

*Investing in Portland's Future*

**PDC**

**PORTLAND DEVELOPMENT COMMISSION**

**SOUTH WATERFRONT CENTRAL DISTRICT**

**DIVERSITY IN CONTRACTING  
&  
WORKFORCE TRAINING REPORT**

*FISCAL YEAR 03/04*



**SOUTH WATERFRONT CENTRAL DISTRICT DIVERSITY IN  
CONTRACTING AND WORKFORCE DIVERSITY  
FISCAL YEAR 2003/2004 ANNUAL REPORT**

**TABLE OF CONTENTS**

Section	Page
1. Introduction .....	1
2. Summary of M/W/ESB Contracting Utilization.....	2-4
• Total Construction Contracting	
• Infrastructure	
• Buildings	
• Reporting Approach	
• First-tier Subcontracts	
• Outreach	
• Development Agreement Provision	
3. Summary of Workforce Training and Hiring .....	5-7
4. South Waterfront M/W/ESB Contracting Utilization Reports .....	8-13
• Contracting by Project, Prime, First Tier, Second Tier and Combined	
• Combined Contracting by Ethnicity	
• First Tier Contracting by Ethnicity	
• Second Tier Contracting by Ethnicity	
5. South Waterfront Workforce Diversity Strategy .....	14

# 1. Introduction

In August 2003, the Portland Development Commission (PDC) executed the South Waterfront Central District Project Development Agreement (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). The DA specifies the responsibilities of all parties to redevelop a 31-acre “Central District” within the City of Portland’s South Waterfront Plan area and North Macadam Urban Renewal Area. DA projects include street and utility construction, extension of the Portland Streetcar, a neighborhood park and riverfront Greenway, an aerial tram connection to Marquam Hill, construction of 2,700 housing units and 1.5 million square feet of commercial/institutional buildings.

In an unprecedented DA provision, all parties agreed to a collaborative effort to reach a 20 percent aspirational contracting goal for Minority-owned, Women-owned and Emerging Small Business (M/W/ESB) participation on all DA projects – both public and private -- and to follow the City of Portland’s Workforce Training & Hiring Program. In June 2004, the parties amended the DA with another innovative provision establishing a new South Waterfront workforce diversity strategy. The new workforce strategy is designed to increase employment of ethnic minorities and women in Portland-area construction trades, its’ goals aspire to achieve 35 percent participation by ethnic minority and women workers by 2013 (20 percent ethnic minorities and 15 percent women).

This report provides a summary and analysis of contracting and diversity efforts and results related to initial South Waterfront Central District DA projects in PDC’s Fiscal Year 2003-2004 (July 1, 2003 to June 30, 2004). M/W/ESB 2<sup>nd</sup> Tier subcontracts are being tracked on the Central District’s projects, therefore this data is not included in PDC’s Fiscal Year 2003-2004 Annual Report that tracks statistics on diversity based on established Good Faith Effort Program guidelines. PDC’s established Good Faith Effort Program guidelines require efforts be made by each prime contractor to subcontract work to M/W/ESB firms at the first tier level. Information explaining the need to expand PDC’s Good Faith Effort Program can be found in section two of this report. Greater detail about PDC’s Good Faith Effort Program can be found in PDC’s Fiscal Year 2003 – 2004 Diversity in Contracting and Workforce Training Report located on the PDC website [www.pdc.us](http://www.pdc.us).

PDC acknowledges the efforts of its partners OHSU, NMI, RCI, Block 39 and their contractors in enthusiastically and diligently pursuing M/W/ESB and Workforce Diversity goals in the first partial year of DA implementation, and looks forward to working with these partners and the M/W/ESB subcontractors and workers to meet or exceed diversity goals in the upcoming year.

## 2. Summary of M/W/ESB Contracting Utilization

<b>South Waterfront Development Agreement</b>
-----------------------------------------------

**FY 2003/04 (partial year)**

**Total Construction Contracting**                      **\*\$32,692,802**

Construction Utilization	20.21%	**\$6,608,294
MBE	4.29%	\$1,402,038
WBE	14.14%	\$4,621,425
ESB	1.79%	\$584,791

*\*Typically the figure represented by Total Construction Contracting is the total value of construction contracts for a project or group of projects. However, two of the projects underway in the South Waterfront had not completed most of their subcontracting by the end of the fiscal year. Because of this, the figure chosen to represent the contracting on those two projects was the direct work costs to date. This would include all of the work that has been bid out as of June 30<sup>th</sup> 2004.*

*\*\*Due to the large size of projects on the South Waterfront and unique nature of the South Waterfront Development Agreement which ties the M/W/ESB utilization goals to the total construction rather than PDC's investment, a decision was made to include second tier subcontracts and prime contracts. This figure represents the total utilization for prime, first and second tier contracts.*

### **Infrastructure**

Construction in the South Waterfront Central District began with the construction and landscaping of a **bioswale** for treatment of district stormwater, and the award of a prime contract to an M/W/ESB for the landscaping of the bioswale. Following on the heels of the swale construction projects, two large infrastructure packages were bid out for **grading, utility and street construction** work - one by the developers, the other by the Portland Office of Transportation. The City and the private developers agreed on a division of the street improvement scope of work. As summarized in the following tables, the City's portion of the infrastructure work included significant opportunities for M/W/ESB firms, and resulted in 29.85 percent participation. The private contract bid awards resulted in 21.49 percent participation.

