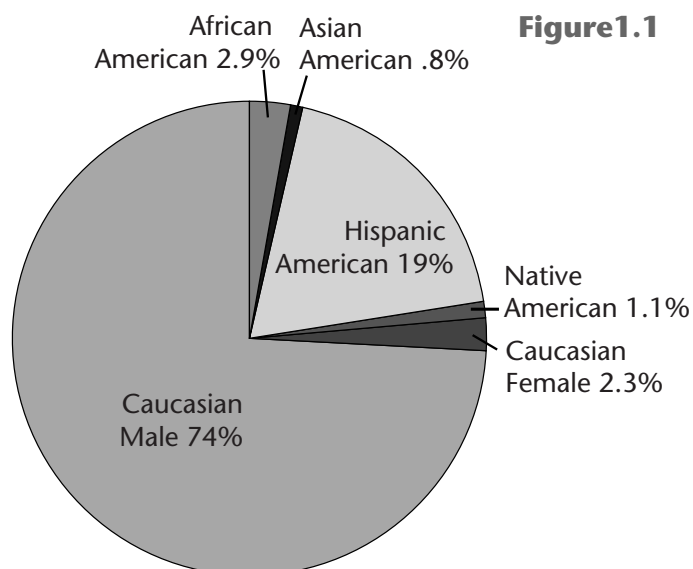
## 1 Apprenticeship Training

During Fiscal Year 04/05, apprentices worked over 159,500 hours on PDC projects, or 21 percent of total hours worked. In many instances, training opportunities would not exist on these projects without PDC's commitment to utilize the Workforce Training & Hiring Program. Because of the Workforce requirements, apprentices worked in nearly every trade category on

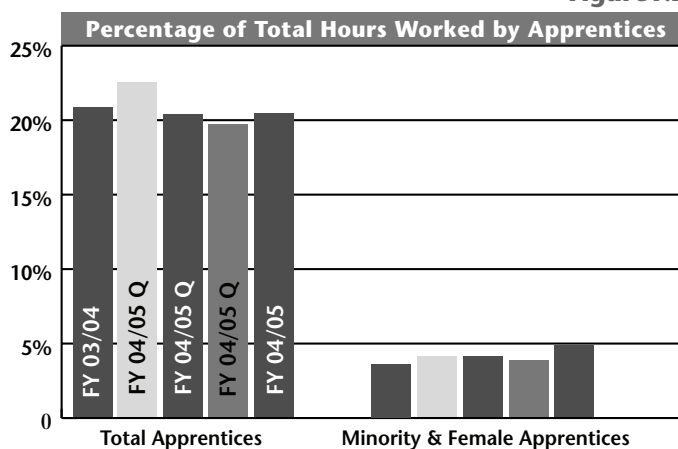
### Participation by Race and Gender

- At 23.74 percent, the percentage of minority participation surpassed the 18.64 percent benchmark this fiscal year, as it did last fiscal year. This is likely due to the increased number of PDC projects, as well as continuing efforts by city staff to encourage contractors to use pre-apprentice programs such as Oregon Tradeswomen, ETAP, Portland Youthbuilders, and Job Corps, when recruiting for new positions;
- The percent of participation in nearly all ethnic categories surpassed participation levels of Fiscal Year 03-04. Participation by African Americans, Hispanic Americans, and

### Minority/Female Participation Total Hours Worked on PDC Projects FY 04/05



**Figure 1.2**



PDC projects. Laborer apprentices worked the most hours, followed by carpenters, electricians, and ironworkers.

Not only have the number of hours worked by minority and female apprentices increased, but their percent of participation has also increased (see figure 1.2), when compared to last fiscal year, from 19.08 percent to 25.93 percent. Though minority and female apprentice participation is up, we must continue to explore new ways to help women and minorities gain equal access to the construction trades by continuing to work with community based organizations, union and open-shop apprenticeship programs, and general contractors.

## II. BACKGROUND AND HISTORY

### Local Government Affirmative Action Contracting

In January 1989, through the case of *Richmond v. 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, they were relatively 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 challenges minorities and women face in their respective industry, along with better program development for the minority and women-owned business community.

### Federal Government Affirmative Action Contracting

In June 1995, in *Adarand vs. Peña*, 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. Unfortunately, neighboring states to the north and south of us have relinquished their Affirmative Action Contracting Programs for various reasons. Oregon, however, has managed to keep its Affirmative Action Contracting statutes in tact, largely because of diligent efforts to be inclusive of everyone; including Oregon's Emerging Small Business program which is race and gender neutral.

### 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 study's 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

Although Mason Tillman Associates, Ltd. exemplified a rigorous process in conducting a Disparity Study with interviews, surveys, data collection and workflow analysis, the study is now 10 years outdated. 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. Since then, the number of Minority, Women, Emerging Small Business and Disadvantage Business Enterprise (M/W/ESB/DBE) Contractors has increased immensely and a current M/W/ESB/DBE availability grid of the M/W/ESB/DBE certification statistics has been provided by the Office of Minority, Women and Emerging Small Businesses. Although disparity studies are costly and time consuming, the Portland metropolitan region is long overdue for an updated study to take place in order that public agencies and private firms might withstand potential legal challenges associated with subcontracting and general contracting bids. M/W/ESB/DBE firms have also evolved in the past decade and are more capable of bonding and performing larger scopes of work. The Business Advocacy Group (BAG) plans to thoroughly investigate a process for instituting an updated Disparity Study at the February 2006 BAG Retreat.



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 an 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 architectural and engineering contracts worth almost \$4 million.
- ❑ Most of the contracts were 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 Study's 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 over 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 State of Oregon's Office of Minority, Women and Emerging Small Businesses.

**The Office of Minority, Women and Emerging Small Businesses**  
**Current Certifications by Program**

**Table 2.0**

<b>Certification Program</b>	<b>Number of Certifications Active on 2/4/03</b>	<b>Number of Certifications Active on 7/1/03</b>	<b>Number of Certifications Active on 1/1/04</b>	<b>Number of Certifications Active on 7/1/04</b>	<b>Number of Certifications Active on 1/1/05</b>	<b>Number of Certifications Active on 7/1/05</b>
Disadvantaged Business Enterprise*	534	559	544	558	515	530
Minority Business Enterprise*	363	398	407	398	427	454
Women Business Enterprise*	667	721	727	720	756	790
Emerging Small Business*	587	609	620	607	633	708
Total Certifications	2,151	2,287	2,298	2,283	2,331	2,482
Total number of firms that are certified	1,419	1,495	1,507	1,491	1,525	1,600

The statistics above reflect multiple certifications by individual firms. \*Includes those who also have other certifications.

### III. PARTNERING

#### The Disparity Programs

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

*Portland Development Commission • City of Portland*

*Tri-Met • City of Gresham*

*Oregon Department of Transportation • Washington County*

*Department of Administrative Services • Multnomah County*

*Oregon State System of Higher Education • 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, regional and state governments and agencies. 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 M/W/ESB community.

#### Disparity Program

Sheltered Market Program

Technical Assistance Program

Outreach Events

M/W/ESB Good Faith Effort Program

Workforce Training and Hiring Program

#### Implemented Jointly by

PDC, City of Portland, Multnomah County

PDC, City of Portland, Multnomah County

PDC, Local Unions, the Business Advocacy Group (BAG), PSU

PDC, City of Portland, Multnomah County

PDC, City of Portland, Multnomah County

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

Regional Workforce Efforts comprise 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 and Contractors.

## **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 M/W/ESB 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**  
**Portland Community College**

## **Business Advocacy Group**

BAG is a consortium of representatives from the public and not-for-profit sector, which includes PDC, City of Portland's Bureau of Purchasing, Tri-Met, Multnomah County, Housing Development Center, Port of Portland, Oregon Department of Transportation, Portland Community College and the Housing Authority of Portland. 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 two outreach events per year to educate M/W/ESB/DBEs and maximize contracting opportunities.

## **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 show their technical and retail wares to larger conglomerates and the general population with hopes of securing contracts. The MBOC has representatives from most local public agencies as well as a number of prominent local private businesses.

## **IV. SUMMARY OF PDC PROGRAMS**

### **A. Good Faith Effort Program**

This PDC program was originally created 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 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 has challenged 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 percent 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.

Starting July 2003, PDC added another component to the GFE Program by requiring the same utilization goals on Requests For Proposals that result in Professional Service Contracts of \$100,000 or greater.



## **B. 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 PDC supported 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 20 percent of total hours worked on a project, per trade, through apprenticeship hours.

## **C. Prep-Apprentice Training Program**

The City of Portland's Bureau of Purchasing, 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. Conversations have begun between the City of Portland and PDC on how to retool the PAT Program to incorporate new partners and become more user-friendly to subcontractors.

## **D. 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.

## **E. 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.

## **F. Technical Assistance Program**

The Disparity Study Implementation Plan adopted in December 1997, specified that, "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. Through Portland Community College, construction-related classes have also been provided to augment learning opportunities for M/W/ESB firms. These classes are the direct result of the consortium partnership consisting of the City of Portland, Multnomah County and PDC.

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## Section Two: Annual Diversity in Contracting and Workforce Training Report Fiscal Year 2004/2005

### I. PDC OUTREACH EFFORTS

In the Disparity Study Implementation Plan completed in December 1997, PDC's Board of Commissioners directed staff to "develop more communication between PDC project staff and contractors and encourage staff attendance at events sponsored by the City or other M/W/ESB representative groups." These outreach efforts include:

- ❑ Distribution of events calendar to PDC staff.
- ❑ Develop and manage PDC web site highlighting M/W/ESB programs, event calendar, PDC utilization goals, contracting policies, procedures, forms and contracting opportunities.
- ❑ Developed an informational "outsourcing" fact sheet and package for service providers.
- ❑ Develop and coordinate regular distribution of a contracting opportunities calendar.
- ❑ Conduct annual survey of service providers to evaluate effectiveness of PDC outreach efforts.

Over the past six years, PDC's M/W/ESB Team has met its goals for community outreach and promotion of diversity in construction workforce. Even so, the team has continued to increase those goals and their efforts over the last four years. Examples of these increased efforts include:

- ❑ 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 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.

• **PDC has become a member of the following organizations:**

- Oregon Association of Minority Entrepreneurs
- Oregon Tradeswomen, Inc.

- Native American Chamber of Commerce
- Hispanic Chamber of Commerce
- African American Chamber of Commerce
- Philippine American Chamber of Commerce
- Minority Business Opportunity Committee
- American Contracts Compliance Association
- National Forum for Black Public Administrators
- Breakfast of Champions

• **PDC has participated in and/or sponsored the following trade shows and events:**

- Oregon Association of Minority Entrepreneurs Trade Show
- MED Week/MBOC Awards Luncheon
- 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
- Governor's Market Place
- Native American Trading at the River Conference
- PDC/PSU Building Relationships – Construction Contracting Fair
- PDC/Building Trades Unions - Construction Workforce Development Building Trades Fair
- Hispanic Metropolitan Chamber of Commerce Employment and Contracting Tradeshow

**PDC markets contracting opportunities through various media outlets, websites and public venues:**

#### Local Newspapers

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

#### Local Clearinghouses

- Oregon Association of Minority Entrepreneurs (OAME)
- Office of Minority, Women & Emerging Small Business (OMWESB)
- Institute for Managerial and Professional Women
- Oregon Council of Hispanic Advancement
- Hispanic Metropolitan Chamber



- Native American Chamber
- Oregon Native American Business Network (ONABEN)
- African American Chamber of Commerce, Inc.
- Philippine American Chamber of Commerce
- Construction Workforce Clearinghouse
- Building Futures in Industry and Trades/Portland Community College
- Oregon Tradeswomen, Inc.
- Job Corps Placement
- Adult Family Services Step to Success
- Southeast Works
- Northeast Workforce Center

### Internet Access

- PDC M/W/ESB Assistance:  
[www.pdc.us/mwesb](http://www.pdc.us/mwesb)
- Good Faith Effort Internet Page:  
[www.pdc.us/pdf/pubs\\_general/good\\_faith.pdf](http://www.pdc.us/pdf/pubs_general/good_faith.pdf)
- Construction Trades Information for Minorities & Women: [www.pdc.us/mwesb/mwesb\\_construction.asp](http://www.pdc.us/mwesb/mwesb_construction.asp)
- Internet posting of all formal contracting opportunities:  
<http://www.pdc.us/login/welcome.asp>

Advertisement of contracting opportunities in local minority newspapers and periodicals not only fulfills the goal of minority contractor solicitation, but also supports minority media publications. Work with organizations such as OAME and the Urban League of Portland provides a networking forum for M/W/ESB input that often also 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 provide public access to current certification and availability of information from the State of Oregon for targeted outreach efforts. All of these tools further PDC's M/W/ESB program goals.

