

2005–2006 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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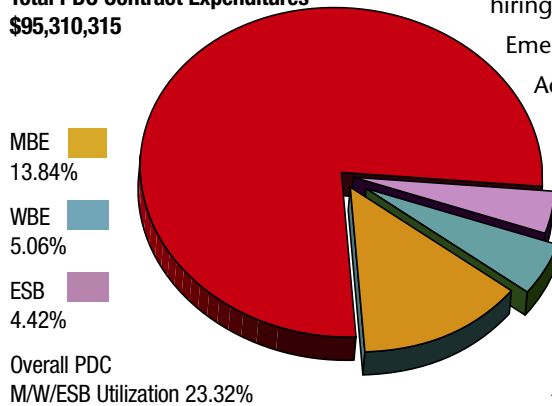
Investing in Portland's Future



Section One: Year in Review

I. SUMMARY AND KEY FINDINGS

FY 2004/05
Total PDC Contract Expenditures
\$95,310,315



This report describes the Portland Development Commission's (PDC) efforts to support a diverse workforce and equitable hiring practices during fiscal 2005/2006. The report details "utilization results" – hiring statistics – for Minority, Women and Emerging Small Business (M/W/ESB) subcontractors on PDC-owned and PDC-supported construction projects.

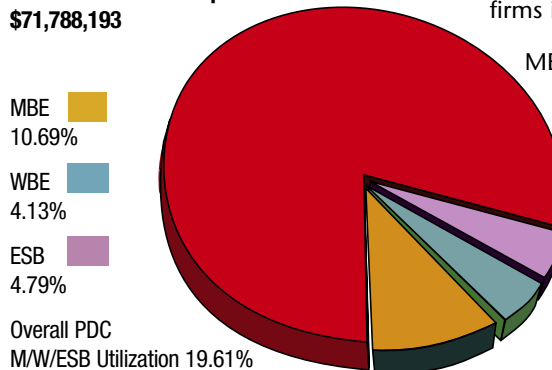
Additionally, this report includes the M/W/ESB utilization results for PDC's personal services expenditures and the results of PDC's workforce diversity and apprenticeship training efforts. All contracting, workforce diversity and apprenticeship training results in the South Waterfront Central District are discussed in Section Three of this report.

The combined construction and personal service utilization results for fiscal 2005/06 surpassed \$14 million. That compares with a record high of \$22,306,318 reported in fiscal 2004/05 and nearly \$8 million in fiscal 2003/04. This fiscal year's utilization results equaled 19.61 percent of PDC's contribution toward those projects, within 0.5 percent of the commission's 20 percent goal.

A total of 141 different M/W/ESB construction and personal service firms are included in this fiscal year report.

Forty-five of the 141 firms are Minority Business Enterprise (MBE) certified, 51 are Women Business Enterprise (WBE) certified, and the remaining 45 are Emerging Small Business (ESB) certified. Approximately 70 percent of the M/W/ESB firms in this Fiscal year report are construction contractors.

FY 2005/06
Total PDC Contract Expenditures
\$71,788,193



MBE utilization led the way for the third consecutive year. MBE utilization equaled \$7,674,294 – more than the combined utilization results of the Women Business Enterprise and Emerging Small Business categories.

In addition to the more than \$14 million in M/W/ESB utilization included in this year's annual report, an all-time high of over one million hours were worked on 26 projects subject to the City of Portland's Workforce Training and Hiring program (WTHP). Of the one million-plus workforce hours, 266,974 were worked by State of Oregon registered apprentices, surpassing the 20 percent apprenticeship participation goal and helping to provide a trained construction workforce to meet regional construction industry needs for years to come. Of equal importance, just over 248,000 of the total workforce hours were logged by minority workers, and, approximately 24 percent of the 267,000 apprentice hours are being worked by minority and female apprentices.

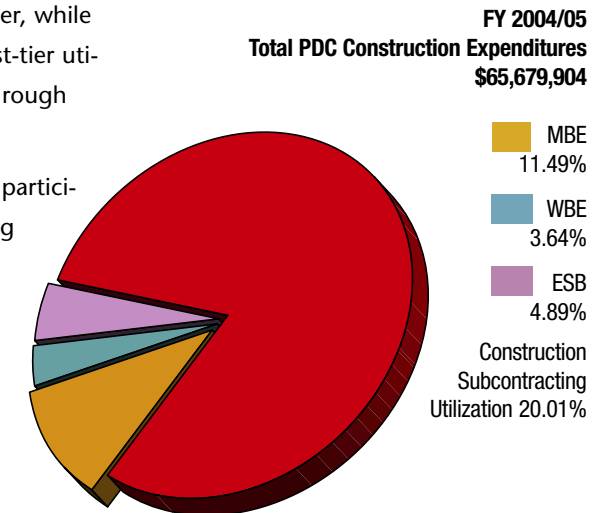
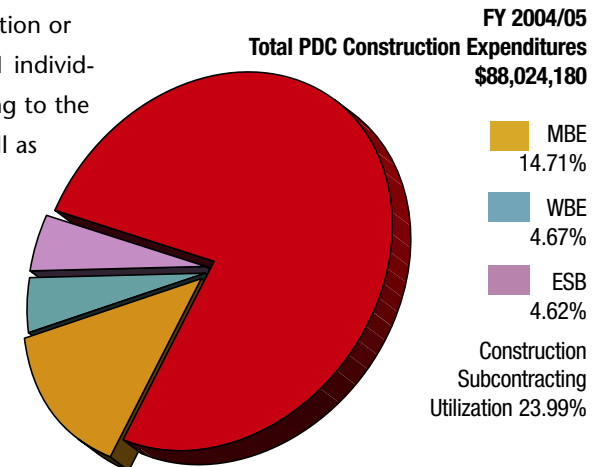
Construction Utilization

A total of 27 construction projects with M/W/ESB utilization goals are included in this fiscal year's report, with just under half representing completed projects. Thirteen of the projects in this year's report are construction loan projects. These projects typically are housing related, and this year is no exception. All 13 construction loan projects were for the creation or rehabilitation of low-income, affordable and market-rate housing for the Portland metropolitan area. A total of 791 individual housing units will be created or rehabilitated when all of these projects are completed, significantly contributing to the area's housing stock and helping to provide a range of housing options, particularly for low-income families as well as special-needs individuals.

For the ninth consecutive year, construction loan projects led the way in M/W/ESB utilization, with this year's total surpassing \$6 million. For the third consecutive year, Seabold Construction paid out the most in M/W/ESB utilization dollars. This year's total for the five projects Seabold Construction worked on came to \$3,233,858, which equates to more than 68 percent of the PDC contribution to those five projects. Seabold Construction's use of MBE firms accounts for approximately 28 percent of all MBE construction utilization funds and more than 65 percent of its own utilization dollars.

Walsh Construction also contributed significantly to the M/W/ESB utilization totals, accounting for \$2,784,099 in first-tier M/W/ESB subcontractor utilization. (First tier refers to subcontractors hired directly by the construction manager, while second tier refers to subcontractors who work for subcontractors.) Just over 63 percent of Walsh Construction's first-tier utilization dollars went to MBEs. Walsh Construction also leveraged an additional \$660,286 in M/W/ESB utilization through second-tier subcontractor participation.

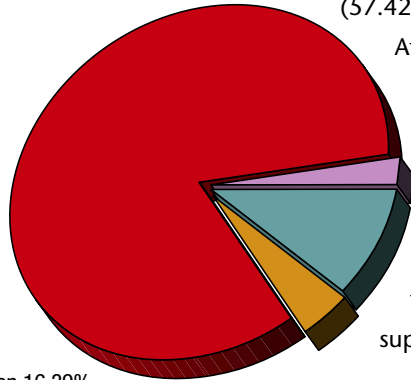
This year produced significant second-tier M/W/ESB subcontractor participation. In addition to the second-tier participation mentioned above, another \$1.8 million was leveraged on the Oregon Clinic, River East and Gateway Parking Garage projects combined. Second-tier participation is especially important on the larger construction projects, where first-tier opportunities are more limited due to the larger size of the first-tier subcontracts.



MBE Construction Participation by Ethnicity

FY 2004/05
Personal Services Prime Contractor
Total Expenditures
\$7,143,145

MBE 4.17%
WBE 9.94%
ESB 2.28%
Personal Services
Prime Contractor
M/W/ESB Utilization 16.39%



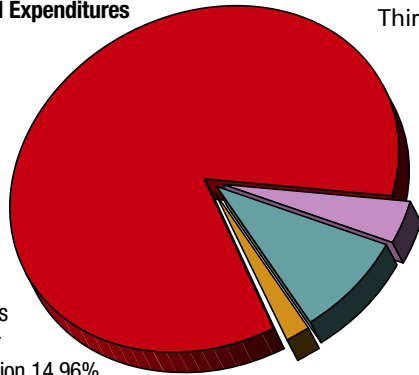
Of the \$13,144,797 in M/W/ESB construction utilization, MBE construction firms accounted for more than half of the total (57.42 percent). Looking strictly at the \$7.5 million in MBE construction utilization, nearly half (\$3.6 million) went to African American-owned businesses. The next highest utilization total went to Hispanic American-owned businesses at \$2.6 million. Asian American-owned, Native American-owned and other minority-owned businesses accounted for approximately 21 percent of all MBE utilization.

Thirty-seven different MBE-certified firms worked on or have contracts to work on PDC-supported construction projects for this fiscal year report. Of those 37, 15 are African American-owned, 13 are Hispanic American-owned, six are Asian American-owned, two are Native American-owned and one business is certified in the Other Minority category. Eighteen of the 37 MBE certified construction firms worked on more than one PDC-supported project, with just three firms working on at least four projects.

Personal Services Prime Consultant Utilization

FY 2005/06
Personal Services Prime
Contractor Total Expenditures
\$5,763,289

MBE 2.02%
WBE 9.01%
ESB 3.93%
Personal Services
Prime Contractor
M/W/ESB Utilization 14.96%



Personal services M/W/ESB utilization dipped in dollar total and percentage utilization from the previous fiscal year. Just under 15 percent (\$862,206) of PDC's competitively bid personal service contract dollars went to M/W/ESB certified firms.

Thirty-five different M/W/ESB personal service providers worked for PDC this past fiscal year.

Seventeen of the 35 M/W/ESB certified personal services firms receiving PDC contracts were WBE certified. WBE personal services firms received the highest dollar total for the fourth consecutive year, accounting for almost half of the M/W/ESB firms used and just over 60 percent of the M/W/ESB expenditures.

Personal Services Subconsultant Utilization

The personal services M/W/ESB subconsultant utilization table represents the efforts made by lead consultants in response to PDC-issued Requests For Proposals (RFPs) that result in lead consultant contracts of \$100,000 or greater. Only two projects are included in this year's personal services subconsultant report, the Ankeny/Burnside Framework project and the Downtown Kenton Redevelopment project.

Because the majority of PDC expenditures are for construction costs, it is vitally important that we make the most of all opportunities to leverage M/W/ESB participation on personal service projects. Much the same as our personal services prime consultant utilization, the subconsultant utilization leans heavily on WBE participation. Since program inception in fiscal 2003/04, WBE-certified firms have received the highest number of contract dollars.

Workforce Training and Hiring

Twelve different prime contractors and over 200 subcontractors were subject to the WTHP this past fiscal year. As mentioned earlier, over one million hours under WTHP were worked on PDC-owned and PDC-supported construction projects, with an additional 500,00 hours worked on South Waterfront projects to be discussed in Section Three of this report.

The numbers of WTHP-related work hours increased by 388,000 hours over fiscal 2004/2005, a 52 percent jump. Close to 22 percent of total workforce hours were worked by minority workers. Those hours exceeded the aggregate apprenticeship training target of 20 percent, with this year's total equaling 23.43 percent of all hours worked.

While the City of Portland and many other local public agencies require use of WTHP on their construction projects, PDC's various financing tools and development agreements support a great diversity of project types. This diversity allows apprentices the opportunity to gain a significant amount of experience in a number of trades, some of which would not be available on traditional public works projects. The trades with the most significant apprentice utilization this fiscal year included carpenters, laborers, masons, electricians and ironworkers.