## II. ANALYSIS OF 2004/2005 PROGRAM RESULTS

Overall utilization goals were once again surpassed, with this year's utilization dollar total nearly tripling over the previous year. While the utilization percentage decreased significantly, four projects reported second tier subcontractor/supplier utilization that is not included in the overall results. These four projects (National Meeting Company, Sitka Apartments, 8 NW 8th and The Tower at Station Place) combined to achieve an additional \$1,791,772 in second tier utilization. The Sitka Apartments project achieved \$688,286 of additional utilization

and The Tower at Station Place achieved \$1,016,348 at the second tier level. While these efforts are not reflected in our overall utilization results they demonstrate Walsh Construction Company and Anderson Construction Company's shared commitment to work with the respective developers of these projects (Praxis Partners and Station Place Tower Limited Partnership), the M/W/ESB community, and to leverage their influence to assist M/W/ESB's at all tier levels.

This fiscal year, a number of significant accomplishments were achieved. A PDC record 44 construction projects were reported on for a record \$21,117,492 in M/W/ESB utilization. M/W/ESB certified contractors played a major role in the rehabilitation of substandard housing and in the creation of new housing throughout the city. Approximately 1,600 housing units were constructed or rehabilitated on the 21 PDC financed Construction Loan projects covered in this report with M/W/ESB firms accounting for nearly \$10.5 million worth of the construction subcontracts.

Taking a closer look at the utilization breakdown per certification type one trend can be observed over the last four reporting periods. The percentage utilization of ESB certified firms has been declining, going from 15.51 percent in Fiscal Year 2001/2002 to 12.83 percent in Fiscal Year 2002/2003 to 10.77 percent in Fiscal Year 2003/2004 to this year's percentage of 4.42. Although not true for each year, in general, the reverse trend is evident with the WBE and MBE certification types over the last four reporting periods. One likely reason for this trend has to do with the overall size of many of the construction projects we support and will be discussed in the Future Strategies section.

Ethnicity reporting for MBE contractors in this year's annual report indicates the majority of MBE contracts went to African American and Hispanic American business owners. The African American and Hispanic American ethnic groups accounted for \$10,218,341 of M/W/ESB utilization for 78.94 percent of all MBE construction utilization. Interestingly, the \$10,218,341 in African American and Hispanic American utilization is \$2,318,228 greater than the entire M/W/ESB utilization for Fiscal Year 2003/2004. A similar percentage distribution is observed in last year's annual report which will also be discussed in the Future Strategies section below.

When comparing completed construction projects to on-going construction projects for this fiscal year a slight difference in utilization percentage is observed and a more significant difference in utilization dollars is observed. The percentage difference equals 2.03 percentage points with the greater percentage achieved on our on-going projects. The utilization

difference equals \$3,157,468 with the greater utilization achieved on our completed projects. What stands out most when comparing the on-going projects to those projects that were completed last fiscal year is the considerable increase in overall construction, primarily attributed to four on-going projects each of which accounts for over 20 million dollars in construction with two of the four accounting for over 60 million dollars in construction each. These four projects (Elliot Tower, The Strand Condominiums, Columbia Knoll and the Sitka Apartments) are emblematic of the opportunities and the challenges ahead. Larger projects mean more contracting opportunities, as well as, more apprenticeship training opportunities. Conversely, larger projects mean larger construction contracts with greater experience, expertise, bonding and insurance requirements for subcontractors.

### III. FUTURE STRATEGIES

The past year has seen the completion of several large projects (e.g. 8 NW 8th, The Tower at Station Place, Villas de Mariposas) and the initiation of many larger projects (e.g. Columbia Knoll, Hotel Alder, Sitka Apartments, Armory). Even larger projects are on the way with future development in the Central Eastside Urban Renewal Area surrounding the Burnside Bridgehead project, with the future Headquarters Hotel project in the Oregon Convention Center Urban Renewal Area, as well as, the redevelopment of the former Meier & Frank department store in the Downtown Waterfront Urban Renewal Area.

A trend of increasingly larger projects is beginning to emerge. While these larger projects offer an abundance of contracting opportunities for M/W/ESB firms, many obstacles stand in the way. Larger projects translate into larger scopes of work with larger construction contracts and more burdensome bonding and insurance requirements. These obstacles tend to hurt smaller contractors who may have the necessary expertise but do not have a large enough workforce or the bonding capacity to bid. Special attention must be focused on these issues to ensure smaller M/W/ESB contractors remain competitive.

The past four fiscal years have seen a gradual decline in the percentage utilization of ESB contractors. While many MBE and WBE contractors are also ESB certified, their contract totals are not included in the ESB totals. Our reporting methodology, to avoid double counting certified firms when firms hold multiple certification, directs us to first count as MBE, then as WBE and finally as ESB. Even though this methodology results in a lower total for ESB firms than are actually represented in our statistics, this methodology has been used since the program's inception so the decline in ESB percentage is likely a valid trend.

Recent legislation aimed at expanding the Emerging Small Business Program will enable ESB certified firms to stay in the program longer and will raise the gross annual receipts threshold significantly. Both of these changes are detailed in State Senate Bill 173 and will take effect beginning in January 2006. Previously, a construction firm was eligible for ESB certification for a maximum of seven years and could not exceed an average of \$1 million over a three year period to remain eligible. Once enacted, State Senate Bill 173 will create a two tier system in which a tier one firm can be certified for a period of six years, provided they employ fewer than 20 full-time equivalent employees and do not exceed \$1.5 million in average gross receipts over the last three years. A tier two firm can be certified for an additional six years, provided they employ fewer than 30 full-time equivalent employees and do not exceed \$3 million in average gross receipts over the last three years.

These changes expand the program's length from a maximum of seven years of eligibility to a maximum of 12 years of eligibility and increase the average gross receipts limit from a maximum of \$1 million to a maximum of \$3 million. In addition, previously certified ESB firms that would have remaining eligibility under the new program rules can recertify with the state.

Over the next year we hope to implement changes that will improve our business practices, revise our M/W/ESB goal methodology and address each of the issues discussed in this section. The following is a list of objectives we plan to pursue over the next year:

- ❑ Work with developers and prime contractors to structure bid packages with economically feasible units to facilitate small business participation.
- ❑ Work with developers, prime contractors and large first tier subcontractors to facilitate partnership agreements with certified subcontractors.
- ❑ Increase outreach efforts to all certified and non-certified firms through outreach events, bid opportunity web postings and direct contact.
- ❑ Target MBE certified Asian-owned and Native American-owned construction firms with outreach efforts to improve their participation on PDC supported projects.
- ❑ Encourage all contractors to take advantage of the expanded ESB certification program.
- ❑ Assist the development of M/W/ESB certified Sheltered Market Program participants by directing PDC-owned projects to the program.
- ❑ Continue to support workforce diversity initiatives through joint outreach events targeting women and minorities.

#### IV. UTILIZATION REPORTS

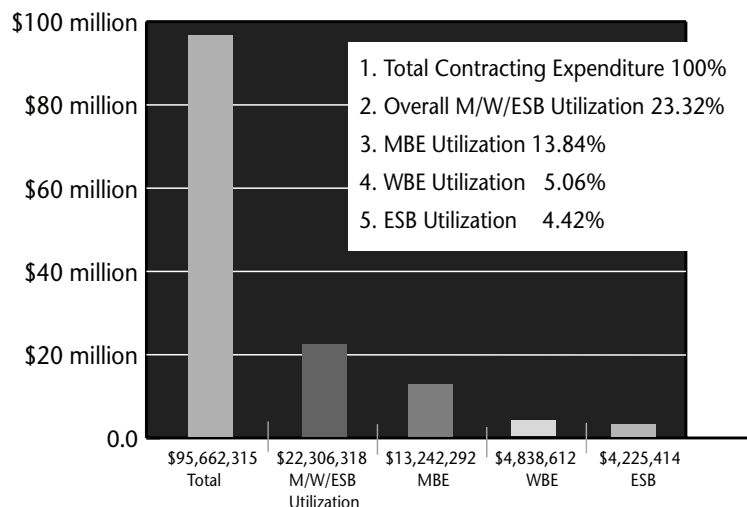


Project Name	Prime Contractor
11th & Emerson Duplexes	Oregon Construction Co.
8 NW 8th	Walsh Construction Co.
Armory	Hoffman Construction Co.
Biltmore Hotel	Seabold Construction Co.
Block 76 Demolition	Portland Excavating, Inc.
City & Private Infrastructure – S. Waterfront	Stacy & Witbeck and Coffman Excavation
Clara Vista Townhomes	Seabold Construction Co.
Columbia Knoll	Synergy Construction, Inc.
Elliott Tower	Howard S. Wright Construction Co.
Employment Opportunity Sites	Group Mackenzie
Environmental Remediation	Parametrix
Fenwick Ave. Apartments	Walsh Construction Co.
Foster Townhomes	Tom Walsh Construction Co.
Glenhaven	Brockamp & Jaeger, Inc.
Grant Warehouse Abatement	Anderson Environmental
Halsey Terrace	Walsh Construction Co.
Hazelwood Station	Seabold Construction Co.
Holman Building Tenant Improvement	Cedar Mill Construction Co.
Hotel Alder	Walsh Construction Co.
John Ross Condominiums – S. Waterfront	Hoffman Construction Co.
Kateri Park	Seabold Construction Co.
Landye Bennett Blumstein	P&C Construction Co.
Light Watercraft Dock	Advanced American Diving
Mason Ehrman Tenant Improvement	Howard S. Wright
McCormick Pier Walkway	Stacy & Witbeck, Inc.
Media Systems	Kibben Construction Services
Meriwether Condominiums – S. Waterfront	Hoffman Construction Co.
Midland Commons	Seabold Construction Co.
SE MLK Street Improvements Phase 4	Civilworks NW, Inc.
National Meeting Company	Precision Construction Co.
OHSU Center for Health & Healing – S. Waterfront	Hoffman Construction Co.
Open Meadows School	Lease Crutcher Lewis
Oregon Transfer Leadbetter Warehouse	Perlo McCormick Pacific
PCRI Russet / Morris	Oregon Construction Co.
Prescott Terrace	Seabold Construction Co.
Public Market Feasibility	Bay Area Economics
ReBuilding Center	R&H Construction
Rivergate Expansion	Skanska
Sharon McCormick Headstart	Yorke & Curtis, Inc.
Sitka Apartments	Walsh Construction Co.
Station Place Garage	Anderson Construction
The Strand Condominiums	Walsh Construction Co.
The Tower at Station Place	Anderson Construction
Tistilal Village	Income Property Management
Villa De Clara Vista Abatement & Demolition	Ortiz & Associates
Villa De Clara Vista Rehabilitation	Seabold Construction Co.
Villas De Mariposas	Seabold Construction Co.

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**PDC's Overall Contracting Minority, Women and Emerging Small Business (M/W/ESB) Utilization 2004/2005**





**Portland Development Commission**  
**Overall M/W/ESB Utilization**  
**Reporting Period 7/1/04 Through 6/30/05**

Contracting Type	Total		Majority Firms	ESB	%	WBE	%	MBE	%	M/W/ESB	%
	PDC Portion	Firms									
Construction	\$88,024,180	\$202,555,640		\$4,062,846	4.62%	\$4,110,356	4.67%	\$12,944,290	14.71%	\$21,117,492	23.99%
Professional Services	\$7,143,145	\$5,972,239		\$162,568	2.28%	\$710,336	9.94%	\$298,002	4.17%	\$1,170,906	16.39%
Professional Services RFPs	\$494,990	\$71,315		\$0	0.00%	\$17,920	3.62%	\$0	0.00%	\$17,920	3.62%
<b>Totals</b>	<b>\$95,662,315</b>	<b>\$208,599,194</b>		<b>\$4,225,414</b>	<b>4.42%</b>	<b>\$4,838,612</b>	<b>5.06%</b>	<b>\$13,242,292</b>	<b>13.84%</b>	<b>\$22,306,318</b>	<b>23.32%</b>

\*For some PDC loan funded projects PDC's loan amount exceeds the construction costs. For these projects the figure represented here will be the project's construction cost.

**Portland Development Commission**  
**Overall Completed Projects M/W/ESB Utilization**  
**Reporting Period 7/1/04 Through 6/30/05**

Contracting Type	Total		Majority Firms	ESB	%	WBE	%	MBE	%	M/W/ESB	%
	PDC Portion	Firms									
Construction	\$52,392,053	\$54,206,949		\$2,102,551	4.01%	\$1,992,103	3.80%	\$8,042,826	15.35%	\$12,137,480	23.17%
Professional Services	\$7,143,145	\$5,972,239		\$162,568	2.28%	\$710,336	9.94%	\$298,002	4.17%	\$1,170,906	16.39%
Professional Services RFPs	\$345,000	\$9,720		\$0	0.00%	\$17,920	5.19%	\$0	0.00%	\$17,920	5.19%
<b>Totals</b>	<b>\$59,880,198</b>	<b>\$60,188,908</b>		<b>\$2,265,119</b>	<b>3.78%</b>	<b>\$2,720,359</b>	<b>4.54%</b>	<b>\$8,340,828</b>	<b>13.93%</b>	<b>\$13,308,386</b>	<b>22.23%</b>

\*For some PDC loan funded projects PDC's loan amount exceeds the construction costs. For these projects the figure represented here will be the project's construction cost.

**Portland Development Commission**  
**Overall Ongoing Projects M/W/ESB Utilization**  
**Reporting Period 7/1/04 Through 6/30/05**

Contracting Type	Total		Majority Firms	ESB	%	WBE	%	MBE	%	M/W/ESB	%
	PDC Portion	Firms									
Construction	\$35,632,127	\$148,348,691		\$1,960,295	5.50%	\$2,118,253	5.94%	\$4,901,464	13.76%	\$8,980,012	25.20%
Professional Services	\$0	\$0		\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
Professional Services RFPs	\$149,990	\$61,595		\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
<b>Totals</b>	<b>\$35,782,117</b>	<b>\$148,410,286</b>		<b>\$1,960,295</b>	<b>5.48%</b>	<b>\$2,118,253</b>	<b>5.98%</b>	<b>\$4,901,464</b>	<b>13.70%</b>	<b>\$8,980,012</b>	<b>25.10%</b>

\*For some PDC loan funded projects PDC's loan amount exceeds the construction costs. For these projects the figure represented here will be the project's construction cost.



**Portland Development Commission**  
**Total Construction Contracting Dollars**  
**Reporting Period 7/1/04 Through 6/30/05**

Project Type	Total		PDC		Majority Firms		ESB	%	WBE	%	MBE	%	M/W/ESB	Total %
	Project	Portion	Project	Portion	Firms	ESB								
Development	\$154,481,623	\$13,540,137	\$89,940,156	\$500,043	3.69%	\$1,622,018	11.98%	\$2,123,360	15.68%	\$4,245,421	31.35%			
Direct Bid	\$13,951,567	\$13,951,567	\$6,815,817	\$91,129	0.65%	\$409,770	2.94%	\$4,083,191	29.27%	\$4,584,090	32.86%			
Enterprise Zone	\$29,232,393	\$2,256,760	\$22,274,935	\$197,681	8.76%	\$285,703	12.66%	\$309,118	13.70%	\$792,502	35.12%			
Loan Construction	\$220,447,291	\$58,275,716	\$83,524,732	\$3,273,993	5.62%	\$1,792,865	3.08%	\$6,428,621	11.03%	\$11,495,479	19.73%			
<b>Totals</b>	<b>\$418,112,874</b>	<b>\$88,024,180</b>	<b>\$202,555,640</b>	<b>\$4,062,846</b>	<b>4.62%</b>	<b>\$4,110,356</b>	<b>4.67%</b>	<b>\$12,944,290</b>	<b>14.71%</b>	<b>\$21,117,492</b>	<b>23.99%</b>			

\*For some PDC loan funded projects PDC's loan amount exceeds the construction costs. For these projects the figure represented here will be the projects construction cost.

**Portland Development Commission**  
**Total Construction Contracting Dollars - Completed Projects**  
**Reporting Period 7/1/04 Through 6/30/05**

Project Type	Total		PDC		Majority Firms		ESB	%	WBE	%	MBE	%	M/W/ESB	Total %
	Project	Portion	Project	Portion	Firms	ESB								
Development	\$3,260,322	\$3,260,322	\$1,526,076	\$215,365	6.61%	\$10,648	0.33%	\$780,804	23.95%	\$1,006,817	30.88%			
Direct Bid	\$13,951,567	\$13,951,567	\$6,815,817	\$91,129	0.65%	\$409,770	2.94%	\$4,083,191	29.27%	\$4,584,090	32.86%			
Enterprise Zone	\$11,172,317	\$1,038,235	\$7,300,824	\$112,444	10.83%	\$116,959	11.27%	\$151,024	14.55%	\$380,427	36.64%			
Loan Construction	\$97,192,406	\$34,141,929	\$38,564,232	\$1,683,613	4.93%	\$1,454,726	4.26%	\$3,027,807	8.87%	\$6,166,146	18.06%			
<b>Totals</b>	<b>\$125,576,612</b>	<b>\$52,392,053</b>	<b>\$54,206,949</b>	<b>\$2,102,551</b>	<b>4.01%</b>	<b>\$1,992,103</b>	<b>3.80%</b>	<b>\$8,042,826</b>	<b>15.35%</b>	<b>\$12,137,480</b>	<b>23.17%</b>			

\*For some PDC loan funded projects PDC's loan amount exceeds the construction costs. For these projects the figure represented here will be the projects construction cost.

**Portland Development Commission**  
**Total Construction Contracting Dollars - Ongoing Projects**  
**Reporting Period 7/1/04 Through 6/30/05**

Project Type	Total		PDC		Majority Firms		ESB	%	WBE	%	MBE	%	M/W/ESB	Total %
	Project	Portion	Project	Portion	Firms	ESB								
Development	\$151,221,301	\$10,279,815	\$88,414,080	\$284,678	2.77%	\$1,611,370	15.68%	\$1,342,556	13.06%	\$3,238,604	31.50%			
Direct Bid	\$0	\$0	\$0	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%			
Enterprise Zone	\$18,060,076	\$1,218,525	\$14,974,111	\$85,237	7.00%	\$168,744	13.85%	\$158,094	12.97%	\$412,075	33.82%			
Loan Construction	\$123,254,885	\$24,133,787	\$44,960,500	\$1,590,380	6.59%	\$338,139	1.40%	\$3,400,814	14.09%	\$5,329,333	22.08%			
<b>Totals</b>	<b>\$292,536,262</b>	<b>\$35,632,127</b>	<b>\$148,348,691</b>	<b>\$1,960,295</b>	<b>5.50%</b>	<b>\$2,118,253</b>	<b>5.94%</b>	<b>\$4,901,464</b>	<b>13.76%</b>	<b>\$8,980,012</b>	<b>25.20%</b>			

\*For some PDC loan funded projects PDC's loan amount exceeds the construction costs. For these projects the figure represented here will be the projects construction cost.

**Portland Development Commission**  
**Direct Bid Construction - Contracting Dollars**  
**Reporting Period 7/1/04 Through 6/30/05**

Project Name	Total PDC Dollars	Majority Firms	ESB	%	WBE	%	MBE	%	M/W/ESB	%
Block 76 Demolition	\$286,099	\$153,541	\$0	0.00%	\$51,197	17.89%	\$11,508	4.02%	\$62,705	21.92%
Environmental Remediation	\$123,197	\$0	\$22,401	18.18%	\$4,820	3.91%	\$0	0.00%	\$27,221	22.10%
Grant Warehouse Abatement	\$101,000	\$5,390	\$0	0.00%	\$0	0.00%	\$30,642	30.34%	\$30,642	30.34%
Holman Building Tenant Improvements	\$430,339	\$277,693	\$7,260	1.69%	\$0	0.00%	\$0	0.00%	\$7,260	1.69%
Light Watercraft Dock	\$362,240	\$166,237	\$0	0.00%	\$0	0.00%	\$94,497	26.09%	\$94,497	26.09%
Mason Ehrman Building Tenant Improvements	\$2,317,946	\$1,597,387	\$20,661	0.89%	\$205,599	8.87%	\$65,718	2.84%	\$291,978	12.60%
McCormick Pier Walkway	\$536,409	\$292,455	\$25,701	4.79%	\$33,171	6.18%	\$10,950	2.04%	\$69,822	13.02%
SE MLK & Grand Street Improvements Phase 4	\$743,197	\$163,150	\$1,536	0.21%	\$418	0.06%	\$289,103	38.90%	\$291,057	39.16%
Station Place Garage	\$9,051,140	\$4,159,964	\$13,570	0.15%	\$114,565	1.27%	\$3,580,773	39.56%	\$3,708,908	40.98%
Totals	\$13,951,567	\$6,815,817	\$91,129	0.65%	\$409,770	2.94%	\$4,083,191	29.27%	\$4,584,090	32.86%
Totals for All Completed Projects	\$13,951,567	\$6,815,817	\$91,129	0.65%	\$409,770	2.94%	\$4,083,191	29.27%	\$4,584,090	0.00%

**Portland Development Commission**  
**Development Agreement - Contracting Dollars**  
**Reporting Period 7/1/04-6/30/05**