	FY 2004/05		FY 2005/06	
Total Expenditures				
	\$494,990		\$345,000	
Personal Services Subconsultant M/W/ESB Utilization				
	3.62%	\$17,920	20.94%	\$72,248
MBE	0.00%	\$0	2.88%	\$9,923
WBE	3.62%	17,920	16.79%	57,925
ESB	0.00%	\$0	1.28%	\$4,400

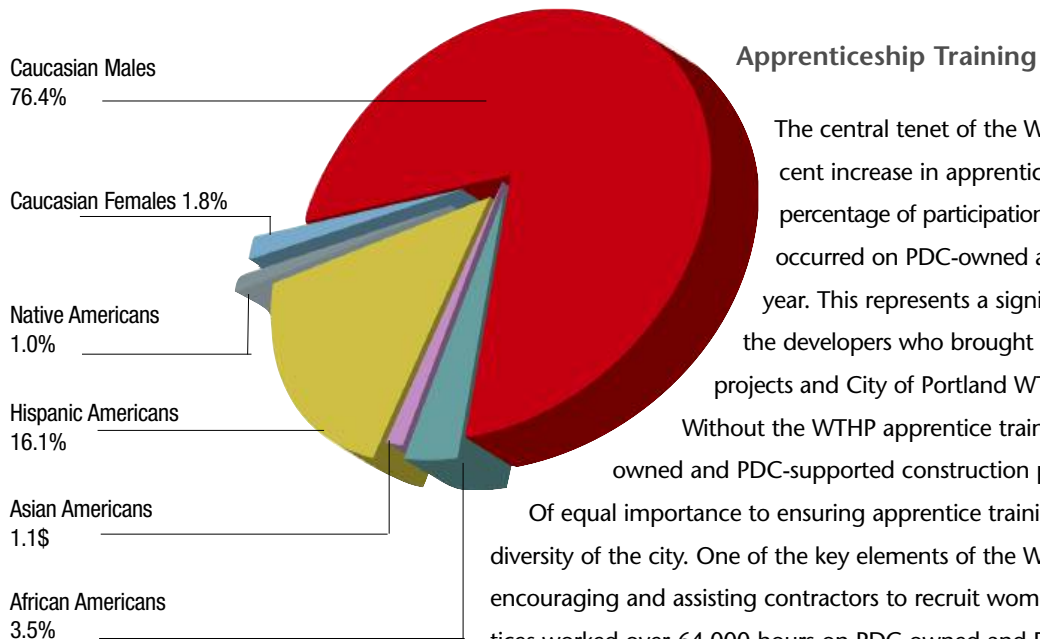
	FY 2004/05		FY 2005/06	
Total PDC Project Workforce Hours				
	751,051		1,139,587	
Minority Hours Worked				
	178,274	23.74%	248,075	21.77%
Caucasian Females				
	17,047	2.27%	20,557	1.80%
Apprenticeship Hours				
	159,577	21.25%	266,974	23.43%
Minority / Female Apprenticeship Hours				
	41,386	5.51%	64,274	5.64%
Minority & Female Apprentice hours as a Percent of Apprentice Hours				
	25.93%		24.07%	

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

Workforce Participation by Race and Gender

- The total number of minority hours experienced a 39 percent increase over the previous fiscal year, going from 178,274 to 248,075. During fiscal 2005/06 the percentage of minority participation fell just short of the benchmark goal of 22.87 percent established through Equal Employment Opportunity data submitted to the City of Portland, equaling 21.77 percent of the total workforce hours. .
- All minority categories experienced an increase in actual workforce hours over the previous fiscal year.
- Participation by females continues to be an industry-wide struggle. PDC-owned and PDC-supported projects are no exception. While the number of hours worked by Caucasian females increased this fiscal year, their percent of participation on PDC-owned and PDC-supported projects decreased, dropping from 2.2 percent last fiscal year to 1.8 percent this fiscal year.

1.1 Total Hours Worked on PDC Projects Fiscal Year 05-06



Apprenticeship Training

The central tenet of the WTHP is the apprentice training requirement. This year saw not only a 60 percent increase in apprentice hours worked over the previous fiscal year but also a 0.13 increase in the percentage of participation, measured against total workforce hours. The hours of apprentice training that occurred on PDC-owned and PDC-supported construction projects rose 107,397 over the last fiscal year. This represents a significant accomplishment for the contractors who employed the apprentices, the developers who brought the projects forward, PDC staff who ensured the WTHP's implementation on projects and City of Portland WTHP staff who worked diligently to ensure the program's success.

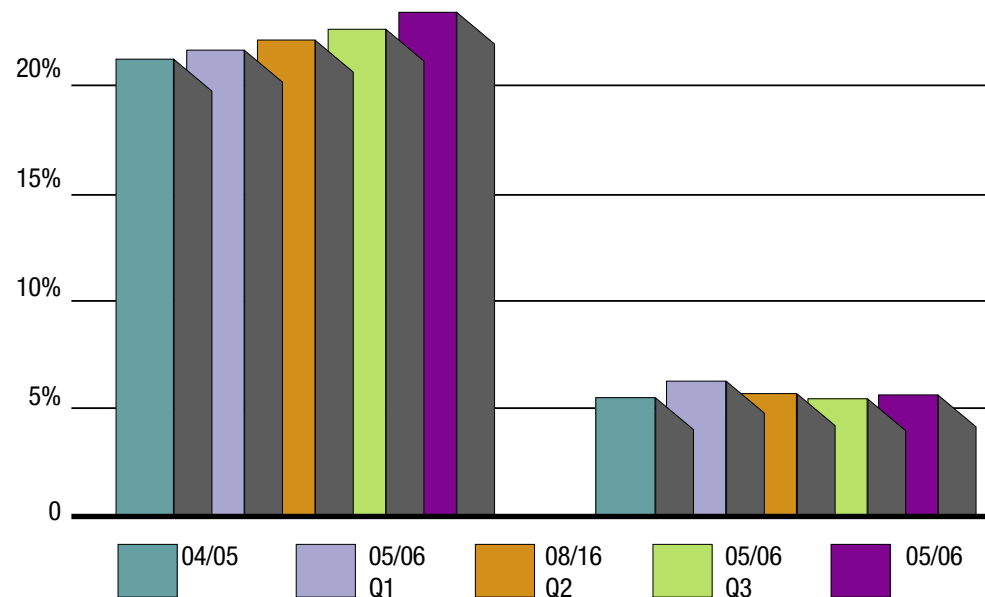
Without the WTHP apprentice training requirement, many of the training opportunities experienced on PDC-owned and PDC-supported construction projects would not have occurred.

Of equal importance to ensuring apprentice training opportunities is requiring that the construction workforce represents the diversity of the city. One of the key elements of the WTHP is the active involvement by city staff throughout a project's life in encouraging and assisting contractors to recruit women and minority apprentices. This fiscal year, minority and female apprentices worked over 64,000 hours on PDC-owned and PDC-supported projects. The 64,000 hours represents an increase of just less than 23,000 hours over the previous fiscal year.

The construction industry, like many industries, is facing a labor shortage over the next decade due to the expected retirement of a large portion of their workforce, the Baby Boom-era workers. Coupled with the lengthy training period

necessary to produce skilled workers (most apprenticeship programs take four years), apprentice training in general and the WTHP in particular are vital to ensuring the workforce needs of tomorrow are being addressed appropriately today.

While apprentices earn less per hour than journeymen workers, their trainee status means they are not yet skilled enough to perform all required tasks on a project. It is generally accepted that apprentices are less productive and their productivity is less predictable than for journeymen workers. This creates a significant unknown to contractors when quantifying their bid price on construction projects. The uncertainties surrounding apprentice workers sometimes contributes to contractors electing not to employ apprentices or to only employ apprentices in a limited capacity. When the WTHP is required on a construction project, all contractors are competing under the same training requirements, which helps to level the playing field when it comes to determining the contractors' bid price. Without the WTHP, a significant portion of the training hours represented in this report would likely not be achieved.



Percentage of total hours worked by apprentices

Judy Fortune

If you'd told Judy Fortune in the early '90s that she'd be working as a union-licensed journeyman electrician, she wouldn't have believed it. Back then, she was looking for work as a teacher, having just completed a Masters in Physical



Education at Portland State University. But full-time jobs were hard to come by. "I was 30 years old with no job, no insurance, no pension," the Southeast Portland resident says. "I decided to get a job in the trades."

Why the trades? Judy comes from a union family, and, growing up in a large family out in the country, she'd always done physical work. Still, when she finally decided to enter the five-year IBEW inside wireman apprenticeship program, her knowledge of electricity wasn't much more than changing light bulbs. Her commercial electrician's license has enabled her to work on such projects as Pioneer Place II and the Meriwether condo towers in the South Waterfront.

Today, she's installing fixtures and switches, and wiring appliances for Dynalectric on The Civic condo tower on West Burnside Street. "I love the work," Judy says. "I still like flipping on the switch and seeing the lights come on. I go home every day feeling good about myself and my work."

II. BACKGROUND AND HISTORY

Local Government Affirmative Action Contracting

In January 1989, the United States Supreme Court determined in *Richmond vs. Croson* 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. In contrast, 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 industries, 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 found that minority and women utilization programs should be subjected to the same scrutiny for federally funded projects as the *Richmond vs. Croson* decision mandated for local and state publicly funded projects. Meanwhile, California and Washington state have relinquished their Affirmative Action Contracting Programs for various reasons. Oregon, however, has managed to keep its Affirmative Action Contracting statutes in tact.



Disparity Study Commissioned

In late 1995, a consortium of 10 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 architectural 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 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 personal 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.



The Heritage Building NE Martin Luther King, Jr. Blvd.

Disparity Study Findings

The regional consortium sponsored a disparity study of the Portland metropolitan area covering the period from July 1, 1991 through June 30, 1994. The final report was released in May 1996 and comprised 13 volumes, including detailed statistical, anecdotal and historical contracting data for consortium member agencies. Although the study contractor, Mason Tillman Associates, employed a rigorous process with interviews, surveys, data collection and workflow analysis, the study is now outdated. Since its release, the number of Minority, Women, Emerging Small Business and Disadvantaged Business Enterprise Contractors has increased immensely. 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 also reported experiencing barriers due to what participants termed 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 the scope of work after work commenced.
- In no instance did any consortium member-agency possess complete data on subcontracting; 59 percent of the subcontractors could not be verified.
- An estimated 25 percent or fewer of the contractors utilized during the study period were state licensed, despite legal requirements for state licensing.
- 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 are awarded to the same M/WBE firms, according to a special “high-use” analysis that examined firms receiving more than five contracts.

Construction Availability - According to the Disparity Study 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:

Asian American:	32 firms	1.69 percent
Native American:	41 firms	2.16 percent
African American:	71 firms	3.75 percent
Hispanic American:	77 firms	4.07 percent
Caucasian Females:	218 firms	11.51 percent
Caucasian Males:	1,455 firms	6.82 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:

Native American:	5 firms	1.06 percent
Hispanic American:	13 firms	2.76 percent
African American:	15 firms	3.18 percent
Asian American:	24 firms	5.10 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. 5066, 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 assist 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 those efforts have had on the Portland community. This report summarizes each of the PDC programs under tab four.



Investing in Portland's Future



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	Multnomah County
Oregon State System of Higher Education	Metro
Washington County Department of Administrative Services	

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 have 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.

Programs	Implemented Jointly
Sheltered Market Program	PDC, City of Portland, Multnomah County
Technical Assistance Program	PDC, City of Portland, Multnomah County
Outreach Events	PDC, City of Portland, Multnomah County
M/W/ESB Good Faith Effort Program	PDC, City of Portland, Multnomah County
Workforce Training & Hiring Program	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 take the lead on many of these strategies.

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 markets. Each year, MBOCs around the country play host to the nation's largest minority business celebration called the Minority Enterprise Development Week (MED-Week). PDC was a sponsor of this year's MED-Week Celebration. The MBOC's annual trade fair and luncheon provides minority- and women-owned businesses an opportunity to celebrate successes and network with other businesses and government agencies. MBOC members include 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 Jan. 1, 2001, the ESB Good Faith Effort (GFE) Program was streamlined to allow PDC to track subcontracting efforts more thoroughly 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 required submittal of an updated subcontractor utilization form.
- Compliance Forms were 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 good faith efforts to reach the 20 percent M/W/ESB subcontractor utilization goal. The 20 percent subcontracting goal is tied to PDC's contribution to the project (i.e., each project goal is 20 percent of PDC's contribution.) The contractor is required to provide PDC with GFE supporting documentation if the 20 percent M/W/ESB utilization goal is not met. Supporting documentation includes outreach efforts to M/W/ESB firms for all subcontracted areas of work, follow-up contact logs and submission of the M/W/ESB bids received and rejected log for review by PDC staff.