Project Name	Total Project	PDC Invested Amount	Basis for M/W/ESB Goal	Majority Firms	ESB	%	WBE	%	MBE	%	Total M/W/ESB	%
Sharon McCormick Head Start	\$3,260,322	\$3,260,322	\$3,260,322	\$1,526,076	\$215,365	6.61%	\$10,648	0.33%	\$780,804	23.95%	\$1,006,817	30.88%
Eliot Tower	\$61,350,000	\$3,806,000	\$3,806,000	\$43,189,913	\$0	0.00%	\$944,370	24.81%	\$363,638	9.55%	\$1,308,008	34.37%
National Meeting Company	\$1,700,000	\$1,348,000	\$1,700,000	\$1,175,220	\$0	0.00%	\$25,547	1.50%	\$198,256	11.66%	\$223,803	13.16%
The Strand Condominiums	\$85,340,659	\$3,673,815	\$3,673,815	\$43,159,270	\$0	0.00%	\$467,820	12.73%	\$623,805	16.98%	\$1,091,625	29.71%
Wentworth Subaru	\$2,830,642	\$1,100,000	\$1,100,000	\$889,677	\$284,678	25.88%	\$173,633	15.78%	\$156,857	14.26%	\$615,168	55.92%
Totals	\$154,481,623	\$13,188,137	\$13,540,137	\$89,940,156	\$500,043	3.69%	\$1,622,018	11.98%	\$2,123,360	15.68%	\$4,245,421	31.35%
Totals for All Completed Projects	\$3,260,322	\$3,260,322	\$3,260,322	\$1,526,076	\$215,365	6.61%	\$10,648	0.33%	\$780,804	23.95%	\$1,006,817	30.88%
Totals for All Ongoing Projects	\$151,221,301	\$9,927,815	\$10,279,815	\$88,414,080	\$284,678	2.77%	\$1,611,370	15.68%	\$1,342,556	13.06%	\$3,238,604	31.50%



**Portland Development Commission**  
**Loan Construction - Contracting Dollars**  
**Reporting Period 7/1/04 Through 6/30/05**

Project Type	Total Construction	PDC Invested Amount	Utilization Figure	Majority Firms	ESB	%	WBE	%	MBE	%	Total M/W/ESB
11th & Emerson	\$325,000	\$440,766	\$325,000	\$156,175	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0
Duplexes											\$0
8 NW 8th	\$12,713,133	\$10,000,000	\$10,000,000	\$6,642,519	\$14,890	0.15%	\$597,146	5.97%	\$410,135	4.10%	\$1,022,171
Biltmore Hotel	\$2,991,920	\$1,524,889	\$1,524,889	\$1,878,961	\$215,096	14.11%	\$159,143	10.44%	\$227,217	14.90%	\$601,456
Fenwick Avenue Apts.	\$2,329,479	\$1,100,000	\$1,100,000	\$1,247,490	\$64,551	5.87%	\$16,820	1.53%	\$93,238	8.48%	\$174,609
Foster Townhomes	\$3,323,748	\$750,000	\$750,000	\$2,041,983	\$7,247	0.97%	\$8,792	1.17%	\$243,882	32.52%	\$259,921
Halsey Terrace	\$698,800	\$320,000	\$320,000	\$404,632	\$3,411	1.07%	\$6,239	1.95%	\$18,796	5.87%	\$28,446
Hazelwood Station	\$4,879,622	\$750,000	\$750,000	\$2,937,092	\$59,193	7.89%	\$32,205	4.29%	\$732,308	97.64%	\$823,706
Landry, Bennett, Blumstein											
Tenant Improvement	\$635,903	\$181,645	\$181,645	\$555,070	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0
Media Systems, Inc. Curiosity											
Tenant Improvement	\$249,841	\$213,000	\$213,000	\$64,088	\$31,555	14.81%	\$20,037	9.41%	\$26,091	12.25%	\$77,683
Midland Commons	\$3,504,578	\$1,161,000	\$1,161,000	\$2,387,715	\$3,200	0.28%	\$4,800	0.41%	\$193,799	16.69%	\$201,799
Open Meadows School	\$647,197	\$200,000	\$200,000	\$390,582	\$0	0.00%	\$5,269	2.63%	\$0	0.00%	\$5,269
PCRI - Russet/Morris											
Rehabilitation	\$524,651	\$297,000	\$297,000	\$147,968	\$45,827	15.43%	\$18,542	6.24%	\$26,960	9.08%	\$91,329
Prescott Terrace	\$396,350	\$1,100,000	\$396,350	\$139,441	\$63,907	16.12%	\$0	0.00%	\$35,347	8.92%	\$99,254
ReBuilding Center	\$1,799,774	\$800,000	\$800,000	\$1,000,952	\$32,137	4.02%	\$24,794	3.10%	\$0	0.00%	\$56,931
The Tower at Station Place	\$18,206,044	\$13,556,049	\$13,556,049	\$14,722,216	\$287,017	2.12%	\$239,542	1.77%	\$109,199	0.81%	\$635,758
Tistlal Village Apartment											
Rehabilitation	\$354,455	\$644,937	\$354,455	\$39,494	\$24,564	6.93%	\$287,798	81.19%	\$0	0.00%	\$312,362
Villa de Clara Vista											
Demolition & Abatement	\$354,341	\$354,341	\$354,341	\$146,750	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0
Villa de Clara Vista Rehab.	\$858,200	\$4,004,825	\$858,200	\$233,825	\$37,050	4.32%	\$0	0.00%	\$287,146	33.46%	\$324,196
Villas de Mariposas	\$6,350,000	\$1,000,000	\$1,000,000	\$3,427,279	\$793,968	79.40%	\$33,599	3.36%	\$623,689	62.37%	\$1,451,256
Clara Vista Townhomes	\$4,864,855	\$1,135,437	\$1,135,437	\$2,364,256	\$295,991	26.07%	\$17,935	1.58%	\$279,484	24.61%	\$593,410
Columbia Knoll	\$25,076,777	\$3,000,000	\$3,000,000	\$17,971,527	\$0	0.00%	\$0	0.00%	\$610,000	20.33%	\$610,000
Hotel Alder	\$5,804,882	\$3,568,046	\$3,568,046	\$2,834,188	\$402,777	11.29%	\$188,247	5.28%	\$231,676	6.49%	\$822,700
Kateri Park	\$6,566,510	\$500,000	\$500,000	\$3,444,108	\$900	0.18%	\$0	0.00%	\$597,214	119.44%	\$598,114
Sitka Apartments	\$20,104,870	\$9,000,000	\$9,000,000	\$11,518,733	\$0	0.00%	\$58,990	0.66%	\$1,090,107	12.11%	\$1,149,097
The Armory	\$12,836,372	\$6,600,000	\$6,600,000	\$5,257,973	\$614,508	9.31%	\$72,967	1.11%	\$166,053	2.82%	\$873,528
West Gresham Apartments	\$3,006,899	\$130,304	\$130,304	\$836,116	\$0	0.00%	\$0	0.00%	\$97,872	75.11%	\$97,872
Willow Tree	\$1,636,750	\$200,000	\$200,000	\$733,599	\$276,204	138.10%	\$0	0.00%	\$308,408	154.20%	\$584,612
<b>Totals</b>	<b>\$141,040,951</b>	<b>\$62,532,239</b>	<b>\$58,275,716</b>	<b>\$63,524,732</b>	<b>\$3,273,993</b>	<b>5.62%</b>	<b>\$1,792,865</b>	<b>3.08%</b>	<b>\$6,428,621</b>	<b>11.03%</b>	<b>\$11,495,479</b>
<b>Totals for All Completed Projects</b>	<b>\$61,143,036</b>	<b>\$38,398,452</b>	<b>\$34,141,929</b>	<b>\$38,564,232</b>	<b>\$1,683,613</b>	<b>4.93%</b>	<b>\$1,454,726</b>	<b>4.26%</b>	<b>\$3,027,807</b>	<b>8.87%</b>	<b>\$6,166,146</b>
<b>Totals for All Ongoing Projects</b>	<b>\$79,897,915</b>	<b>\$24,133,787</b>	<b>\$24,133,787</b>	<b>\$44,960,500</b>	<b>\$1,590,380</b>	<b>6.59%</b>	<b>\$338,139</b>	<b>1.40%</b>	<b>\$3,400,814</b>	<b>14.09%</b>	<b>\$5,329,333</b>

**Portland Development Commission**  
**Enterprise Zone - Contracting Dollars**  
**Reporting Period 7/1/04-6/30/05**

Project Name	Total Project	Enterprise Zone Tax Abatement	Majority Firms	ESB	%	WBE	%	MBE	%	Total M/W/ESB	%
Oregon Transfer Leadbetter Warehouse	\$6,870,835	\$574,320	\$4,115,583	\$63,724	11.10%	\$22,690	3.95%	\$118,857	20.70%	\$205,271	35.74%
Rivergate Expansion	\$4,301,482	\$463,915	\$3,185,241	\$48,720	10.50%	\$94,269	20.32%	\$32,167	6.93%	\$175,156	37.76%
Glenhaven	\$18,060,076	\$1,218,525	\$14,974,111	\$85,237	7.00%	\$168,744	13.85%	\$158,094	12.97%	\$412,075	33.82%
<b>Totals</b>	<b>\$29,232,393</b>	<b>\$2,256,760</b>	<b>\$22,274,935</b>	<b>\$197,681</b>	<b>8.76%</b>	<b>\$285,703</b>	<b>12.66%</b>	<b>\$309,118</b>	<b>13.70%</b>	<b>\$792,502</b>	<b>35.12%</b>
<b>Total for All Completed Projects</b>	<b>\$11,172,317</b>	<b>\$1,038,235</b>	<b>\$7,300,824</b>	<b>\$112,444</b>	<b>10.83%</b>	<b>\$116,959</b>	<b>11.27%</b>	<b>\$151,024</b>	<b>14.55%</b>	<b>\$380,427</b>	<b>36.64%</b>
<b>Total for All Ongoing Projects</b>	<b>\$18,060,076</b>	<b>\$1,218,525</b>	<b>\$14,974,111</b>	<b>\$85,237</b>	<b>7.00%</b>	<b>\$168,744</b>	<b>13.85%</b>	<b>\$158,094</b>	<b>12.97%</b>	<b>\$412,075</b>	<b>33.82%</b>





**Portland Development Commission**  
**Construction Contracting by Ethnicity**  
**Reporting Period 7/1/04 Through 6/30/05**

<b>Project Type</b>	<b>PDC Funds</b>	<b>African American</b>	<b>%</b>	<b>Asian American</b>	<b>%</b>	<b>Hispanic American</b>	<b>%</b>	<b>Native American</b>	<b>%</b>	<b>Other Minority</b>	<b>%</b>	<b>Total MBE Utilization</b>	<b>% o Total</b>
Development	\$13,540,137	\$711,017	5.25%	\$666,805	4.92%	\$507,657	3.75%	\$169,253	1.25%	\$68,628	0.51%	\$2,123,360	15.68%
Direct Construction	\$13,951,567	\$3,234,859	23.19%	\$213,028	1.53%	\$569,586	4.08%	\$0	0.00%	\$65,718	0.47%	\$4,083,191	29.27%
Enterprise Zone	\$2,256,760	\$16,786	0.74%	\$110,853	4.91%	\$118,857	5.27%	\$62,622	2.77%	\$0	0.00%	\$309,118	13.70%
Loan Construction	\$58,275,716	\$1,789,407	3.07%	\$1,326,132	2.28%	\$3,270,172	5.61%	\$42,910	0.07%	\$0	0.00%	\$6,428,621	11.03%
<b>Total PDC</b>													
<b>Construction Funding</b>	<b>\$85,767,420</b>	<b>\$5,752,069</b>	<b>6.71%</b>	<b>\$2,316,818</b>	<b>2.70%</b>	<b>\$4,466,272</b>	<b>5.23%</b>	<b>\$274,785</b>	<b>0.32%</b>	<b>\$134,346</b>	<b>0.16%</b>	<b>\$12,944,291</b>	<b>15.09%</b>

**Portland Development Commission**  
**Construction Contracting by Ethnicity - Completed Projects**  
**Reporting Period 7/1/04 Through 6/30/05**

<b>Project Type</b>	<b>PDC Funds</b>	<b>African American</b>	<b>%</b>	<b>Asian American</b>	<b>%</b>	<b>Hispanic American</b>	<b>%</b>	<b>Native American</b>	<b>%</b>	<b>Other Minority</b>	<b>%</b>	<b>Total MBE Utilization</b>	<b>% o Total</b>
Development	\$3,260,322	\$420,104	12.89%	\$0	0.00%	\$122,819	3.77%	\$169,253	5.19%	\$68,628	2.10%	\$780,804	23.95%
Direct Construction	\$13,951,567	\$3,234,859	23.19%	\$213,028	1.53%	\$569,586	4.08%	\$0	0.00%	\$65,718	0.47%	\$4,083,191	29.27%
Enterprise Zone	\$1,038,235	\$0	0.00%	\$0	0.00%	\$118,857	11.45%	\$32,167	3.10%	\$0	0.00%	\$151,024	14.55%
Loan Construction	\$34,141,929	\$908,296	2.66%	\$498,776	1.46%	\$1,620,735	4.75%	\$0	0.00%	\$0	0.00%	\$3,027,807	8.87%
<b>Total PDC</b>													
<b>Construction Funding</b>	<b>\$51,353,818</b>	<b>\$4,563,259</b>	<b>8.89%</b>	<b>\$711,804</b>	<b>1.39%</b>	<b>\$2,431,997</b>	<b>4.74%</b>	<b>\$201,420</b>	<b>0.39%</b>	<b>\$134,346</b>	<b>0.26%</b>	<b>\$8,042,827</b>	<b>15.66%</b>

**Portland Development Commission**  
**Construction Contracting by Ethnicity - Ongoing Projects**  
**Reporting Period 7/1/04 Through 6/30/05**

<b>Project Type</b>	<b>PDC Funds</b>	<b>African American</b>	<b>%</b>	<b>Asian American</b>	<b>%</b>	<b>Hispanic American</b>	<b>%</b>	<b>Native American</b>	<b>%</b>	<b>Other Minority</b>	<b>%</b>	<b>Total MBE Utilization</b>	<b>% o Total</b>
Development	\$10,279,815	\$290,913	2.83%	\$666,805	6.49%	\$384,838	3.74%	\$0	0.00%	\$0	0.00%	\$1,342,556	13.06%
Direct Construction	\$0	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
Enterprise Zone	\$1,218,525	\$16,786	1.38%	\$110,853	9.10%	\$0	0.00%	\$30,455	2.50%	\$0	0.00%	\$158,094	12.97%
Loan Construction	\$24,133,787	\$881,111	3.65%	\$827,356	3.43%	\$1,649,437	6.83%	\$42,910	0.18%	\$0	0.00%	\$3,400,814	14.09%
<b>Total PDC</b>													
<b>Construction Funding</b>	<b>\$34,413,602</b>	<b>\$1,188,810</b>	<b>3.45%</b>	<b>\$1,605,014</b>	<b>4.66%</b>	<b>\$2,034,275</b>	<b>5.91%</b>	<b>\$73,365</b>	<b>0.21%</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$4,901,464</b>	<b>14.24%</b>



**Portland Development Commission**  
**Direct Bid Contracting by Ethnicity**  
**Reporting Period 7/1/04 Through 6/30/05**

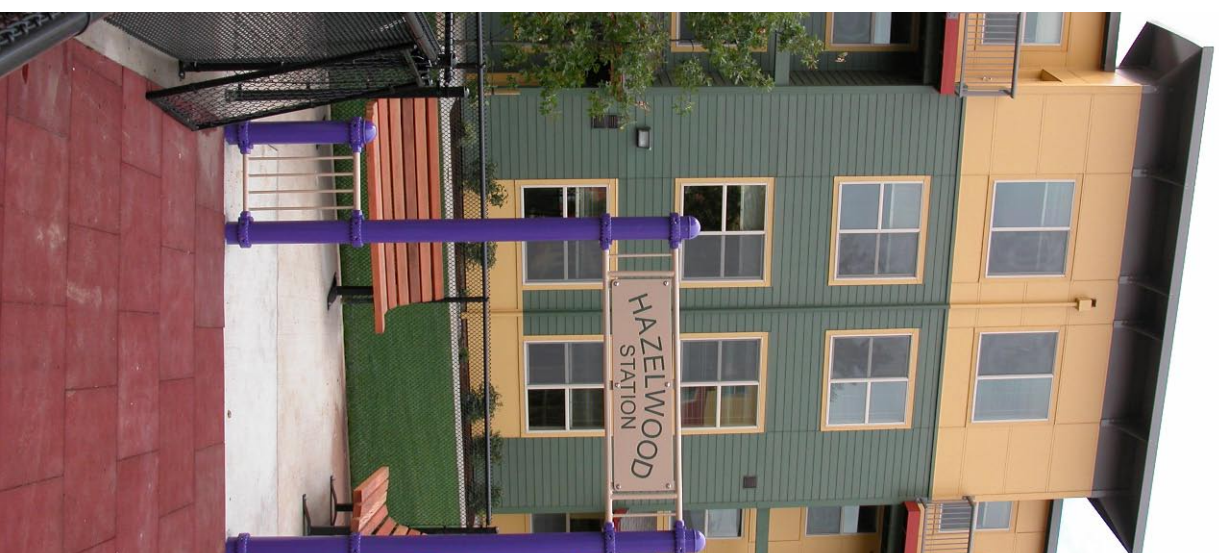
<b>Project Name</b>	<b>African American</b>	<b>Hispanic American</b>	<b>Asian American</b>	<b>Native American</b>	<b>Other Minority</b>	<b>Total MBE Utilization</b>
Block 76 Demolition	\$1,028	\$10,480	\$0	\$0	\$0	\$11,508
Environmental Remediation	\$0	\$0	\$0	\$0	\$0	\$0
Grant Warehouse Abatement	\$0	\$30,288	\$354	\$0	\$0	\$30,642
Holman Building Tenant Improvements	\$0	\$0	\$0	\$0	\$0	\$0
Light Watercraft Dock	\$0	\$94,497	\$0	\$0	\$0	\$94,497
Mason Ehrman Building Tenant Improvements	\$0	\$0	\$0	\$0	\$65,718	\$65,718
McCormick Pier Walkway	\$8,750	\$2,200	\$0	\$0	\$0	\$10,950
SE MLK & Grand Street Improvements Phase 4	\$277,219	\$3,000	\$8,884	\$0	\$0	\$289,103
Station Place Garage	\$2,947,862	\$429,121	\$203,790	\$0	\$0	\$3,580,773
<b>Totals</b>	<b>\$3,234,859</b>	<b>\$569,586</b>	<b>\$213,028</b>	<b>\$0</b>	<b>\$65,718</b>	<b>\$4,083,191</b>
<b>Totals for All Completed Projects</b>	<b>\$3,234,859</b>	<b>\$569,586</b>	<b>\$213,028</b>	<b>\$0</b>	<b>\$65,718</b>	<b>\$4,083,191</b>

**Portland Development Commission**  
**Development Agreement Contracting by Ethnicity**  
**Reporting Period 7/1/04 through 6/30/05**

<b>Project Name</b>	<b>African American</b>	<b>Hispanic American</b>	<b>Asian American</b>	<b>Native American</b>	<b>Other Minority</b>	<b>Total MBE Utilitization</b>
Sharon McCormick Head Start	\$420,104	\$122,819	\$0	\$169,253	\$68,628	\$780,804
Eliot Tower	\$0	\$363,638	\$0	\$0	\$0	\$363,638
National Meeting Company	\$155,256	\$0	\$43,000	\$0	\$0	\$198,256
The Strand Condominiums	\$0	\$0	\$623,805	\$0	\$0	\$623,805
Wentworth Subaru	\$135,657	\$21,200	\$0	\$0	\$0	\$156,857
<b>Totals</b>	<b>\$711,017</b>	<b>\$507,657</b>	<b>\$666,805</b>	<b>\$169,253</b>	<b>\$68,628</b>	<b>\$2,123,360</b>
<b>Totals for All Completed Projects</b>	<b>\$420,104</b>	<b>\$122,819</b>	<b>\$0</b>	<b>\$169,253</b>	<b>\$68,628</b>	<b>\$780,804</b>
<b>Totals for All Ongoing Projects</b>	<b>\$290,913</b>	<b>\$384,838</b>	<b>\$666,805</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,342,556</b>

**Portland Development Commission**  
**Loan Contracting by Ethnicity**  
**Reporting Period 7/1/04 Through 6/3/05**

<b>Project Name</b>	<b>African American</b>	<b>Hispanic American</b>	<b>Asian American</b>	<b>Native American</b>	<b>Other Minority</b>	<b>Total MBE Utilization</b>
11th & Emerson Duplexes	\$0	\$0	\$0	\$0	\$0	\$0
8 NW 8th	\$139,085	\$271,050	\$0	\$0	\$0	\$410,135
Biltmore Hotel	\$33,113	\$0	\$194,104	\$0	\$0	\$227,217
Fenwick Avenue Apartments	\$0	\$0	\$93,238	\$0	\$0	\$93,238
Foster Townhomes	\$5,315	\$109,588	\$128,979	\$0	\$0	\$243,882
Halsey Terrace	\$14,553	\$0	\$4,243	\$0	\$0	\$18,796
Hazelwood Station	\$521,243	\$0	\$211,065	\$0	\$0	\$732,308
Landye, Bennett, Blumstein Tenant Improvement	\$0	\$0	\$0	\$0	\$0	\$0
Media Systems, Inc. Curiosity Tenant Improvement	\$0	\$26,091	\$0	\$0	\$0	\$26,091
Midland Commons	\$1,800	\$0	\$191,999	\$0	\$0	\$193,799
Open Meadows	\$0	\$0	\$0	\$0	\$0	\$0
PCRI Russet/Morris Rehabilitation	\$0	\$14,722	\$12,238	\$0	\$0	\$26,960
Prescott Terrace	\$0	\$0	\$35,347	\$0	\$0	\$35,347
ReBuilding Center	\$0	\$0	\$0	\$0	\$0	\$0
The Tower at Station Place	\$2,439	\$77,325	\$29,435	\$0	\$0	\$109,199
Tistilal Village Apartments	\$0	\$0	\$0	\$0	\$0	\$0
Villa de Clara Vista Abatement & Demolition	\$0	\$0	\$0	\$0	\$0	\$0
Villa de Clara Vista Rehabilitation	\$0	\$0	\$287,146	\$0	\$0	\$287,146
Villas de Mariposas	\$190,748	\$0	\$432,941	\$0	\$0	\$623,689
Clara Vista Townhomes	\$59,484	\$0	\$220,000	\$0	\$0	\$279,484
Columbia Knoll	\$0	\$0	\$610,000	\$0	\$0	\$610,000
Hotel Alder	\$0	\$173,316	\$58,360	\$0	\$0	\$231,676
Kateri Park	\$401,125	\$0	\$196,089	\$0	\$0	\$597,214
Sitka Apartments	\$188,037	\$468,235	\$390,925	\$42,910	\$0	\$1,090,107
The Armory	\$186,053	\$0	\$0	\$0	\$0	\$186,053
West Gresham Apartments	\$46,412	\$42,189	\$9,271	\$0	\$0	\$97,872
Willow Tree	\$0	\$143,616	\$164,792	\$0	\$0	\$308,408
<b>Totals</b>	<b>\$1,789,407</b>	<b>\$1,326,132</b>	<b>\$3,270,172</b>	<b>\$42,910</b>	<b>\$0</b>	<b>\$6,428,621</b>
<b>Totals for All Completed Projects</b>	<b>\$908,296</b>	<b>\$498,776</b>	<b>\$1,620,735</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,027,807</b>
<b>Totals for All Ongoing Projects</b>	<b>\$881,111</b>	<b>\$827,356</b>	<b>\$1,649,437</b>	<b>\$42,910</b>	<b>\$0</b>	<b>\$3,400,814</b>