Beginning in July 2003, PDC began requiring a formal application of the M/W/ESB GFE program on all RFPs with anticipated personal service contracts of \$100,000 in an effort to increase the number of opportunities available to M/W/ESB certified personal service providers. Respondents to RFPs with the formal M/W/ESB GFE program requirements must include in their proposal any commitments to utilize M/W/ESB subconsultants, as well as documentation of their efforts to partner with M/W/ESB personal service firms for the project. Efforts made to involve M/W/ESB firms are included as part of the RFP evaluation criteria.

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 (PDC-owned 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 (PAT) Program

The PAT Program is unique to PDC projects and provides construction work experience to material handlers, enrolled in preparation for apprenticeship programs, and enhances their qualifications for enrollment in state-approved apprenticeship programs. The PAT Program applies to Developers receiving loans for affordable housing developments from the Portland Development Commission that result in construction valued at \$1,000,000 or more, where BOLI prevailing wages do not apply. The PAT Program applies only to the following residential trades: framing, drywall, siding, and roofing.

To fulfill the program objectives, the Developer must contractually transfer the requirements to its prime construction contractor and each of its subcontractors having a subcontract of \$100,000 or more on the project.

Contractors complying with the requirements of the PAT Program are required to do the following:

- Hire and train the appropriate number of Material Handlers as designated in the program specifications and employ them throughout the duration of the project. Material Handlers shall work for the prime, or any subcontractors with a subcontract of \$100,000 or more in the areas of residential framing, roofing, siding or drywall;
- Notify and sponsor the material handler on all Area I building trade apprenticeship program openings;
- Recruit material handler applicants by requesting applicants, in writing, from the pre-approved prep-apprenticeship programs by contacting the PAT staff;
- Request female and minority applicants, if such an action will help meet EEO guidelines.

The concept behind a contractor agreeing to “sponsor” a material handler under the PAT Program goes beyond merely hiring the material handler. As sponsors, contractors agree to comply with the requirements of the PAT specifications and take an active role in assisting the material handler in being placed with an apprenticeship program. Sponsorship includes making sure that the material handler is aware of all apprenticeship openings in the trades, or occupations in which the individual has shown an interest.

In order to satisfy the sponsorship requirement of the PAT program, the prime contractor and any subcontractor over \$100,000 fulfilling the requirements of the PAT program must engage in a number of the mandatory activities. The program has been trialed in two projects to date with optimistic results. Discussions are currently underway regarding the future of the program.

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.

E. 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 with member agencies and is intended to assist firms by providing free access to technical assistance relating to bid preparation. Through Portland Community College, construction-related classes have also been provided to augment learning opportunities for M/W/ESB firms. Additional computer courses in basic accounting, word processing and spreadsheet applications are also available to M/W/ESB firms through the City's Technical Assistance Program. These classes are the direct result of the consortium partnership consisting of the City of Portland, Multnomah County and PDC.



The public storage demolition/Neighborhood Park site project achieved \$172,923 in M/W/ESB utilization.



The Headwaters at Tryon Creek and the Village at Headwaters projects achieved a combined \$903,724 in M/W/ESB utilization.

Section Two: Annual Diversity in Contracting and Workforce Training Report – Fiscal Year 2005/2006

I. PDC OUTREACH EFFORTS

The PDC 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:

- Distribute events calendar to PDC staff.
- Develop and manage PDC web site to highlight M/W/ESB programs, event calendar, PDC utilization goals, contracting policies, procedures, forms and contracting opportunities.
- Develop 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.

PDC has worked hard to meet its goals for community outreach and promotion of diversity in the construction workforce. However, management and staff realize a broader, agency-wide effort must be initiated to effectively meet the needs of the M/W/ESB community. Organizational changes, some already implemented and some yet to come, aim to address existing program and agency deficiencies and will be discussed in Future Strategies section of this report. Some of the efforts undertaken this past fiscal year include:

PDC membership and participation in the following organizations:

Oregon Association of Minority Entrepreneurs (OAME)	Partners in Diversity Breakfast of Champions
Oregon Tradeswomen, Inc.	Construction Apprenticeship and Workforce Solutions, Inc. (CAWS)
Native American Chamber of Commerce	
Hispanic Metropolitan Chamber of Commerce of Oregon	South Waterfront Project Apprenticeship Agreement
African American Chamber of Commerce of Oregon	Oversight Committee
Philippine American Chamber of Commerce of Oregon	
Minority Business Opportunity Committee (MBOC)	

Harold Williams, Sr. and Harold Williams, Jr.

PDC participation in and/or sponsorship of the following trade shows and events:

Oregon Association of Minority Entrepreneurs Trade Show	and Contracting Tradeshow
MED Week/MBOC Awards Luncheon	Doing Business with the City of Portland, Multnomah
Oregon Tradeswomen, Inc. Career Fair	County and the Portland Development
Governor's Market Place Trade Show	Commission Workshop
Native American Chamber of Commerce Annual Gathering	
Hispanic Metropolitan Chamber of Commerce Employment	

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

Local Newspapers

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

Internet Access

- PDC M/W/ESB Assistance: <http://www.pdc.us/mwesb/mwesb.asp>
- Good Faith Effort Internet Page: http://www.pdc.us/pdf/pubs_general/good_faith.pdf
- Construction Trades Information for Minorities & Women:
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 Oregon Association of Minority Entrepreneurs (OAME) 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 information from the State of Oregon for targeted outreach efforts. All of these tools further PDC's M/W/ESB program goals.



The Williams' are working with the Portland Development Commission on public outreach to the communities PDC serves.

II. ANALYSIS OF 2005/2006 PROGRAM RESULTS

When comparing fiscal year data for completed projects versus on-going projects, significant differences can be observed. Both the utilization dollars and percentages are substantially higher for completed projects. Last fiscal year's report included significantly more utilization dollars for completed projects than for on-going projects as well, yet the participation percentage was 2.87 percentage points lower for completed projects. Because this is only the second year PDC has included subtotals for completed and on-going projects in its annual report, it may be too soon to identify any firm utilization patterns.

Nine projects that were also included in last fiscal year's report as on-going projects were completed this fiscal year (Glenhaven, National Meeting Company, Wentworth Place, Clara Vista Townhomes, Hotel Alder, Kateri Park, Sitka Apartments, West Gresham Apartments and the Willow Tree). Seven of the nine projects experienced an increase in M/W/ESB utilization dollars and percentages versus the results from last fiscal year. The aggregate results show an increase in utilization dollars of \$743,787, from \$5,096,851 in fiscal 2004/05 to \$5,840,638 in fiscal 2005/06. Over this period PDC's financial contribution only increased by \$165,864, which resulted in an aggregate increase of 3.73 percent, going from 27.47 percent utilization for the nine projects to 31.20 percent utilization.

Comparing results from under-construction projects to the same projects once complete allows compliance staff to determine if commitments made at the front end of a project are generally maintained throughout the project. For a variety of reasons, construction contracts and subcontracts are often amended throughout the life of a project. There may be a need to increase or decrease a contractor's scope of work to accommodate changes in the architectural design. In some cases, performance issues may cause a contractor to be removed from a project entirely. The fact M/W/ESB contracts have generally increased throughout the life of the nine projects referenced above is a positive sign given that 53 percent of M/WBEs interviewed for the jointly commissioned disparity study, discussed in section two of this report, indicated they had experienced difficulties with reductions in their scopes of work after work commenced.

A general correlation emerges by comparing the personal service utilization results with the availability of certified firms by certification type. Of the \$862,206 of M/W/ESB prime consultant utilization, \$116,425 or 13.5 percent of those dollars went to MBE-certified firms. WBE-certified firms received \$519,440 or 60.2 percent of the utilization dollars. The number of firms represented roughly parallels the dollar value distribution, with seven of the 35 total firms holding MBE certifications, equaling 20 percent of the total, and, 17 of the 35 total firms holding WBE certifications, equaling 48.6 percent of the total.

Comparing these results to the availability of certified firms in relevant personal service categories, a loose relationship between percentage availability and percentage utilization is observed.

A total of 400 firms are M/W/ESB certified with the State of Oregon in architecture, engineering, legal, professional and management development training, temporary staffing, remediation services and all other professional, scientific and

technical services categories. These categories represent a significant portion of the personal service work PDC contracts for. Of these 400 firms, 81, or 20 percent, are MBE certified. Another 183, or 45.8 percent, are WBE certified.

The dollar and percentage participation of WBE and MBE personal service firms, appears to loosely correspond to the availability of firms for each certification type.

III. FUTURE STRATEGIES

Considerable changes are on the horizon for PDC's M/W/ESB and Workforce Training and Hiring Programs. Bruce Warner, PDC Executive Director, recently announced organizational changes that will elevate the visibility and organizational impact of PDC's M/W/ESB and Workforce Training and Hiring Programs. Warner has created a new, director-level position that will be responsible for the programs mentioned above, as well as the agency's community relations and public involvement efforts. This new position will be called the Director of Community Relations and Business Equity. This is the first time PDC's M/W/ESB and Workforce Training and Hiring Programs will report to the highest level of the organization. The new position will ensure that all of PDC's programs, products and services are available to the communities PDC serves.

Staff are working on strategies to improve the effectiveness of PDC's M/W/ESB program. Some of these strategies include:

- Working with PDC's Construction Services group and with architecture and engineering service providers to structure bid packages to maximize small business opportunities;
- Working with PDC's Construction Services group and the City of Portland's Bureau of Purchases to utilize the Sheltered Market Program on selected PDC-owned projects;
- Changing PDC's Request for Proposal process to model successful strategies employed by Tri-Met and other public agencies that require respondents to propose their level of M/W/ESB participation, base a portion of the evaluation on the depth of their proposal and then incorporate their proposed level of M/W/ESB participation into the subsequent Development Agreement as a contractual requirement;
- Adding additional contractual requirements to PDC's Development Agreements, Enterprise Zone Agreements and Loan Agreements to increase PDC's participation in the marketing of subcontracting opportunities;
- Working with PDC personal services, construction services and risk management staff to ensure bonding and insurance requirements are not harming the M/W/ESB community.



IV. UTILIZATION REPORTS

- Projects list
- Direct Bid Contracting
- Enterprise Zone Contracting
- Development Agreement Contracting
- Loan Construction Contracting
- Personal Services Contracting Report
- Personal Services RFP – Contracting Dollars
- Direct Bid Contracting By Ethnicity
- Enterprise Zone By Ethnicity
- Development Agreement Contracting By Ethnicity
- Loan Construction By Ethnicity
- Personal Services Contracting By Ethnicity Report
- Personal Services RFP Contracting By Ethnicity
- Overall Utilization Contracting Report
- Total Construction Contracting Dollars
- Construction Contracting By Ethnicity

PROJECT LIST

Project Name	Prime Contractor
3rd & Oak Demolition	Konell
Albina Community Development Corporation Restructure	For Your Home Construction, R&E Construction, All Weather Construction
Ankeny/Burnside Framework	Moore Iacofano Goltsman, Inc.
Atwater Condominiums - S. Waterfront	Hoffman Construction
Block 38 Condominiums - S. Waterfront	Hoffman Construction
City of Portland Infrastructure - Streets & Utilities - S. Waterfront	Stacy & Witbeck
Clara Vista Townhomes	Seabold Construction
Crane Building	Walsh Construction
Downtown Kenton Redevelopment Project	Johnson Gardner LLC
Fir Grove	Seabold Construction
Gateway Parking Garage	Hoffman Construction
Glenhaven	Brockamp & Jaeger
Headwaters at Tryon Creek	R&H Construction
Heritage Building	Seabold Construction
Hotel Alder	Walsh Construction
John Ross Condominiums - S. Waterfront	Hoffman Construction
Kateri Park	Seabold Construction
Lincoln Woods	Seabold Construction
Madison Place	Howard S. Wright Construction
Martin Luther King BLVD & Fremont Commercial Development	R&H Construction
Meriwether Condominiums - S. Waterfront	Hoffman Construction
National Meeting Company (Henry V)	Precision Construction
OHSU Center For Health and Healing - S. Waterfront	Hoffman Construction
Our House	Team Construction
Private Infrastructure - Streets & Utilities - S. Waterfront	Coffman Excavation
Public Storage Demolition / Neighborhood Park Site – S. Waterfront	Moore Excavation
River East	Howard S. Wright Construction
Roselyn Villa	Oregon Construction
Sitka Apartments	Walsh Construction
Starwood Luxury Hotel	Hoffman Construction
The Oregon Clinic	Hoffman Construction
Village at Headwaters	R&H Construction
Weidler Commons	Walsh Construction
Wentworth Place	R&H Construction
West Gresham Apartments	Walsh Construction
Willow Tree Inn	Tom Walsh Construction
Yo Cream International	Yo Cream International