Portland Development Commission  
Enterprise Zone Contracting by Ethnicity  
Reporting Period 7/1/04 through 6/30/05

<b>Project Name</b>	<b>African American</b>	<b>Hispanic American</b>	<b>Asian American</b>	<b>Native American</b>	<b>Other Minority</b>	<b>Total MBE Utilization</b>
Oregon Transfer						
Leadbetter Warehouse	\$0	\$118,857	\$0	\$0	\$0	\$118,857
Rivergate Expansion	\$0	\$0	\$0	\$32,167	\$0	\$32,167
Glenhaven	\$16,786	\$0	\$110,853	\$30,455	\$0	\$158,094
<b>Totals</b>	<b>\$16,786</b>	<b>\$118,857</b>	<b>\$110,853</b>	<b>\$62,622</b>	<b>\$0</b>	<b>\$309,118</b>
<b>Totals for All Completed Projects</b>	<b>\$0</b>	<b>\$118,857</b>	<b>\$0</b>	<b>\$32,167</b>	<b>\$0</b>	<b>\$151,024</b>
<b>Totals for All Ongoing Projects</b>	<b>\$16,786</b>	<b>\$0</b>	<b>\$110,853</b>	<b>\$30,455</b>	<b>\$0</b>	<b>\$158,094</b>



## 23

Contractor	MBE	% of Total MBE	WBE	% of Total WBE	ESB	% of Total ESB	Total M/W/ESB	% of Total M/W/ESB
Action Words	\$0	0.00%	\$61,060	8.60%	\$0	0.00%	\$61,060	0.85%
Ampere Electric	\$6,624	2.22%	\$0	0.00%	\$0	0.00%	\$6,624	0.09%
Angelo Eaton & Associates, Inc.	\$0	0.00%	\$20,015	2.82%	\$0	0.00%	\$20,015	0.28%
Archscape Architecture LLC	\$0	0.00%	\$0	0.00%	\$8,776	5.40%	\$8,776	0.12%
Bainbridge Design, Inc.	\$0	0.00%	\$6,529	0.92%	\$0	0.00%	\$6,529	0.09%
Bay Area Economics	\$0	0.00%	\$90,475	12.74%	\$0	0.00%	\$90,475	1.27%
Brooks Staffing	\$195,645	65.65%	\$0	0.00%	\$0	0.00%	\$195,645	2.74%
Browning Shono Architects LLP	\$5,197	1.74%	\$0	0.00%	\$0	0.00%	\$5,197	0.07%
Carleton-Hart Architecture PC	\$14,757	4.95%	\$0	0.00%	\$0	0.00%	\$14,757	0.21%
Counterpoint Consulting	\$0	0.00%	\$25,835	3.64%	\$0	0.00%	\$25,835	0.36%
Elizabeth Raintree PHD	\$0	0.00%	\$154	0.02%	\$0	0.00%	\$154	0.00%
Emerick Architects PC	\$0	0.00%	\$7,193	1.01%	\$0	0.00%	\$7,193	0.10%
Enviroissues	\$0	0.00%	\$14,060	1.98%	\$0	0.00%	\$14,060	0.20%
Falconi & Associates, Inc.	\$3,975	1.33%	\$0	0.00%	\$0	0.00%	\$3,975	0.06%
Ferrarini & Associates, Inc.	\$0	0.00%	\$0	0.00%	\$20,142	12.39%	\$20,142	0.28%
HR Answers, Inc.	\$0	0.00%	\$48,855	6.88%	\$0	0.00%	\$48,855	0.68%
Jeannette M. Launer	\$0	0.00%	\$69,505	9.78%	\$0	0.00%	\$69,505	0.97%
Johnson Sheen Advertising	\$40,988	13.75%	\$0	0.00%	\$0	0.00%	\$40,988	0.57%
Karen Gale & Associates, Inc.	\$0	0.00%	\$42,976	6.05%	\$0	0.00%	\$42,976	0.60%
Kennedy Consulting	\$0	0.00%	\$1,687	0.24%	\$0	0.00%	\$1,687	0.02%
KJM & Associates	\$0	0.00%	\$94,675	13.33%	\$0	0.00%	\$94,675	1.33%
Kurahashi & Associates, Inc.	\$9,142	3.07%	\$0	0.00%	\$0	0.00%	\$9,142	0.13%
Lango Hansen Landscape Architects PC	\$0	0.00%	\$43,595	6.14%	\$0	0.00%	\$43,595	0.61%
Manda Beckett Design	\$0	0.00%	\$7,050	0.99%	\$0	0.00%	\$7,050	0.10%
Marketek	\$0	0.00%	\$3,492	0.49%	\$0	0.00%	\$3,492	0.05%
Michael McCulloch Architects	\$0	0.00%	\$0	0.00%	\$128,925	79.31%	\$128,925	1.80%
PDQ Litho	\$0	0.00%	\$112	0.02%	\$0	0.00%	\$112	0.00%
RJ & Company Property Maintenance	\$20,324	6.82%	\$0	0.00%	\$0	0.00%	\$20,324	0.28%
Robertson Merryman Barnes, Inc.	\$0	0.00%	\$55,073	7.75%	\$0	0.00%	\$55,073	0.77%
Ruffin Construction	\$0	0.00%	\$930	0.13%	\$0	0.00%	\$930	0.01%
Saber Consulting	\$1,350	0.45%	\$0	0.00%	\$0	0.00%	\$1,350	0.02%
Staffing Solutions, LLC	\$0	0.00%	\$100,733	14.18%	\$0	0.00%	\$100,733	1.41%
Sutton Design Ventures	\$0	0.00%	\$1,800	0.25%	\$0	0.00%	\$1,800	0.03%
Tevlin Strategic Communication	\$0	0.00%	\$0	0.00%	\$4,725	2.91%	\$4,725	0.07%
The Bookin Group	\$0	0.00%	\$3,366	0.47%	\$0	0.00%	\$3,366	0.05%
Urbs Works, Inc.	\$0	0.00%	\$5,706	0.80%	\$0	0.00%	\$5,706	0.08%
Wilcott Landscaping	\$0	0.00%	\$5,460	0.77%	\$0	0.00%	\$5,460	0.08%
Totals	\$298,002	100.00%	\$710,336	100.00%	\$162,568	100.00%	\$1,170,906	
Percentage of Total Expenditures		4.17%		9.94%		2.28%		16.39%
Total Expenditures Professional Services			\$7,143,145		Majority Firm Expenditures		\$5,972,239	
M/W/ESB Expenditures			\$1,170,906		M/W/ESB % of Total Expenditures			16.39%

**Portland Development Commission  
Professional Services Contracting By Ethnicity**

Project Type	African American	%	Asian American	%	Hispanic American	%	Native American	%	Other Minority	%	Total MBE Utilization	% of Total
Professional Services	\$237,350	3.32%	\$56,677	0.79%	\$3,975	0.06%	\$0	0.00%	\$0	0.00%	\$298,002	4.17%
<b>Totals</b>	<b>\$237,350</b>	<b>3.32%</b>	<b>\$56,677</b>	<b>0.79%</b>	<b>\$3,975</b>	<b>0.06%</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$298,002</b>	<b>4.17%</b>

**Portland Development Commission  
Professional Service RFP Contracting by Ethnicity  
Reporting Period 7/1/04 through 6/30/05**

Project Type	African American	Hispanic American	Asian American	Native American	Other Minority	Total MBE Utilization
Employment Opportunity Sites	\$0	\$0	\$0	\$0	\$0	\$0
North Macadam						
Environmental Assessment	\$0	\$0	\$0	\$0	\$0	\$0
Public Market Feasibility Analysis*	\$0	\$0	\$0	\$0	\$0	\$0
<b>Totals</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Totals for All Completed Projects</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Totals for All Ongoing Projects</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

\* Prime consultant is M/WBE certified with \$61,595 of the contract dollars going to the prime consultant

Workforce Training & Hiring Participation		
Ethnicity	FY 03/04	FY 04/05
Asian Americans	4.02%	1.40%
African Americans	4.19%	2.26%
Hispanic Americans	11.49%	12.03%
Native Americans	1.41%	2.17%
Caucasian Americans	2.62%	3.09%

**Portland Development Commission  
Professional Services RFP - Contracting Dollars  
Reporting Period 7/1/04 Through 6/30/05**

Project Name	Total PDC Dollars	Majority Firms	ESB	%	WBE	%	MBE	%	M/W/ESB	%
Employment Opportunity Sites	\$150,000	\$9,720	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
North Macadam										
Environmental Assessment	\$195,000	\$0	\$0	0.00%	\$17,920	9.19%	\$0	0.00%	\$17,920	9.19%
Public Market Feasibility Analysis*	\$149,990	\$61,595	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
<b>Totals</b>	<b>\$494,990</b>	<b>\$71,315</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$17,920</b>	<b>3.62%</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$17,920</b>	<b>3.62%</b>
<b>Totals for All Completed Projects</b>	<b>\$345,000</b>	<b>\$9,720</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$17,920</b>	<b>5.19%</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$17,920</b>	<b>5.19%</b>
<b>Totals for All Ongoing Projects</b>	<b>\$149,990</b>	<b>\$61,595</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$0</b>	<b>0.00%</b>

\* Prime consultant is M/WBE certified with \$61,595 of the contract dollars going to the prime consultant



Construction Costs: \$166,662,802						
South Waterfront M/W/ESB Utilization	%	MBE	%	WBE	%	ESB
Prime Contractor	0.00%	\$0	0.00%	\$0	0.00%	\$0
First Tier Subcontractors	0.88%	\$1,473,512	2.09%	\$3,477,201	0.56%	\$925,755
Second Tier Subcontractors	0.52%	\$859,851	5.58%	\$9,307,251	1.39%	\$2,313,385
Combined	1.40%	\$2,333,363	7.67%	\$12,784,452	1.94%	\$3,239,140

## Section Three: South Waterfront Central District Diversity in Contracting and Workforce Training Report

### I. INTRODUCTION

Two years have passed since the South Waterfront Central District Project Development Agreement (South Waterfront DA) with Oregon Health and Science University (OHSU) and private development partners North Macadam Investors, LLC (NMI), River Campus Investors, LLC (RCI) and Block 39, LLC (Block 39) was executed. In that short time period, two new structures have been erected, with the Meriwether Condominiums project and the OHSU Center for Health and Healing beginning to take shape. Early work has begun on a third structure, the John Ross Condominiums and the city of Portland's aerial tram project is also fast approaching.

At build-out, the 31 acre Central District will include 2,700 total housing units, approximately 1.5 million square feet of OHSU built research/clinical space, a new four-acre riverfront greenway, a new two-acre neighborhood park, a 150-200 room hotel/conference facility and a variety of new transportation options. More than 5000 quality jobs will be created as a result of the South Waterfront DA. An additional 1000 construction jobs will be created in the first phase of development alone – through 2008.

Two of the many public benefits contained within the South Waterfront DA are the Minority, Women and Emerging Small Business Program (M/W/ESB) and the Workforce Training and Hiring Program (WTHP). These two programs aim to increase contracting opportunities for historically underutilized construction firms, to provide apprenticeship training opportunities and to diversify the construction workforce.