Direct Bid Construction - Contracting Dollars

Reporting Period 7/1/05 Through 6/30/06

Project Name	Total PDC Dollars	Majority Firms	ESB	%	WBE	%	MBE	%	Total M/W/ESB	%
Headwaters at Tryon Creek	\$10,260,537	\$7,190,384	\$204,993	2.00%	\$98,543	0.96%	\$313,926	3.06%	\$617,462	6.02%
3rd and Oak Demolition	\$247,185	\$12,374	\$7,968	3.22%	\$26,618	10.77%	\$11,599	4.69%	\$46,185	18.68%
Totals	\$10,507,722	\$7,202,758	\$212,961	2.03%	\$125,161	1.19%	\$325,525	3.10%	\$663,647	6.32%
Total for All Completed Projects	\$247,185	\$12,374	\$7,968	3.22%	\$26,618	10.77%	\$11,599	4.69%	\$46,185	18.68%
Total for All Ongoing Projects	\$10,260,537	\$7,190,384	\$204,993	2.00%	\$98,543	0.96%	\$313,926	3.06%	\$617,462	6.02%

Enterprise Zone - Contracting Dollars

Reporting Period 7/1/05-6/30/06

Project Name	Total Construction	Enterprise Zone Tax Abatement - Utilization Basis	Majority Firms	ESB	%	WBE	%	MBE	%	Total M/W/ESB	%
Yo Cream International	\$4,874,255	\$774,090	\$4,650,255	\$125,000	16.15%	\$99,000	12.79%	\$0	0.00%	\$224,000	28.94%
Glenhaven	\$18,551,665	\$1,218,525	\$14,850,179	\$85,237	7.00%	\$396,846	32.57%	\$209,922	17.23%	\$692,005	56.79%
Totals	\$23,425,920	\$1,992,615	\$19,500,434	\$210,237	10.55%	\$495,846	24.88%	\$209,922	10.54%	\$916,005	45.97%
Total for All Completed Projects	\$18,551,665	\$1,218,525	\$14,850,179	\$85,237	7.00%	\$396,846	32.57%	\$209,922	17.23%	\$692,005	56.79%
Total for All Ongoing Projects	\$4,874,255	\$774,090	\$4,650,255	\$125,000	16.15%	\$99,000	12.79%	\$0	0.00%	\$224,000	28.94%

Development Agreement - Contracting Dollars
Reporting Period 7/1/05-6/30/06

Project Name	Total Construction	PDC Invested Amount	Basis for M/W/ESB Goal	Majority Firms	ESB	%	WBE	%	MBE	%	Total M/W/ESB	%
Oregon Clinic*	\$21,505,830	\$570,000	\$570,000	\$17,067,460	\$17,789	3.12%	\$809,851	142.08%	\$37,283	6.54%	\$864,923	151.74%
River East*	\$12,010,522	\$3,000,000	\$3,000,000	\$7,617,429	\$0	0.00%	\$106,638	3.55%	\$226,882	7.56%	\$333,520	11.12%
Starwood Luxury Hotel*	\$58,554,405	\$13,962,500	\$13,962,500	\$23,374,592	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
Crane Building	\$11,301,536	\$1,320,000	\$1,320,000	\$6,826,538	\$320,337	24.27%	\$0	0.00%	\$69,606	5.27%	\$389,943	29.54%
Heritage Building	\$2,578,076	\$2,578,076	\$2,578,076	\$977,965	\$128,300	4.98%	\$11,086	0.43%	\$608,151	23.59%	\$747,537	29.00%
Madison Place	\$4,250,967	\$500,000	\$500,000	\$1,889,416	\$59,548	11.91%	\$0	0.00%	\$719,184	143.84%	\$778,732	155.75%
MLK & Fremont	\$2,187,770	\$2,187,770	\$2,187,770	\$1,242,740	\$16,883	0.77%	\$676	0.03%	\$2,800	0.13%	\$20,359	0.93%
Gateway Parking Garage*	\$7,463,036	\$7,463,036	\$7,463,036	\$5,217,633	\$32,794	0.44%	\$301,122	4.03%	\$1,033,928	13.85%	\$1,367,844	18.33%
National Meeting Company (HenryV)	\$1,865,874	\$1,348,000	\$1,865,874	\$1,335,727	\$0	0.00%	\$13,835	0.74%	\$209,989	11.25%	\$223,824	12.00%
Wentworth Place	\$3,158,821	\$1,100,000	\$1,100,000	\$1,616,006	\$304,464	27.68%	\$168,505	15.32%	\$320,913	29.17%	\$793,882	72.17%
Totals	\$124,876,837	\$34,029,382	\$34,547,256	\$67,165,506	\$880,115	2.55%	\$1,411,713	4.09%	\$3,228,736	9.35%	\$5,520,564	15.98%

Totals for All

Completed Projects	\$12,487,731	\$9,911,036	\$10,428,910	\$8,169,366	\$337,258	3.23%	\$483,462	4.64%	\$1,564,830	15.00%	\$2,385,550	22.87%
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Totals for All

Ongoing Projects	\$112,389,106	\$24,118,346	\$24,118,346	\$58,996,140	\$542,857	2.25%	\$928,251	3.85%	\$1,663,906	6.90%	\$3,135,014	13.00%
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* Approximately 50% of the Starwood Luxury Hotel Project's subcontracting opportunities remain. Prime contractor anticipates strong M/W/ESB participation in the finishes work still to come

* Additional \$136,490 in second tier subcontractor utilization reported on the River East.

* Additional \$590,400 in second tier subcontractor utilization reported on the Gateway Parking Garage.

* Additional \$1,075,234 in second tier subcontractor utilization reported on the Oregon Clinic.

Loan Construction - Contracting Dollars

Reporting Period 7/1/05 Through 6/30/06

Project Type	Total Construction	PDC Invested Amount	Basis for M/W/ESB Goal	Majority Firms	ESB	%	WBE	%	MBE	%	Total M/W/ESB	% of PDC
Lincoln Woods	\$6,678,376	\$450,000	\$450,000	\$3,139,444	\$563,738	125.28%	\$38,247	8.50%	\$342,987	76.22%	\$944,972	209.99%
Our House	\$2,336,565	\$750,000	\$750,000	\$1,505,680	\$18,333	2.44%	\$2,000	0.27%	\$143,818	19.18%	\$164,151	21.89%
Roselyn Villa	\$479,030	\$276,334	\$276,334	\$271,597	\$33,853	12.25%	\$16,701	6.04%	\$36,025	13.04%	\$86,579	31.33%
Village at Headwaters	\$5,503,186	\$641,742	\$641,742	\$3,971,129	\$107,576	16.76%	\$0	0.00%	\$178,686	27.84%	\$286,262	44.61%
Weidler Commons	\$859,684	\$859,684	\$859,684	\$225,424	\$53,088	6.18%	\$0	0.00%	\$48,116	5.60%	\$101,204	11.77%
Albina CDC Rehabilitation (Three Prime Contractors)	\$1,052,764	\$1,052,764	\$1,052,764	\$130,771	\$107,525	10.21%	\$15,950	1.52%	\$13,440	1.28%	\$136,915	13.01%
Clara Vista Townhomes	\$4,864,855	\$1,135,437	\$1,135,437	\$3,042,848	\$347,094	30.57%	\$14,860	1.31%	\$312,328	27.51%	\$674,282	59.39%
Fir Grove	\$2,541,096	\$68,000	\$68,000	\$1,391,989	\$0	0.00%	\$14,920	21.94%	\$178,651	262.72%	\$193,571	284.66%
Hotel Alder	\$6,801,030	\$3,568,046	\$3,568,046	\$3,092,508	\$402,777	11.29%	\$213,478	5.98%	\$274,224	7.69%	\$890,479	24.96%
Kateri Park	\$589,750	\$500,000	\$500,000	\$3,618,398	\$900	0.18%	\$5,450	1.09%	\$667,146	133.43%	\$673,496	134.70%
Sitka Apartments*	\$20,378,325	\$9,000,000	\$9,000,000	\$13,006,999	\$0	0.00%	\$33,414	0.37%	\$1,271,188	14.12%	\$1,304,602	14.50%
West Gresham Apartments	\$3,046,602	\$130,304	\$130,304	\$1,980,145	\$0	0.00%	\$0	0.00%	\$97,871	75.11%	\$97,871	75.11%
Willow Tree	\$1,636,750	\$200,000	\$200,000	\$776,970	\$270,914	135.46%	\$0	0.00%	\$219,283	109.64%	\$490,197	245.10%
Totals	\$56,768,013	\$18,632,311	\$18,632,311	\$36,153,902	\$1,905,798	10.23%	\$355,020	1.91%	\$3,783,763	20.31%	\$6,044,581	32.44%
Totals for All												
Completed Projects	\$40,911,172	\$15,654,551	\$15,654,551	\$27,040,628	\$1,129,210	7.21%	\$298,072	1.90%	\$3,034,131	19.38%	\$4,461,413	28.50%
Totals for All												
Ongoing Projects	\$15,856,841	\$2,977,760	\$2,977,760	\$9,113,274	\$776,588	26.08%	\$56,948	1.91%	\$749,632	25.17%	\$1,583,168	53.17%

*Additional \$660,286 of second tier utilization reported on the Sitka Apartments.

Personal Services

Reporting Period 07/1/05 Through 06/30/06

Contractor	MBE	% of Total MBE	WBE	% of Total WBE	ESB	% of Total ESB	Total M/W/ESB	% of Total M/W/ESB
Action Words		0.00%	\$12,537	2.41%		0.00%	\$12,537	0.22%
Archscape Architecture		0.00%		0.00%	\$11,361	5.02%	\$11,361	0.20%
Ash Creek Associates, Inc.		0.00%	\$26,716	5.14%		0.00%	\$26,716	0.46%
Bay Area Economics		0.00%	\$80,314	15.46%		0.00%	\$80,314	1.39%
S Brooks & Associates Inc.	\$42,725	36.70%		0.00%		0.00%	\$42,725	0.74%
Carleton Hart Architecture PC	\$12,144	10.43%		0.00%		0.00%	\$12,144	0.21%
Counterpoint Consulting		0.00%	\$10,482	2.02%		0.00%	\$10,482	0.18%
Deca Architecture Inc.		0.00%		0.00%	\$4,558	2.01%	\$4,558	0.08%
Emerick Architects PC		0.00%	\$11,860	2.28%		0.00%	\$11,860	0.21%
Enviroissues Inc.		0.00%	\$5,234	1.01%		0.00%	\$5,234	0.09%
Ferrarini & Associates		0.00%		0.00%	\$52,322	23.12%	\$52,322	0.91%
Fifth Avenue Counseling & Consulting		0.00%	\$4,522	0.87%		0.00%	\$4,522	0.08%
Hahn and Associates Inc.		0.00%		0.00%	\$85,887	37.95%	\$85,887	1.49%
Hanamura Consulting Inc.	\$4,000	3.44%		0.00%		0.00%	\$4,000	0.07%
Jeannete M Launer		0.00%	\$153,455	29.54%		0.00%	\$153,455	2.66%
KJM & Associates LTD		0.00%	\$27,688	5.33%		0.00%	\$27,688	0.48%
KLK Consulting		0.00%	\$4,377	0.84%		0.00%	\$4,377	0.08%
Kurahashi & Associates Inc.	\$8,836	7.59%		0.00%		0.00%	\$8,836	0.15%
Lango Hansen Landscape Architects PC		0.00%	\$23,450	4.51%		0.00%	\$23,450	0.41%
Lively Enterprises		0.00%	\$31,070	5.98%		0.00%	\$31,070	0.54%
Lloyd D Lindley ASLA		0.00%		0.00%	\$42,751	18.89%	\$42,751	0.74%
Manda Beckett Design		0.00%	\$13,056	2.51%		0.00%	\$13,056	0.23%
Marketek		0.00%		0.00%	\$6,809	3.01%	\$6,809	0.12%
Michael McCulloch Architects LLC		0.00%		0.00%	\$16,600	7.33%	\$16,600	0.29%
Nevue Ngan Associates	\$950	0.82%		0.00%		0.00%	\$950	0.02%
Norton - Arnold & Company		0.00%	\$4,277	0.82%		0.00%	\$4,277	0.07%
Oden-Orr LLC	\$13,314	11.44%		0.00%		0.00%	\$13,314	0.23%
Pacific Rim Environmental Services Inc.		0.00%		0.00%	\$1,100	0.49%	\$1,100	0.02%
Pacrim Geotechnical	\$34,456	29.60%		0.00%		0.00%	\$34,456	0.60%
Project Management Resources LLC		0.00%		0.00%	\$1,110	0.49%	\$1,110	0.02%
Robertson Merryman Barnes Architects Inc.		0.00%	\$7,864	1.51%		0.00%	\$7,864	0.14%
Staffing Solutions LLC		0.00%	\$101,755	19.59%		0.00%	\$101,755	1.77%
Tevlin Strategic Communications		0.00%		0.00%	\$2,173	0.96%	\$2,173	0.04%
The Bookin Group		0.00%	\$783	0.15%		0.00%	\$783	0.01%
LLC Zilco Environmental, LLC		0.00%		0.00%	\$1,670	0.74%	\$1,670	0.03%
Totals	\$116,425	100.00%	\$519,440	100.00%	\$226,341	100.00%	\$862,206	
Percentage of Total Expenditures		2.02%		9.01%		3.93%		14.96%
Total Expenditures Personal Services	\$5,763,289							
Majority Firm Expenditures	\$4,901,083							
M/W/ESB Expenditures	\$862,206							
M/W/ESB % of Total Expenditures	14.96%							

Personal Services RFP - Contracting Dollars

Reporting Period 7/1/05 Through 6/30/06

Project Name	Total PDC Dollars	Majority Firms	ESB	%	WBE	%	MBE	%	Total M/W/ESB	%
Ankeny/Burnside Framework	\$200,000	\$0	\$0	0.00%	\$44,125	22.06%	\$0	0.00%	\$44,125	22.06%
Downtown Kenton Redevelopment Project	\$145,000	\$67,362	\$4,400	3.03%	\$13,800	9.52%	\$9,923	6.84%	\$28,123	19.40%
Totals	\$345,000	\$67,362	\$4,400	1.28%	\$57,925	16.79%	\$9,923	2.88%	\$72,248	20.94%
Totals for All Completed Projects	\$200,000	\$0	\$0	0.00%	\$44,125	22.06%	\$0	0.00%	\$44,125	22.06%
Totals for All Ongoing Projects	\$145,000	\$67,362	\$4,400	3.03%	\$13,800	9.52%	\$9,923	6.84%	\$28,123	19.40%

Direct Bid Contracting by Ethnicity

Reporting Period 7/1/05 Through 6/30/06

Project Name	African American	Hispanic American	Asian American	Native American	Other Minority	Total MBE Utilization
Headwaters at Tryon Creek	\$12,580	\$301,346	\$0	\$0	\$0	\$313,926
3rd and Oak Demolition	\$11,440	\$0	\$159	\$0	\$0	\$11,599
Totals	\$24,020	\$301,346	\$159	\$0	\$0	\$325,525
Totals for All Completed Projects	\$11,440	\$0	\$159	\$0	\$0	\$11,599
Totals for All Ongoing Projects	\$12,580	\$301,346	\$0	\$0	\$0	\$313,926

Enterprise Zone Contracting by Ethnicity

Reporting Period 7/1/05 through 6/30/06

Project Name	African American	Hispanic American	Asian American	Native American	Other Minority	Total MBE Utilization
Yo Cream International	\$0	\$0	\$0	\$0	\$0	\$0
Glenhaven	\$16,786	\$0	\$162,681	\$30,455	\$0	\$209,922
Totals	\$16,786	\$0	\$162,681	\$30,455	\$0	\$209,922
Totals for All Completed Projects	\$16,786	\$0	\$162,681	\$30,455	\$0	\$209,922
Totals for All Ongoing Projects	\$0	\$0	\$0	\$0	\$0	\$0

Development Agreement Contracting by Ethnicity

Reporting Period 7/1/05 through 6/30/06

Project Name	African American	Hispanic American	Asian American	Native American	Other Minority	Total MBE Utilization
Oregon Clinic*	\$37,283	\$0	\$0	\$0	\$0	\$37,283
River East*	\$36,700	\$0	\$190,182	\$0	\$0	\$226,882
Crane Building	\$0	\$0	\$69,606	\$0	\$0	\$69,606
Heritage Building	\$172,500	\$435,651	\$0	\$0	\$0	\$608,151
Madison Place	\$719,184	\$0	\$0	\$0	\$0	\$719,184
MLK & Fremont	\$2,800	\$0	\$0	\$0	\$0	\$2,800
Starwood Luxury Hotel	\$0	\$0	\$0	\$0	\$0	\$0
Gateway Parking Garage*	\$903,113	\$0	\$130,815	\$0	\$0	\$1,033,928
National Meeting Company (Henry V)	\$165,489	\$0	\$44,500	\$0	\$0	\$209,989
Wentworth Place	\$302,363	\$18,550	\$0	\$0	\$0	\$320,913
Totals	\$2,339,432	\$454,201	\$435,103	\$0	\$0	\$3,228,736
Totals for All Completed Projects	\$1,370,965	\$18,550	\$175,315	\$0	\$0	\$1,564,830
Total for All Ongoing Projects	\$968,467	\$435,651	\$259,788	\$0	\$0	\$1,663,906

* Approximately 50% of the Starwood Luxury Hotel Project's subcontracting opportunities remain. Prime contractor anticipates strong M/W/ESB participation in the finishes work still to come

* Additional \$136,490 in second tier subcontractor utilization reported on the River East.

* Additional \$590,400 in second tier subcontractor utilization reported on the Gateway Parking Garage.

* Additional \$1,075,234 in second tier subcontractor utilization reported on the Oregon Clinic.

Loan Contracting by Ethnicity

Reporting Period 7/1/05 Through 6/30/06

Project Name	African American	Asian American	Hispanic American	Native American	Other Minority	Total MBE Utilization
Lincoln Woods	\$99,451	\$0	\$243,536	\$0	\$0	\$342,987
Our House	\$2,000	\$95,100	\$46,718	\$0	\$0	\$143,818
Roselyn Villa	\$15,812	\$10,071	\$10,142	\$0	\$0	\$36,025
Village at Headwaters	\$9,210	\$0	\$169,476	\$0	\$0	\$178,686
Weidler Commons	\$48,116	\$0	\$0	\$0	\$0	\$48,116
Albina CDC Rehabilitation (Three Prime Contractors)	\$12,940	\$0	\$0	\$0	\$500	\$13,440
Clara Vista Townhomes	\$61,185	\$0	\$251,143	\$0	\$0	\$312,328
Fir Grove	\$65,314	\$0	\$113,337	\$0	\$0	\$178,651
Hotel Alder	\$0	\$215,864	\$58,360	\$0	\$0	\$274,224
Kateri Park	\$459,309	\$0	\$195,337	\$12,500	\$0	\$667,146
Sitka Apartments*	\$224,406	\$485,978	\$505,694	\$55,110	\$0	\$1,271,188
West Gresham Apartments	\$46,412	\$42,189	\$9,270	\$0	\$0	\$97,871
Willow Tree	\$172,658	\$46,625	\$0	\$0	\$0	\$219,283
Totals	\$1,216,813	\$895,827	\$1,603,013	\$67,610	\$500	\$3,783,763
Totals for All Completed Projects	\$1,042,224	\$790,656	\$1,133,141	\$67,610	\$500	\$3,034,131
Totals for All Ongoing Projects	\$174,589	\$105,171	\$469,872	\$0	\$0	\$749,632

*Additional \$660,286 of second tier utilization reported on the Sitka Apartments.

Personal Services Contracting By Ethnicity

Reporting Period 7/1/04 Through 6/30/05

Project Type	African American	Asian American	Hispanic American	Native American	Other Minority	Total MBE Utilization
Professional Services	\$68,183	\$48,242	\$0	\$0	\$0	\$116,425
Totals	\$68,183	\$48,242	\$0	\$0	\$0	\$116,425

Personal 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
Ankeny Burnside Framework	\$0	\$0	\$0	\$0	\$0	\$0
Downtown Kenton Redevelopment Project	\$0	\$9,923	\$0	\$0	\$0	\$9,923
Totals	\$0	\$9,923	\$0	\$0	\$0	\$9,923
Totals for All Completed Projects	\$0	\$0	\$0	\$0	\$0	\$0
Totals for All Ongoing Projects	\$0	\$9,923	\$0	\$0	\$0	\$9,923

Overall M/W/ESB Utilization

Reporting Period 7/1/05 Through 6/30/06

Contracting Type	Total* PDC Portion	Majority Firms	ESB	%	WBE	%	MBE	%	Total M/W/ESB	%
Construction	\$65,679,904	\$130,022,600	\$3,209,111	4.89%	\$2,387,740	3.64%	\$7,547,946	11.49%	\$13,144,797	20.01%
Professional Services	\$5,763,289	\$4,901,083	\$226,341	3.93%	\$519,440	9.01%	\$116,425	2.02%	\$862,206	14.96%
Professional Services RFPs	\$345,000	\$67,362	\$4,400	1.28%	\$57,925	16.79%	\$9,923	2.88%	\$72,248	20.94%
Totals	\$71,788,193	\$134,991,045	\$3,439,852	4.79%	\$2,965,105	4.13%	\$7,674,294	10.69%	\$14,079,251	19.61%

Overall Completed Projects M/W/ESB Utilization

Reporting Period 7/1/05 Through 6/30/06

Contracting Type	Total* PDC Portion	Majority Firms	ESB	%	WBE	%	MBE	%	Total M/W/ESB	%
Construction	\$27,549,171	\$50,072,547	\$1,559,673	5.66%	\$1,204,998	4.37%	\$4,820,482	17.50%	\$7,585,153	27.53%
Professional Services	\$5,763,289	\$4,901,083	\$226,341	3.93%	\$519,440	9.01%	\$116,425	2.02%	\$862,206	14.96%
Professional Services RFPs	\$200,000	\$0	\$0	0.00%	\$44,125	22.06%	\$0	0.00%	\$44,125	22.06%
Totals	\$33,512,460	\$54,973,630	\$1,786,014	5.33%	\$1,768,563	5.28%	\$4,936,907	14.73%	\$8,491,484	25.34%

Overall Ongoing Projects M/W/ESB Utilization

Reporting Period 7/1/05 Through 6/30/06

Contracting Type	Total* PDC Portion	Majority Firms	ESB	%	WBE	%	MBE	%	Total M/W/ESB	%
Construction	\$38,130,733	\$79,950,053	\$1,649,438	4.33%	\$1,182,742	3.10%	\$2,727,464	7.15%	\$5,559,644	14.58%
Professional Services	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Professional Services RFPs	\$145,000	\$67,362	\$4,400	3.03%	\$13,800	9.52%	\$9,923	6.84%	\$28,123	19.40%
Totals	\$38,275,733	\$80,017,415	\$1,653,838	4.32%	\$1,196,542	3.13%	\$2,737,387	7.15%	\$5,587,767	14.60%

* 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.