The specific results of the aforementioned programs are discussed in the following pages. Each program seeks to diversify the construction industry by establishing contracting and employment diversity goals.

### II. SUMMARY OF M/W/ESB CONTRACTING UTILIZATION

The past year of construction has resulted in over 50 construction contracts for M/W/ESB firms on South Waterfront DA projects with \$18,356,955 in contracts awarded to first and second tier M/W/ESB firms which equates to 11.01 percent of the project's contracting opportunities to date. Significant accomplishments have been made despite major obstacles to achieving the M/W/ESB goals, which include: bonding capacity and insurance coverage for smaller contractors, ability of smaller contractors to handle large scopes of work and a lack of qualified M/W/ESB firms for specialized scopes of work.

With the vertical construction well underway for the OHSU Center for Health & Healing and the Meriwether Condominiums some great successes have emerged.

A WBE certified firm, Taylor Transport, secured over \$2 million worth of second tier contracts for trucking. Another WBE certified firm, General Sheet Metal Works, secured nearly four and a half million dollars worth of sheet metal work as a second tier firm. Although just underway, the John Ross Condominiums project has achieved an early success in securing a second tier subcontract with an MBE certified firm, Rainier Steel, worth \$567,820.

The City and Private Infrastructure project has also been successful in maximizing M/W/ESB utilization. The combined efforts of Stacy & Witbeck and Coffman Excavation has resulted in \$1,663,395 worth of M/W/ESB subcontracts, equaling 25.01 percent of the combined contract value. Over \$1 million of the subcontracting has been awarded to MBE certified firms. Eight different M/W/ESB firms secured contracts on the city and private infrastructure project.

Other significant accomplishments reflecting a dedication to these goals include extensive outreach efforts to M/W/ESB firms by PDC and our South Waterfront DA partners as well as technical assistance: Hoffman Construction has taken an innovative approach to bonding and insurance requirements that makes it possible to include more M/W/ESB firms. And considerable emphasis has been placed on the importance of partnership arrangements between larger majority-owned firms and smaller M/W/ESB certified firms.

The table on page 31 reflects contracting results for the five South Waterfront DA projects under construction during the 2004/2005 Fiscal Year. The table shows South Waterfront DA partners are working towards the aggressive contract goals established in the South Waterfront DA.

### Reporting Approach

The large scale of most construction projects outlined in the South Waterfront DA created a number of challenges to meeting the M/W/ESB utilization goals of the agreement. Because M/W/ESB firms are typically small to medium sized firms with relatively few employees it was apparent many of the first tier subcontracts (contracts directly with the prime contractor for the project) would be too large for M/W/ESBs to perform. Additional challenges relating to the lower bonding capacity of smaller M/W/ESB firms and the high cost of insurance for projects the size of most South Waterfront DA projects further increased the difficulty of contracting with M/W/ESBs at the first tier level. In recognition of these challenges PDC along with its South Waterfront DA partners made a decision to expand M/W/ESB reporting to include tracking of M/W/ESB certified prime contractors and second tier contractors.

Because of PDC's limited "gap financing" support for most construction projects tracked for the M/W/ESB program, the prime contractor's M/W/ESB utilization goal is typically set as a percentage of the PDC's financing. For this year's South Waterfront Central District Diversity in Contracting and Workforce Training report, none of the projects covered except the City Infrastructure project (through an Intergovernmental Agreement with the City of Portland), received any PDC financing. The South Waterfront DA created a new standard for M/W/ESB goal setting by expanding the goals and measuring M/W/ESB utilization efforts against the construction costs for each project rather than PDC's financing. As highlighted elsewhere in this report, for a variety of reasons, larger projects present a number of unique challenges to achieving M/W/ESB utilization. In recognition of these challenges, and through discussions with the South Waterfront DA partners, an agreement was reached

to measure utilization results for the large vertical construction projects against each project's direct cost of work rather than each project's construction contract value. Using this method the percentages reported for each vertical construction project will reflect a percentage of the total amount of work subcontracted out, including material purchase contracts.

What this method excludes from the equation are those costs within each project's construction contract that offer little or no M/W/ESB utilization potential, including but not limited to: Builders risk insurance, permits and fees, contractor provided workers compensation and general liability insurance for subcontractors, taxes, general contractor and subcontractor bonds, supervision, project administration, bid document printing and distribution, project photographs and progress documentation, contractor provided equipment, tower cranes and hoisting, surveying, inspections, tests and inspections, quality control, costs for temporary utilities and structures (power, water, sanitation, heat, winter protection, job offices), fire protection, safety, drug testing, first aid, barricades, office supplies, telephone and computer charges.

In the last fiscal year's report on South Waterfront contracting and workforce initiatives the first two vertical construction projects underway – the Meriwether Condominiums and the OHSU Center for Health & Healing – were only partially subcontracted by the fiscal year end. These two projects were reported on using the direct cost of work as the basis for M/W/ESB utilization as will be repeated for this year's reporting cycle.

The Siemens Central Utility Plant project presented many similar obstacles to fairly evaluating the contractor's utilization efforts. As originally conceived, this project would have included a substantial portion of infrastructure-related subcontracting opportunities – areas with high M/W/ESB availability. As the project developed, a substantial portion of the work originally planned for the Siemens contract was transferred to Hoffman Construction. Hoffman was already working with subcontractors who performed the necessary scopes of work to complete the additional infrastructure work. Nearly half of the remaining scope of work for Siemens to perform was for the purchase of specialized equipment with no opportunities for M/W/ESB utilization. In recognition of the reduction in subcontracting opportunities for Siemens and the reality of no M/W/ESB availability for nearly half of Siemens remaining contract value, the purchase cost for the specialized equipment was deducted from Siemens utilization goal for the project. The specialized equipment purchases included: Microturbines, gas compressors, chillers and cooling towers. The total cost of this equipment equaled \$934,610.

## Outreach

Effective outreach to the M/W/ESB community continues to be an area of focus for PDC and our South Waterfront DA partners. In addition to the efforts of PDC staff to keep M/W/ESB firms informed of upcoming opportunities through email notices, phone calls, in person conversations, outreach event participation and the posting of contracting opportunities on our M/W/ESB web page, we would like to recognize the efforts of a number of other individuals and organizations. This includes each prime contractor, the South Waterfront DA partners, Shelley Matthews of Colby Consulting and Creative and Rachel Browning, former interim manager of the Housing Development Center's Contractor Support Program (CSP). Each of these groups and individuals has worked diligently to keep M/W/ESB contractors informed of upcoming bid opportunities. In addition, the CSP has provided technical assistance (scope of work clarification, forms, insurance requirements, material take off, labor, site logistics, etc.) to a number of contractors bidding for work on South Waterfront DA projects. We would like to thank everyone involved for his or her contributions and on-going effort.

## Challenges

As highlighted elsewhere in this report a number of challenges to reaching M/W/ESB contracting goals are inherent with large construction projects. Some of these challenges (e.g. scope of work size) can be mitigated through a willingness to try something different demonstrated by many of the first and

second tier partnership agreements that have been encouraged by the South Waterfront DA partners and Hoffman Construction. Some challenges (e.g. lack of or no availability in specific trades) are much more difficult to overcome and will require the development of M/W/ESB firms over time to increase their capacity to perform larger scopes of work, as well as the diversification of M/W/ESB firms into highly specialized scopes of work where there has historically been little to no availability.

Some of the challenges to M/W/ESB firms securing contracts are not unique to larger construction projects but they are compounded by the larger projects. Bonding and insurance requirements are escalating concerns for all contractors but these are especially troubling concerns for M/W/ESB firms, who are typically smaller in size, have historically faced barriers to securing business loans, and have comparatively fewer assets than their majority-owned counterparts. These factors, as well as other social and cultural dynamics, have helped perpetuate discrimination in the bonding and insurance industry.

Hoffman Construction recently changed their bonding and insurance requirements in response to many industry changes such as the inconsistent level of deductibles and types of exclusions for general liability insurance, as well as more stringent and longer lasting warranty guarantees in building specifications. Hoffman Construction now works much closer with their subcontractors and has taken on many of the responsibilities of a surety company to more objectively evaluate a contractor's bonding ability. Under their new program Hoffman Construction establishes their own prequalification criteria and is able to focus on a firm's performance and safety record more heavily, with less emphasis on a firm's balance sheet. In



addition, Hoffman Construction pays for their subcontractor's premiums, removing this financial burden altogether.

Another challenge to increasing M/W/ESB utilization on many of the South Waterfront DA projects has to do with a lack of or no availability for specific scopes of work and types of material purchases. A conservative analysis of the OHSU Center for Health and Healing project shows that at least ten percent of the direct cost is in areas of work with very little to no M/W/ESB availability. Such areas as the curtainwall system, crane services and elevators do indeed represent contracting opportunities but for various reason, mostly economic, there is no M/W/ESB availability. This will likely always represent a challenge to increasing M/W/ESB utilization, as many areas of work can not effectively be broken down into smaller scopes of work due to the highly integrated nature of it. We are hopeful the apprenticeship training requirements through the Workforce Training and Hiring Program will help to diversify many of these specialized construction fields and will one day lead to minority and female owned firms in these areas.

Closely related to the challenge of lacking adequate availability for certain scopes of work is the challenge of finding certified contractors large enough to perform many of the scopes of work. As mentioned above, there are some areas of work that are typically performed exclusively by one contractor per project. This often is necessary because the scope is highly integrated, which raises liability concerns for the primary contractor performing the work. While there is integration of work throughout the construction of a modern office or condominium building, some areas of work can more easily be separated into distinct, smaller components, which can then be subcontracted to an M/W/ESB certified firm.

### III. SUMMARY OF WORKFORCE TRAINING AND HIRING

As part of the South Waterfront Central District Project Development Agreement, NMI, RCI, and OHSU, were directed to follow the City of Portland's Workforce Training and Hiring Program. Additionally, as part of the South Waterfront Workforce Diversity Strategy, General Contractors and their subcontractors over \$100,000 agreed to commit to a good faith effort to attain phased journey and apprentice participation goals.

During Fiscal Year 04/05, the Bureau of Purchasing monitored two projects in the South Waterfront district that were subject to the Workforce Program requirements (Infrastructure and OHSU Center for Health and Healing). A total of 149,871

hours were worked during this fiscal year – quite a significant leap in the number of hours when compared to last fiscal year (11,764 hours).

As demonstrated in Figure 1.3, minorities worked 18 percent of

### Hours Worked on South Waterfront Projects

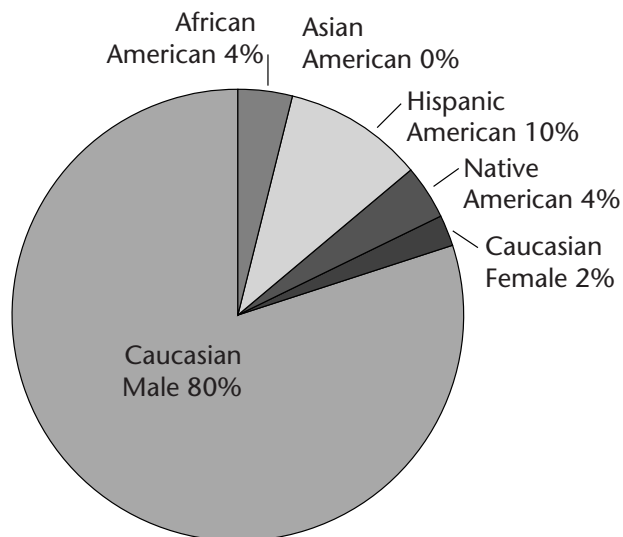
total hours this fiscal year. Participation by African Americans, Asian Americans, and Native Americans increased, while the percent of participation by Hispanic Americans fell, in comparison to Fiscal Year 03/04. Caucasian Females worked over 2,700 hours, or almost two percent of total hours.