Total Construction Contracting Dollars

Reporting Period 7/1/05 Through 6/30/06

Project Type	Total Project	PDC Portion*	Majority Firms	ESB	%	WBE	%	MBE	%	Total M/W/ESB	%
Development	\$124,876,837	\$34,547,256	\$67,165,506	\$880,115	2.55%	\$1,411,713	4.09%	\$3,228,736	9.35%	\$5,520,564	15.98%
Direct Bid	\$10,507,722	\$10,507,722	\$7,202,758	\$212,961	2.03%	\$125,161	1.19%	\$325,525	3.10%	\$663,647	6.32%
Enterprise Zone	\$23,425,920	\$1,992,615	\$19,500,434	\$210,237	10.55%	\$495,846	24.88%	\$209,922	10.54%	\$916,005	45.97%
Loan Construction	\$56,768,013	\$18,632,311	\$36,153,902	\$1,905,798	10.23%	\$355,020	1.91%	\$3,783,763	20.31%	\$6,044,581	32.44%
Totals	\$215,578,492	\$65,679,904	\$130,022,600	\$3,209,111	4.89%	\$2,387,740	3.64%	\$7,547,946	11.49%	\$13,144,797	20.01%

Total Construction Contracting Dollars - Completed Projects

Reporting Period 7/1/05 Through 6/30/06

Project Type	Total Project	PDC Portion*	Majority Firms	ESB	%	WBE	%	MBE	%	Total M/W/ESB	%
Development	\$12,487,731	\$10,428,910	\$8,169,366	\$337,258	3.23%	\$483,462	4.64%	\$1,564,830	15.00%	\$2,385,550	22.87%
Direct Bid	\$247,185	\$247,185	\$12,374	\$7,968	3.22%	\$26,618	10.77%	\$11,599	4.69%	\$46,185	18.68%
Enterprise Zone	\$18,551,665	\$1,218,525	\$14,850,179	\$85,237	7.00%	\$396,846	32.57%	\$209,922	17.23%	\$692,005	56.79%
Loan Construction	\$40,911,172	\$15,654,551	\$27,040,628	\$1,129,210	7.21%	\$298,072	1.90%	\$3,034,131	19.38%	\$4,461,413	28.50%
Totals	\$72,197,753	\$27,549,171	\$50,072,547	\$1,559,673	5.66%	\$1,204,998	4.37%	\$4,820,482	17.50%	\$7,585,153	27.53%

Total Construction Contracting Dollars - Ongoing Projects

Reporting Period 7/1/05 Through 6/30/06

Project Type	Total Project	PDC Portion*	Majority Firms	ESB	%	WBE	%	MBE	%	Total M/W/ESB	%
Development	\$112,389,106	\$24,118,346	\$58,996,140	\$542,857	2.25%	\$928,251	3.85%	\$1,663,906	6.90%	\$3,135,014	13.00%
Direct Bid	\$10,260,537	\$10,260,537	\$7,190,384	\$204,993	0.00%	\$98,543	0.00%	\$313,926	0.00%	\$617,462	0.00%
Enterprise Zone	\$4,874,255	\$774,090	\$4,650,255	\$125,000	16.15%	\$99,000	12.79%	\$0	0.00%	\$224,000	28.94%
Loan Construction	\$15,856,841	\$2,977,760	\$9,113,274	\$776,588	26.08%	\$56,948	1.91%	\$749,632	25.17%	\$1,583,168	53.17%
Totals	\$143,380,739	\$38,130,733	\$79,950,053	\$1,649,438	4.33%	\$1,182,742	3.10%	\$2,727,464	7.15%	\$5,559,644	14.58%

Construction Contracting by Ethnicity

Reporting Period 7/1/05 Through 6/30/06

Project Type	Total M/W/ESB	African American	%	Asian American	%	Hispanic American	%	Native American	%	Other Minority	%	Total MBE Utilization	% of Total
Development	\$5,520,564	\$2,339,432	42.38%	\$435,103	7.88%	\$454,201	8.23%	\$0	0.00%	\$0	0.00%	\$3,228,736	58.49%
Direct Construction	\$663,647	\$24,020	3.62%	\$159	0.02%	\$301,346	45.41%	\$0	0.00%	\$0	0.00%	\$325,525	49.05%
Enterprise Zone	\$916,005	\$16,786	1.83%	\$162,681	17.76%	\$0	0.00%	\$30,455	3.32%	\$0	0.00%	\$209,922	22.92%
Loan Construction	\$6,044,581	\$1,216,813	20.13%	\$895,827	14.82%	\$1,603,013	26.52%	\$67,610	1.12%	\$500	0.01%	\$3,783,763	62.60%
Total PDC													
Construction Funding	\$13,144,797	\$3,597,051	27.36%	\$1,493,770	11.36%	\$2,358,560	17.94%	\$98,065	0.75%	\$500	0.00%	\$7,547,946	61.72%

Construction Contracting by Ethnicity - Completed Projects

Reporting Period 7/1/05 Through 6/30/06

Project Type	Total M/W/ESB	African American	%	Asian American	%	Hispanic American	%	Native American	%	Other Minority	%	Total MBE Utilization	% of Total
Development	\$2,385,550	\$1,370,965	57.47%	\$175,315	0.00%	\$18,550	0.78%	\$0	0.00%	\$0	0.00%	\$1,564,830	65.60%
Direct Construction	\$46,185	\$11,440	24.77%	\$159	0.34%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$11,599	25.11%
Enterprise Zone	\$692,005	\$16,786	2.43%	\$162,681	23.51%	\$0	0.00%	\$30,455	4.40%	\$0	0.00%	\$209,922	30.34%
Loan Construction	\$4,461,413	\$1,042,224	23.36%	\$790,656	17.72%	\$1,133,141	25.40%	\$67,610	1.52%	\$500	0.01%	\$3,034,131	68.01%
Total PDC													
Construction Funding	\$7,585,153	\$2,441,415	32.19%	\$1,128,811	14.88%	\$1,151,691	15.18%	\$98,065	1.29%	\$500	0.01%	\$4,820,482	63.55%

Construction Contracting by Ethnicity - Ongoing Projects

Reporting Period 7/1/05 Through 6/30/06

Project Type	Total M/W/ESB	African American	%	Asian American	%	Hispanic American	%	Native American	%	Other Minority	%	Total MBE Utilization	% of Total
Development	\$3,135,014	\$968,467	30.89%	\$259,788	8.29%	\$435,651	13.90%	\$0	0.00%	\$0	0.00%	\$1,663,906	53.07%
Direct Construction	\$617,462	\$12,580	0.00%	\$0	0.00%	\$301,346	0.00%	\$0	0.00%	\$0	0.00%	\$313,926	0.00%
Enterprise Zone	\$224,000	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
Loan Construction	\$1,583,168	\$174,589	11.03%	\$105,171	6.64%	\$469,872	29.68%	\$0	0.00%	\$0	0.00%	\$749,632	47.35%
Total PDC													
Construction Funding	\$5,559,644	\$1,155,636	20.79%	\$364,959	6.56%	\$1,206,869	21.71%	\$0	0.00%	\$0	0.00%	\$2,727,464	49.06%

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

I. Introduction

Significant progress is evident now three years into 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). Both of the first two tower projects – the Meriwether Condominiums and the OHSU Center for Health and Healing – are nearing completion and several additional major projects are well underway. The John Ross Condominiums, the Atwater Condominiums and an as-yet-unnamed condominium project on Block 38 are all under construction. In addition to the previously mentioned condominium projects, a public storage facility was demolished and the two-block site was covered with temporary grass, soon to be transformed into a new city park. Construction on two essential City of Portland projects is progressing, with the Streetcar Extension to SW Moody Avenue and Gibbs Street completed in October, and the Aerial Tram's lower tower, now a familiar site to Interstate 5 commuters, opening in winter 2006/2007. The next phase of development for the Streetcar Extension is underway and will extend the streetcar from SW Gibbs to SW Lowell.

Two of the many public benefits contained within the original 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. Through amendment to the South Waterfront DA, a broader workforce diversity strategy was incorporated and is just now being implemented on South Waterfront DA projects.

Positive action has been taken by PDC, OHSU, NMI and others to create expanded opportunities for minorities and women throughout the construction trades. The South Waterfront development agreement partners, including PDC, this year began Construction Apprenticeship & Workforce Solutions Inc. (CAWS), a comprehensive and sustainable regional workforce strategy. CAWS is a private nonprofit organization that is bringing together multiple stakeholders in a voluntary effort to increase diversity in the Portland metropolitan area's construction trades and to develop a workforce system for all projects, public and private.

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

Liberty Steel Erectors, Inc.



Gilbert Carreon started Liberty Steel more than a decade ago. "I wanted to be my own boss, and now I have many bosses," the former ironworker laughs. Northeast Portland-based Liberty Steel installs structural steel and miscel-

laneous iron in Oregon and Southwest Washington. The company worked in the South Waterfront on both the Discovery Center and the OHSU Center for Health and Healing.

There's no secret to winning contracts, he says. "I don't really think of ourselves as a minority company. We use the advice that Sam Brooks over at OAME gives us. But as far as the company doing the work itself, we're just like any other company. My advice is contact the general contractors that are bidding the jobs. Go through the plans and specs carefully. Be sure of what you're bidding. Make sure you can perform. Roll up your sleeves and go at it. And hope you get the job."

II. SUMMARY OF M/W/ESB CONTRACTING UTILIZATION

Several important points should be noted at the outset:

First, PDC's M/W/ESB program requires that development agreement parties demonstrate good faith efforts toward achieving a combined MBE, WBE and ESB utilization goal; it does not mandate quotas, nor does it specify individual goals for each particular kind of certification or ethnicity.

Second, 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 PDC's financing. For this year's South Waterfront Central District Diversity in Contracting and Workforce Training report, none of the projects covered received any PDC financing, with the exception of the City Infrastructure project (through an Intergovernmental Agreement with the City of Portland) and the Public Storage demolition project. All South Waterfront DA partners agreed to a 20 percent M/W/ESB utilization goal based on the total construction costs of each project. This agreement created a new, more stringent, 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 against PDC financing. More than two-thirds of the M/W/ESB utilization on South Waterfront DA projects will occur on development projects that have not received any PDC financing.

The combined M/W/ESB contracting dollars for all on-going construction projects listed in the following utilization table amounts to \$33,264,262. Almost one-third (28.87 percent) of the individual M/W/ESB contracts went to MBE firms. Ninety-seven separate M/W/ESB contracts combine for the utilization total.

Distribution of M/W/ESB utilization dollars is heavily concentrated at the second-tier subcontractor level. Just over 63 percent of all utilization dollars are committed to second-tier subcontractors. In addition to the heavy concentration of utilization dollars at the second tier, nearly three-quarters (72.68 percent) of all utilization dollars are committed to WBE certified firms.

Construction Costs
\$352,232,136

South Waterfront M/W/ESB Utilization	%	MBE	%	WBE	%	ESB	%	Total M/W/ESB
Prime Contractor	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0
First Tier Subcontractors	0.64%	\$2,244,555	2.16%	\$7,605,643	0.65%	\$2,274,737	3.44%	\$12,124,935
Second Tier Subcontractors	0.26%	\$923,851	4.70%	\$16,570,066	1.03%	\$3,654,410	6.00%	\$21,139,327
Combined	0.90%	\$3,168,406	6.86%	\$24,175,709	1.68%	\$5,920,147	9.44%	\$33,264,262

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. In recognition of these challenges, PDC along with its South Waterfront DA partners decided to expand M/W/ESB reporting to include tracking of M/W/ESB certified prime contractors and second-tier contractors.

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 high-rise construction project will reflect a percentage of the total amount of work subcontracted out, including material purchase contracts.



Challenges

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) 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 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 fields where there has historically been little to no availability.

Many 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 have. These factors, as well as other social and cultural dynamics, have created a significant obstacle for M/W/ESB firms to overcome.

Another challenge to increasing M/W/ESB utilization on many of the South Waterfront projects has to do with a lack of 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 10 percent of the direct cost of work is in areas of work with very little to no M/W/ESB availability. Such areas as curtain-wall systems, crane services and elevators do indeed represent contracting opportunities but for various reasons, mostly economic, there is no M/W/ESB availability. This will likely always represent a challenge to increasing M/W/ESB utilization, as many of areas of work can not effectively be broken down into smaller scopes of work due to the highly integrated nature of the work. We hope the apprenticeship training requirements through the Workforce Training and Hiring Program, the Project Apprenticeship Agreement, and the development of CAWS will help to diversify many of these specialized construction fields and one day lead to minority- and female-owned firms in these areas.

Closely related to the challenge of lacking adequate availability for certain work specialties is the challenge of finding certified contractors large enough to perform many of the jobs. As mentioned above, some areas of work are typically performed exclusively by one contractor per project. This often is necessary because the scope is highly integrated, which makes second-tier subcontracting difficult due to liability concerns for the primary contractor performing the work. While there is integration of work all 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 M/W/ESB certified firms. Considerable emphasis has been placed on the importance of partnership arrangements between larger majority-owned firms and smaller M/W/ESB certified firms.