A total of 103 apprentices worked over 26,000 hours on the South Waterfront projects this fiscal year, or 17 percent of total hours. Minority and Female apprentices worked approximately 39 percent of those hours. Apprentices primarily worked in the following trades: structural steel, carpentry, plumbing, and electrical. Among the charts you will find an apprentice status report, for each apprentice working on the South Waterfront during Fiscal Year 04/05.

### IV. SOUTH WATERFRONT PROJECT APPRENTICESHIP AGREEMENT

Section 9.11.5 of the third amendment to the South Waterfront Development Agreement outlined an aggressive construction workforce diversity strategy to increase the representation of women and minorities on all South Waterfront DA projects. Over a 10-year period, the South Waterfront DA partners and

**Figure 1.3**





<b>Table 1.4 Participation Goals</b>										
Year	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Women	4%	5%	6%	8%	10%	11%	12%	13%	14%	15%
Minority	12%	13%	14%	15%	16%	17%	18%	19%	20%	20%
Total	16%	18%	20%	23%	26%	28%	30%	32%	34%	35%

<b>OHSU Center for Health and Healing</b>										
<b>Table 1.5</b>	<b>Women</b>			<b>Minority</b>				<b>Benchmark</b>		
	Caucasian	Minority	Total	Asian	African American	Hispanic	Native American	Total	Women	Minority
FY 03-04	0.05%	0.00%	0.05%	0.00%	2.00%	8.33%	0.57%	10.90%	4%	12%
FY 04-05	1.65%	0.95%	2.60%	0.22%	3.50%	8.85%	4.25%	16.82%	5%	13%

<b>South Waterfront Infrastructure</b>										
	<b>Women</b>			<b>Minority</b>				<b>Benchmark</b>		
	Caucasian	Minority	Total	Asian	African American	Hispanic	Native American	Total	Women	Minority
FY 03-04	4.17%	0.00%	4.17%	0.00%	0.69%	15.01%	0.00%	15.70%	4%	12%
FY 04-05	4.04%	0.61%	4.65%	0.00%	2.04%	24.75%	0.00%	26.79%	5%	13%

the Union Construction Trades agreed to a phased aspirational workforce diversity goal of 35 percent, based on total project hours. The workforce diversity goal is comprised of 20 percent ethnic minorities and 15 percent women as detailed in table 1.4 on page 28.

Both projects met or exceeded the goal for minority participation this fiscal year, however, we fell short on the female participation goal. For this reason, PDC and its South Waterfront DA partners are diligently working towards improving the female participation goal for next year.

On October 26th, 2005, PDC's board of Commissioners, in conjunction with the South Waterfront DA partners and the Union Construction Trades adopted the Project Apprenticeship Agreement – South Waterfront Central District by resolution. This agreement formalized the commitment of all parties, outlined apprenticeship recruitment/retention goals, identified strategies for workforce development and established an oversight structure to ensure that efforts made are successful.

Table 1.5 (page 28) shows how each project is doing towards meeting the phased workforce participation goals, as part of the South Waterfront Diversity Strategy and Agreement. While participation by women and minorities should increase as work continues at South Waterfront, every effort is being made to continue to work with all involved parties to achieve the goals on the projects.

## V. SOUTH WATERFRONT M/W/ESB CONTRACTING UTILIZATION REPORTS

(Refer to tables on following pages)

**Portland Development Commission  
South Waterfront Construction - Contracting Dollars  
Reporting Period 07/01/04 Through 06/30/05**

Project	Construction Cost	ESB	%	WBE	%	MBE	%	M/W/ESB	%
<b>*John Ross Condominiums</b>									
Prime (Hoffman Construction)	\$5,300,032	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
First Tier		\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
Second Tier		\$0	0.00%	\$0	0.00%	\$567,820	10.71%	\$567,820	10.71%
Combined		\$0	0.00%	\$0	0.00%	\$567,820	10.71%	\$567,820	10.71%
<b>*Meriwether Condominiums</b>									
Prime (Hoffman Construction)	\$70,797,499	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
First Tier		\$420,985	0.59%	\$1,836,672	2.59%	\$280,653	0.40%	\$2,538,310	3.59%
Second Tier		\$700,891	0.99%	\$4,417,915	6.24%	\$247,431	0.35%	\$5,366,237	7.58%
Combined		\$1,121,876	1.58%	\$6,254,587	8.83%	\$528,084	0.75%	\$7,904,547	11.17%
<b>*OHSU Center for Health &amp; Healing</b>									
Prime (Hoffman Construction)	\$82,966,239	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
First Tier		\$3,977	0.00%	\$1,536,834	1.85%	\$93,952	0.11%	\$1,634,763	1.97%
Second Tier		\$1,609,519	1.94%	\$4,843,018	5.84%	\$8,600	0.01%	\$6,461,137	7.79%
Combined		\$1,613,496	1.94%	\$6,379,852	7.69%	\$102,552	0.12%	\$8,095,900	9.76%
<b>**City &amp; Private Infrastructure</b>									
Prime (Stacy & Witbeck and Coffman Excavation)	\$6,651,552	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
First Tier		\$500,793	7.53%	\$103,695	1.56%	\$1,058,907	15.92%	\$1,663,395	25.01%
Second Tier		\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
Combined		\$500,793	7.53%	\$103,695	1.56%	\$1,058,907	15.92%	\$1,663,395	25.01%
<b>***Siemens Central Utility Plant</b>									
Prime (Siemens)	\$947,480	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
First Tier		\$0	0.00%	\$0	0.00%	\$40,000	4.22%	\$40,000	4.22%
Second Tier		\$2,975	0.31%	\$46,318	4.89%	\$36,000	3.80%	\$85,293	9.00%
Combined		\$2,975	0.31%	\$46,318	4.89%	\$76,000	8.02%	\$125,293	13.22%
South Waterfront Combined Utilization	\$166,662,802	\$3,239,140	1.94%	\$12,784,452	7.67%	\$2,333,363	1.40%	\$18,356,955	11.01%
South Waterfront Prime Utilization	\$166,662,802	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
South Waterfront First Tier Utilization	\$166,662,802	\$925,755	0.56%	\$3,477,201	2.09%	\$1,473,512	0.88%	\$5,876,468	3.53%
South Waterfront Second Tier Utilization	\$166,662,802	\$2,313,385	1.39%	\$9,307,251	5.58%	\$859,851	0.52%	\$12,480,487	7.49%

\* Construction Cost figure represents the direct cost of work for these projects which includes all subcontracting contracting opportunities and material supply contracts

\*\* The Infrastructure project represents the combined efforts of the city of Portland's prime contractor (Stacy & Witbeck) and the privately funded prime contractor (Coffman Excavation)

\*\*\* Construction Cost figure for this project represents the prime contractor's construction contract minus \$934,610 - the purchase cost of microturbines, gas compressors, chillers and cooling towers.

**Portland Development Commission**  
**South Waterfront Construction - MBE Contracting Dollars By Ethnicity**  
**Reporting Period 07/01/04 Through 06/30/05**

Project	Construction Cost	African American	%	Hispanic American	%	Asian American	%	Native American	%	Other Minority	%	Combined Ethnicity	%
<b>*John Ross Condominiums</b>													
Prime (Hoffman Construction)	\$5,300,032	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
First Tier		\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
Second Tier		\$0	0.00%	\$0	0.00%	\$0	0.00%	\$567,820	10.71%	\$0	0.00%	\$567,820	10.71%
Combined		\$0	0.00%	\$0	0.00%	\$0	\$0	\$567,820	10.71%	\$0	0.00%	\$567,820	10.71%
<b>*Meriwether Condominiums</b>													
Prime (Hoffman Construction)	\$70,797,499	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
First Tier		\$280,653	0.40%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$280,653	0.40%
Second Tier		\$2,520	0.00%	\$3,100	0.00%	\$241,811	0.34%	\$0	0.00%	\$0	0.00%	\$247,431	0.35%
Combined		\$283,173	0.40%	\$3,100	0.00%	\$241,811	0.34%	\$0	0.00%	\$0	0.00%	\$528,084	0.75%
<b>*OHSU Center for Health &amp; Healing</b>													
Prime (Hoffman Construction)	\$82,966,239	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
First Tier		\$60,859	0.07%	\$17,771	0.02%	\$11,480	0.01%	\$3,842	0.00%	\$0	0.00%	\$93,952	0.11%
Second Tier		\$0	0.00%	\$8,600	0.01%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$8,600	0.01%
Combined		\$60,859	0.07%	\$26,371	0.03%	\$11,480	0.01%	\$3,842	0.00%	\$0	0.00%	\$102,552	0.12%
<b>**City &amp; Private Infrastructure</b>													
Prime (Stacy & Witbeck and Coffman Excavation)	\$6,651,552	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
First Tier		\$738,457	11.10%	\$16,687	0.25%	\$0	0.00%	\$303,763	4.57%	\$0	0.00%	\$1,058,907	15.92%
Second Tier		\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
Combined		\$738,457	11.10%	\$16,687	0.25%	\$0	0.00%	\$303,763	4.57%	\$0	0.00%	\$1,058,907	15.92%
<b>***Siemens Central Utility Plant</b>													
Prime (Siemens)	\$947,480	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
First Tier		\$40,000	4.22%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$40,000	4.22%
Second Tier		\$36,000	3.80%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$36,000	3.80%
Combined		\$76,000	8.02%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$76,000	8.02%
Project	Construction Cost	African American	%	Hispanic American	%	Asian American	%	Native American	%	Other Minority	%	Combined Ethnicity	%
S. Waterfront Combined Ethnicity	\$166,662,802	\$1,158,489	0.70%	\$46,158	0.03%	\$253,291	0.15%	\$875,425	0.53%	\$0	0.00%	\$2,333,363	1.40%
S. Waterfront Prime Ethnicity	\$166,662,802	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
S. Waterfront First Tier Ethnicity	\$166,662,802	\$1,119,969	0.67%	\$34,458	0.02%	\$11,480	0.01%	\$307,605	0.18%	\$0	0.00%	\$1,473,512	0.88%
S. Waterfront Second Tier Ethnicity	\$166,662,802	\$38,520	0.02%	\$11,700	0.01%	\$241,811	0.15%	\$567,820	0.34%	\$0	0.00%	\$859,851	0.52%

\* Construction Cost figure represents the direct cost of work for these projects which includes all subcontracting contracting opportunities and material supply contracts

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\*\*\* Construction Cost figure for this project represents the prime contractor's construction contract minus \$934,610 - the purchase cost of microturbines, gas compressors, chillers and cooling towers.

**P**art of the Portland Development Commission's mission is to create quality job opportunities for all citizens.



M/W/ESB Contractors and construction trades workers, learn more about PDC diversity programs at: [www.pdc.us/mwesb](http://www.pdc.us/mwesb), or call us directly at: 503.823.3667.

PDC is proud of its leadership role in helping to level the playing field for Minority, Women-Owned and Emerging Small Businesses (M/W/ESB) in our projects and encouraging our contractors to promote diversity in their ranks.

PDC has established a participation goal of 20 percent to award PDC contracts for construction and other out-sourced projects to M/W/ESB businesses. It also offers contracting and workforce training programs to assist local, certified M/W/ESB businesses compete for contracting dollars.

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