III. SUMMARY OF WORKFORCE TRAINING AND WORKFORCE DIVERSITY EFFORTS

As part of the South Waterfront Development Agreement (DA), OHSU and private development partners NMI and RCI were directed to follow the City of Portland's Workforce Training and Hiring Program for specific projects. Additionally, the South Waterfront Workforce Diversity Strategy was incorporated into the South Waterfront DA in the third amendment. The South Waterfront Workforce Diversity Strategy provided the framework for an aggressive workforce diversity plan, involving both trade union efforts to diversify apprentice enrollment and increase graduation rates of minority and female apprentices, and project owner employment-diversity efforts. This agreement was formally adopted by many of the construction trade unions and the South Waterfront DA partners on December 14, 2005. The adopted workforce diversity plan is now known as the Project Apprenticeship Agreement (PAA.) Representatives from PDC, OHSU and the trade unions comprise the PAA Oversight Committee, which governs efforts to meet the goals of the agreement.

The PAA sets increasing construction workforce diversity goals on a project-by-project basis, culminating in a diversity goal of 20 percent minority workforce participation and 15 percent female workforce participation by the end of 2014. For fiscal 2005/06 the minority participation goal equaled 14 percent and the female participation goal equaled 6 percent. Like the Workforce Training and Hiring Program, the PAA requires each project's general contractors and all subcontractors with contracts of \$100,000 or greater to commit to making good faith efforts to attain combined journey and apprentice phased participation goals. These efforts represent the demand side of the supply and demand equation.

On the supply side of the equation, many of the construction trade unions agreed to make good faith efforts to increase enrollment of women and minority apprentices and to narrow the disparity in graduation rates between white male apprentices and women and minority apprentices.

The PAA was formally adopted for all South Waterfront DA projects with contracts signed as of December 14, 2005, which excludes most of the projects covered in this fiscal year report. Although the PAA was adopted in mid-December 2005, contract language was not developed and available to contractors until the next fiscal year. During this time, two projects were initiated, the Public Storage demolition and the Block 38 Condominiums.

Because the Public Storage demolition was a PDC-owned project, the Workforce Training and Hiring Program was required in lieu of the PAA contract language still under development. Contracts were amended for contractors who started work on the initial phase of the Block 38 project to incorporate the newly developed PAA contract language. Data is now being collected for those few months where no program requirements were in-place. The Block 38 project began construction in June 2006, the end of the fiscal year. All data for the Block 38 project from construction start through next fiscal year will be included in next year's report, as well as monthly reports to PDC's Board of Commissioners.

The PAA and the Workforce Training and Hiring Program are similar in many respects. Both programs have a 20 percent apprentice training goal, and both programs have a workforce diversity goal. However, the PAA establishes a more aggressive, phased workforce-diversity goal, and the PAA prescribes related activities to be undertaken by the trade unions to increase diversity in the trades, at the apprentice level. Because the two programs are substantively similar and considerable concern over diversity outcomes in the South Waterfront has been voiced to PDC's Board of Commissioners by members of the community, efforts were undertaken to provide as much information on South Waterfront DA workforce diversity as was available at the time. With this in mind, PDC requested data from the City of Portland's Bureau of Purchases for Workforce Training and Hiring Program results for all City of Portland construction projects tied to the South Waterfront DA, underway in the project area. While PDC does not typically report on City of Portland-owned construction projects, these particular projects are being substantially financed by PDC through tax increment financing and they are all directly tied to the South Waterfront DA.

Voluntary private developer apprentice training and workforce diversity efforts have also been instituted on the condominium projects under construction in the South Waterfront that do not have WTHP or PAA apprentice training and workforce diversity components (Meriwether, John Ross, Atwater.) Those voluntary efforts are not included in this report, but are an important part of the integrated workforce training and workforce diversity efforts underway in the South Waterfront.

South Waterfront Workforce Activity

During fiscal 2005/06, the City of Portland Bureau of Purchases monitored one PDC-owned project (Public Storage Demolition/ Neighborhood Park Site), two privately owned projects (OHSU Center for Health and Healing and Private Infrastructure – Streets & Utilities) and four City of Portland projects in the South Waterfront Central District that were subject to the Workforce Training and Hiring Program requirements. A total of 522,684 hours were worked on these projects during this fiscal year.

PDC-owned and Privately-owned Projects	City of Portland Projects
OHSU Center for Health and Healing	The Aerial Tram
Public Storage Demolition / Neighborhood Park Site	City of Portland Infrastructure – Streets & Utilities
Private Infrastructure – Streets & Utilities	Streetcar Extension Macadam Street Improvements

The OHSU Center for Health and Healing project represents more than three quarters of the total workforce hours covered in this report. The OHSU project exceeded its apprenticeship hours goal of 17 percent with a total apprenticeship result of over 25 percent. The OHSU project also achieved better than 96 percent compliance with the minority workforce participation goal for 2006, as established in the PAA, even though the PAA diversity program was not required for this project. Minority construction workers provided 13.45 percent of all workforce hours. The OHSU development achieved 69 percent compliance with the female PAA workforce participation goal for 2006 as well. In all projects combined, as demonstrated in Figure 1.3, minorities worked over 13 percent of total hours this fiscal year while female participation was just over 5 percent.

Fig 1.3

	FY 03/04		FY 04/05		FY 05/06	
	Hours Worked	% of Total	Hours Worked	% of Total	Hours Worked	% of Total
African American	1,020	3.39%	8,266	4.33%	12,286	2.35%
Asian American	447	1.48%	1,119	0.59%	7,138	1.37%
Hispanic American	4,216	14.00%	21,406	11.20%	39,216	7.51%
Native American	660	2.19%	8,968	4.69%	11,901	2.28%
Caucasian	23,769	78.94%	151,295	79.19%	452,144	86.50%
Totals	30,112	100.00%	191,054	100.00%	522,684	100.00%
Minority Hours	6,343	21.06%	39,758	20.81%	69,909	13.38%
Female Hours	2,598	8.63%	7,350	3.85%	26,893	5.15%

This year, many trades experienced a shortage of apprentices, including electricians, laborers and painters. This challenged contractors trying to meet the apprenticeship requirements of the Workforce Program. As a result, city staff asked that contractors actively recruit apprentices from various community recruitment resources, provided that:

1. The apprenticeship program was open for applications; and
2. The applicant met the minimum requirements to enter the apprenticeship program.

Despite the shortage, apprentices worked over 124,000 hours this fiscal year on South Waterfront projects, or almost 24 percent of total hours. Minority and female apprentices worked over 29 percent of those hours, a decrease when compared with fiscal year 2004/05, when they worked just over 39 percent of apprentice hours. While apprentices worked in nearly every trade, the following trades provided the highest number of apprentice hours: carpenters, glaziers, electricians and laborers.

PDC-owned and Privately-owned Projects	City of Portland Projects
OHSU Center for Health and Healing	The Aerial Tram
Public Storage Demolition / Neighborhood Park Site	City of Portland Infrastructure – Streets & Utilities
Private Infrastructure – Streets & Utilities	Streetcar Extension Macadam Street Improvements

PDC and its South Waterfront DA and trade union partners are optimistic the substantial workforce needs for South Waterfront DA projects, coupled with the established workforce diversity and apprentice training requirements, will create a sustained demand for a diverse apprentice pool. In turn, the trade unions' apprentice diversification efforts through increased recruitment and graduation of women and minority candidates will create a sustained supply of apprentices.

With work underway on the first high-rise construction project covered by the PAA (Block 38 Condominiums), next year's report, as well as continued monthly updates to PDC's board of Commissioners, will serve as a status report on the program's success. PDC's soon-to-be-hired Director of Community Relations and Business Equity will work with the PAA Oversight Committee to develop and implement strategies to ensure the apprentice shortages experienced in several trades this past fiscal year are anticipated in advance and steps are taken to reduce or eliminate their recurrence.

Over the past six months, the PAA Oversight Committee has met with trade union apprentice training coordinators, as well as with representatives from many of the local pre-apprenticeship programs (Oregon Tradeswomen, Inc., Portland YouthBuilders and the Evening Trades Apprenticeship Program.) The PAA Oversight Committee hopes to work with these organizations, and others, to ensure that a steady flow of women and minority pre-apprentice graduates are connected with the apprentice training organizations to meet their continuing workforce needs.



The Meriwether project in South Waterfront achieved \$7,950,878 in M/W/ESB utilization.

IV. SOUTH WATERFRONT M/W/ESB CONTRACTING UTILIZATION REPORTS

South Waterfront Central District Development Agreement Minority, Women and Emerging Small Business Construction Utilization Ongoing Projects & Projects Completed in FY 05-06

	Prime Contract	Subcontracted Work	Basis For Goal	Number of M/W/ESB contracts	MBE Dollars	MBE %	WBE Dollars	WBE %	ESB Dollars	ESB %	Combined M/W/ESB Dollars	Combined M/W/ESB %
Block 25 - OHSU Center for Health & Healing*	\$107,048,000	\$99,269,064	\$99,269,064	36								
Prime (Hoffman Construction)					\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
First Tier					\$705,347	0.71%	\$1,694,319	1.71%	\$590,181	0.59%	\$2,989,847	3.01%
Second Tier					\$8,600	0.01%	\$4,881,617	4.92%	\$1,609,519	1.62%	\$6,499,736	6.55%
Combined Tiers					\$713,947	0.72%	\$6,575,936	6.62%	\$2,199,700	2.22%	\$9,489,583	9.56%
Block 38 - Yet to be named	\$110,728,000	\$17,954,889	\$17,954,889	2								
Prime (Hoffman Construction)**					\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
First Tier					\$1,068	0.01%	\$15,000	0.08%	\$0	0.00%	\$16,068	0.09%
Second Tier					\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
Combined Tiers					\$1,068	0.01%	\$15,000	0.08%	\$0	0.00%	\$16,068	0.09%
Block 35 -John Ross	\$91,823,000	\$73,774,399	\$73,774,399	10								
Prime (Hoffman Construction)**					\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
First Tier					\$10,447	0.01%	\$0	0.00%	\$549,281	0.74%	\$559,728	0.76%
Second Tier					\$667,820	0.91%	\$4,904,114	6.65%	\$300,000	0.41%	\$5,871,934	7.96%
Combined Tiers					\$678,267	0.92%	\$4,904,114	6.65%	\$849,281	1.15%	\$6,431,662	8.72%
Block 34 - Atwater	\$95,120,000	\$76,640,173	\$76,640,173	13								
Prime (Hoffman Construction)**					\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
First Tier					\$20,309	0.03%	\$2,924,103	3.82%	\$10,469	0.01%	\$2,954,881	3.86%
Second Tier					\$0	0.00%	\$3,183,626	4.15%	\$1,265,000	1.65%	\$4,448,626	5.80%
Combined Tiers					\$20,309	0.03%	\$6,107,729	7.97%	\$1,275,469	1.66%	\$7,403,507	9.66%
Block 30 - Meriwether	\$86,837,000	\$77,677,181	\$77,677,181	23								
Prime (Hoffman Construction)**					\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
First Tier					\$301,426	0.39%	\$2,845,000	3.66%	\$485,421	0.62%	\$3,631,847	4.68%
Second Tier					\$247,431	0.32%	\$3,600,709	4.64%	\$470,891	0.61%	\$4,319,031	5.56%
Combined Tiers					\$548,857	0.71%	\$6,445,709	8.30%	\$956,312	1.23%	\$7,950,878	10.24%
Public Storage Demolition / Neighborhood Park Site***	\$333,713	\$211,589	\$333,713	2								
Prime (Moore Excavation)					\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
First Tier					\$40,761	12.21%	\$0	0.00%	\$132,162	39.60%	\$172,923	51.82%
Second Tier					\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
Combined Tiers					\$40,761	12.21%	\$0	0.00%	\$132,162	39.60%	\$172,923	51.82%

South Waterfront Central District Development Agreement Minority, Women and Emerging Small Business Construction Utilization

Ongoing Projects & Projects Completed in FY 05-06

	Prime Contract	Subcontracted Work	Basis For Goal	Number of M/W/ESB contracts	MBE Dollars	MBE %	WBE Dollars	WBE %	ESB Dollars	ESB %	Combined M/W/ESB Dollars	Combined M/W/ESB %
City of Portland	\$3,773,197	\$2,129,850	\$3,773,197	7								
Prime (Stacy & Witbeck)					\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
First Tier					\$1,163,028	30.82%	\$20,750	0.55%	\$0	0.00%	\$1,183,778	31.37%
Second Tier					\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
Combined Tiers					\$1,163,028	30.82%	\$20,750	0.55%	\$0	0.00%	\$1,183,778	31.37%
Private Infrastructure -												
Streets & Utilities**	\$2,809,520	\$659,358	\$2,809,520	4								
Prime (Coffman Excavation)					\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
First Tier					\$2,169	0.08%	\$106,471	3.79%	\$507,223	18.05%	\$615,863	21.92%
Second Tier					\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
Combined Tiers					\$2,169	0.08%	\$106,471	3.79%	\$507,223	18.05%	\$615,863	21.92%
Subtotal for all active projects and projects completed this reporting period	\$498,472,430	\$348,316,503	\$352,232,136	97								
Prime					\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
First Tier					\$2,244,555	0.64%	\$7,605,643	2.16%	\$2,274,737	0.65%	\$12,124,935	3.44%
Second Tier					\$923,851	0.26%	\$16,570,066	4.70%	\$3,645,410	1.03%	\$21,139,327	6.00%
Combined Tiers					\$3,168,406	0.90%	\$24,175,709	6.86%	\$5,920,147	1.68%	\$33,264,262	9.44%

* Project construction costs paid by OHSU

** Project construction costs paid by private developers

*** Project construction costs paid by PDC

**** Project construction costs paid by City of Portland, included in this report because of the interrelated nature of the two infrastructure projects.

South Waterfront Central District Development Agreement Minority, Women and Emerging Small Business Construction Utilization Ongoing Projects & Projects Completed in FY 05-06

	Prime Contract	Total M/W/ESB	Number of MBE contracts	African American	% of Total M/W/ESB \$	Hispanic American	% of Total M/W/ESB \$	Asian American	% of Total M/W/ESB \$	Native American	% of Total M/W/ESB \$	Other Minority	% of Total M/W/ESB \$	Combined MBE \$	% of Total M/W/ESB \$
Block 25 - OHSU Center for Health & Healing	\$107,048,000	\$9,489,583	9												
Prime (Hoffman Construction)				\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
First Tier				\$189,622	2.00%	\$500,403	5.27%	\$11,480	0.12%	\$3,842	0.04%	\$0	0.00%	\$705,347	7.43%
Second Tier				\$0	0.00%	\$8,600	0.09%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$8,600	0.09%
Combined Tiers				\$189,622	2.00%	\$509,003	5.36%	\$11,480	0.12%	\$3,842	0.04%	\$0	0.00%	\$713,947	7.52%
Block 38 - Condominiums	\$110,728,000	\$16,068	1												
Prime (Hoffman Construction)				\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
First Tier				\$1,068	6.65%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$1,068	6.65%
Second Tier				\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
Combined Tiers				\$1,068	6.65%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$1,068	6.65%
Block 35 - John Ross	\$91,823,000	\$6,431,662	5												
Prime (Hoffman Construction)				\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
First Tier				\$10,447	0.16%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$10,447	0.16%
Second Tier				\$0	0.00%	\$0	0.00%	\$100,000	1.55%	\$567,820	8.83%	\$0	0.00%	\$667,820	10.38%
Combined Tiers				\$10,447	0.16%	\$0	0.00%	\$100,000	1.55%	\$567,820	8.83%	\$0	0.00%	\$678,267	10.55%
Block 34 - Atwater	\$95,120,000	\$7,403,507	4												
Prime (Hoffman Construction)				\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
First Tier				\$20,309	0.27%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$20,309	0.27%
Second Tier				\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
Combined Tiers				\$20,309	0.27%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$20,309	0.27%
Block 30 - Meriwether	\$86,837,000	\$7,950,878	7												
Prime (Hoffman Construction)				\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
First Tier				\$301,426	3.79%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$301,426	3.79%
Second Tier				\$2,520	0.03%	\$3,100	0.04%	\$241,811	3.04%	\$0	0.00%	\$0	0.00%	\$247,431	3.11%
Combined Tiers				\$303,946	3.82%	\$3,100	0.04%	\$241,811	3.04%	\$0	0.00%	\$0	0.00%	\$548,857	6.90%
Public Storage Demolition / Neighborhood Park Site	\$333,713	\$172,923	1												
Prime (Moore Excavation)				\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
First Tier				\$40,761	23.57%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$40,761	23.57%
Second Tier				\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
Combined Tiers				\$40,761	23.57%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$40,761	23.57%

South Waterfront Central District Development Agreement Minority, Women and Emerging Small Business Construction Utilization
Ongoing Projects & Projects Completed in FY 05-06 (cont.)

	Prime Contract	Total M/W/ESB	Number of MBE contracts	African American	% of Total M/W/ESB \$	Hispanic American	% of Total M/W/ESB \$	Asian American	% of Total M/W/ESB \$	Native American	% of Total M/W/ESB \$	Other Minority	% of Total M/W/ESB \$	Combined MBE \$	% of Total M/W/ESB \$
City of Portland Infrastructure - Streets & Utilities****	\$3,773,197	\$1,183,778	5												
Prime (Stacy & Witbeck)				\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
First Tier				\$859,483	72.61%	\$2,985	0.25%	\$0	0.00%	\$300,560	25.39%	\$0	0.00%	\$1,163,028	98.25%
Second Tier				\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
Combined Tiers				\$859,483	72.61%	\$2,985	0.25%	\$0	0.00%	\$300,560	25.39%	\$0	0.00%	\$1,163,028	98.25%
Private Infrastructure - Streets & Utilities**	\$2,809,520	\$615,863	1												
Prime (Coffman Excavation)				\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
First Tier				\$2,169	0.35%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$2,169	0.35%
Second Tier				\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
Combined Tiers				\$2,169	0.35%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$2,169	0.35%
Subtotal for all active projects and projects completed this reporting period															
	\$498,472,430	\$33,264,262	28												
Prime				\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
First Tier				\$1,425,285	4.28%	\$503,388	1.51%	\$11,480	0.03%	\$304,402	0.92%	\$0	0.00%	\$2,244,555	6.75%
Second Tier				\$2,520	0.01%	\$11,700	0.04%	\$341,811	1.03%	\$567,820	1.71%	\$0	0.00%	\$923,851	2.78%
Combined				\$1,427,805	4.29%	\$515,088	1.55%	\$353,291	1.06%	\$872,222	2.62%	\$0	0.00%	\$3,168,406	9.52%

* Project construction costs paid by OHSU

** Project construction costs paid by private developers

*** Project construction costs paid by PDC

**** Project construction costs paid by City of Portland, included in this report because of the interrelated nature of the two infrastructure projects.

South Waterfront Workforce Results FY 05-06

2006 Diversity
Goals

OHSU CENTER FOR HEALTH AND HEALING

Apprentice hours goal = 17%

	A	J	TOTAL	
Asian	3,302 3.24%	3,441 1.15%	6,743 1.68%	
African American	5,672 5.56%	3,263 1.09%	8,935 2.23%	
Caucasian	80,808 79.19%	266,323 89.06%	347,131 86.55%	
Hispanic	8,969 8.79%	20,672 6.91%	29,640 7.39%	
Native American	3,289 3.22%	5,324 1.78%	8,613 2.15%	
Minority	21,231 20.81%	32,700 10.94%	53,931 13.45%	14%
Female	10,337 10.13%	6,299 2.11%	16,636 4.15%	6%
Total Hours	102,039 25.44%	299,023 74.56%	401,061 100.00%	

AERIAL TRAM*

Apprentice hours goal = 20%

	A	J	TOTAL	
Asian	0 0.00%	82 0.12%	82 0.10%	
African American	672 4.61%	1,060 1.51%	1,732 2.04%	
Caucasian	13,004 89.32%	62,798 89.16%	75,801 89.18%	
Hispanic	743 5.10%	6,398 9.08%	7,140 8.40%	
Native American	141 0.97%	98 0.14%	239 0.28%	
Minority	1,555 10.68%	7,638 10.84%	9,193 10.82%	14%
Female	2,453 16.85%	5,283 7.50%	7,736 9.10%	6%
Total Hours	14,559 17.13%	70,435 82.87%	84,994 100.00%	

2006 Diversity
Goals

STREETCAR EXTENSION*

Apprentice hours goal = 20%

	A	J	TOTAL	
Asian	37 2.29%	0 0.00%	37 0.41%	
African American	422 26.15%	28 0.38%	450 5.03%	
Caucasian	975 60.41%	5,448 74.22%	6,423 71.73%	
Hispanic	4 0.25%	1,221 16.64%	1,225 13.68%	
Native American	176 10.90%	643 8.76%	819 9.15%	
Minority	639 39.59%	1,892 25.78%	2,531 28.27%	14%
Female	243 15.02%	321 4.38%	564 6.30%	6%
Total Hours	1,614 18.03%	7,340 81.97%	8,954 100.00%	

PUBLIC STORAGE DEMOLITION / NEIGHBORHOOD PARK SITE

Apprentice hours goal = 20%

	A	J	TOTAL	
Asian	0 0.00%	0 0.00%	0 0.00%	
African American	123 39.64%	38 1.98%	161 7.22%	
Caucasian	155 50.05%	1,855 96.65%	2,010 90.17%	
Hispanic	32 10.31%	26 1.37%	58 2.61%	
Native American	0 0.00%	0 0.00%	0 0.00%	
Minority	155 49.95%	64 3.35%	219 9.83%	14%
Female	34 10.96%	0 0.00%	34 1.53%	6%
Total Hours	310 13.92%	1,919 86.08%	2,229 100.00%	

South Waterfront Workforce Results FY 05-06

2006 Diversity
Goals

FY 05-06

PRIVATE INFRASTRUCTURE - Streets & Utilities

Apprentice hours goal = 17%

	A	J	TOTAL	
Asian	0	0	0	
	0.00%	0.00%	0.00%	
African American	0	0	0	
	0.00%	0.00%	0.00%	
Caucasian	738	1,289	2,027	
	100.00%	86.57%	90.61%	
Hispanic	0	200	200	
	0.00%	13.43%	9.39%	
Native American	0	0	0	
	0.00%	0.00%	0.00%	
Minority	0	200	200	
	0.00%	13.43%	9.39%	14%
Female	45	89	134	
	7.01%	5.94%	6.27%	6%
Total Hours	738	1,489	2,227	
	33.12%	66.88%	100.00%	

CITY OF PORTLAND INFRASTRUCTURE - Streets & Utilities

Apprentice hours goal = 20%

	A	J	TOTAL	
Asian	8	22	30	
	0.13%	0.15%	0.14%	
African American	973	20	993	
	16.77%	0.14%	4.85%	
Caucasian	3,691	12,648	16,338	
	63.63%	86.23%	79.82%	
Hispanic	329	605	934	
	5.67%	4.12%	4.56%	
Native American	801	1,374	2,175	
	13.80%	9.37%	10.62%	
Minority	2,110	2,021	4,130	
	36.37%	13.77%	20.18%	14%
Female	1,457	192	1,649	
	25.12%	1.31%	8.05%	6%
Total Hours	5,800	14,668	20,468	
	28.34%	71.66%	100.00%	

2006 Diversity
Goals

FY 05-06

MACADAM STREET IMPROVEMENTS*

Apprentice hours goal = 20%

	A	J	TOTAL	
Asian	0	246	246	
	0.00%	9.43%	8.94%	
African American	15	0	15	
	10.64%	0.00%	0.55%	
Caucasian	126	2,289	2,415	
	89.36%	87.70%	87.78%	
Hispanic	0	20	20	
	0.00%	0.75%	0.71%	
Native American	0	56	56	
	0.00%	2.13%	2.02%	
Minority	103	321	424	
	73.05%	12.30%	15.42%	14%
Female	109	33	142	
	77.30%	1.25%	5.14%	6%
Total Hours	141	2,610	2,751	
	5.13%	94.87%	100.00%	

TOTALS

	A	J	TOTAL	
Asian	3,347	3,791	7,138	
	2.67%	0.95%	1.37%	
African American	7,876	4,409	12,286	
	6.29%	1.11%	2.35%	
Caucasian	99,496	352,648	452,144	
	79.47%	88.72%	86.50%	
Hispanic	10,076	29,140	39,216	
	8.05%	7.33%	7.50%	
Native American	4,406	7,495	11,901	
	3.52%	1.89%	2.28%	
Minority	25,793	44,835	70,628	
	20.60%	11.28%	13.51%	14%
Female	14,677	12,216	26,893	
	11.72%	3.07%	5.15%	6%
Total Hours	125,200	397,483	522,684	
	23.95%	76.05%	100.00%	

*City of Portland Projects A=Apprentice Level J=Journey Level

Investing in Portland's Future

PDC

PORTLAND DEVELOPMENT COMMISSION

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