### **Buildings**

While much of the subcontracting for the first two Central District buildings has yet to be finalized, the M/W/ESB contracts signed to date total \$4,327,409 for the **condominium project** on Block 30 and the **Oregon Health & Science University research/medical office project** on Blocks 25 & 29, including use of an M/W/ESB firm for tie-back work; a service that typically has low M/W/ESB participation. Although the new **Discovery Center** on SW Bancroft Street is outside the Central District and not a contingent project subject to Development Agreement requirements, through a voluntary effort, the Central District Developers and Hoffman Construction achieved a total of 40.47 percent M/W/ESB participation with a construction value of \$1.515 million on this project.

## **Reporting Approach**

Due to the enormity of the construction projects outlined in the South Waterfront Development Agreement, PDC expanded its M/W/ESB reporting to include prime contracts as well as second tier subcontracts. Historically, only subcontracts to first tier M/W/ESB contractors have been included in PDC contracting reports. However, PDC along with its South Waterfront Development Agreement partners made the decision to expand M/W/ESB reporting to be more inclusive of M/W/ESB firms of all levels; second tier and primes as well as first tier. The results of the new tracking direction are as follows: First tier M/W/ESB utilization came to \$2,155,568 or 6.59%; second tier M/W/ESB utilization came to \$4,397,021 or 13.45%; prime contractor M/W/ESB utilization came to \$55,705 or .17%; combined (prime, first and second tier) M/W/ESB utilization for the South Waterfront Central District Project in FY 2003/2004 came to \$6,608,294. This equates to 20.21% combined M/W/ESB utilization thus far.

## **First-tier Subcontracts**

For this reporting period, a total of 25 first tier subcontracts were signed for the two vertical construction projects (Block 25 / 29 & Block 30). The contracting total for those 25 subcontracts came to \$24,683,168 for an average of \$987,326 per first tier contract. As a point of reference, ESB certified firms cannot exceed \$1,000,000 in averaged gross receipts over a three year period to maintain their certification. While MBE and WBE firms' size limits are based on the North American Industry Classification System Codes (NAICS) which allows a much higher dollar level for earnings (\$12,000,000 for Specialty Trade Contractors), a \$1,000,000 contract is a very large contract for most M/W/ESB certified firms in the Oregon market. All three certification types were established by Oregon Administrative Rules and are governed by the State of Oregon Office of Minority, Women and Emerging Small Business. Additionally, of the 25 first tier subcontracts issued through 6/30/04 for the two vertical construction projects, 14 of these were over \$40,000 and ten of the 14 were over \$100,000. Eleven contracts under \$40,000 were issued nine of which were awarded to M/W/ESB firms.

## **Outreach**

As a result of the strong commitment to the M/W/ESB goals by PDC, OHSU and the private developer partners, combined with the aggressive outreach and partnering efforts made by Hoffman Construction and PC Ross Group / Colby Consulting and Creative, important relationship building among subcontractors has begun. We also anticipate the considerable efforts being made to foster relationship building and partnering among subcontractors and majority firms to have a lasting positive affect throughout the life of the Development Agreement and beyond.

While only the foundation and shoring work was subcontracted through this reporting period for the Block 25 / 29 project, extensive outreach efforts and a focus on partnering by the mechanical, electrical and plumbing (MEP) subcontractors has shown promising results to date. The two lowest electrical bidders both submitted bids at 20 percent M/W/ESB utilization or higher. Additionally, six of the eight mechanical bids included participation ranging from 11 percent to 22 percent. All MEP bidders remain active in seeking M/W/ESB partners for upcoming work and realize the importance of meaningful participation.

### **Development Agreement Provision**

For reporting purposes, the M/W/ESB provision of the South Waterfront Development Agreement follows:

“9.11.1 PDC Minority Business Enterprises, Women Business Enterprises, and Emerging Small Business Regulations”

PDC has a strong interest in ensuring that PDC participation in development activities provides employment opportunities for minorities, women, and emerging small business firms in order to promote economic growth, increase capacity and expand market competition. Therefore, NMI, RCI and OHSU will make good faith efforts to contract with minorities, women and emerging small business firms for work to be performed by a subcontractor in compliance with PDC’s Emerging Small Business Opportunity Program that promotes the participation of Emerging Small Businesses (ESB), Minority Business Enterprises (MBE) and Women Business Enterprises (WBE) in connection with PDC projects (collectively, “M/W/ESBs”) as described in Attachment B of the Fair Contracting Guideline Index. The Fair Contracting Guideline Index is attached to this Agreement as Exhibit S. NMI, RCI and OHSU agree to attach Attachment B to all agreements with a general contractor for their Contingent Projects and to abide by its provisions. For the purpose of this Section 9.11.1 and the ESB Opportunity Program, the twenty percent (20%) goal for M/W/ESB participation in Attachment B is to be applied to the construction costs of each Contingent Project. PDC will provide technical assistance to NMI and RCI in the implementation of the ESB Opportunity Program for the Project. The provisions of this subsection apply to all Contingent Projects in the Project Area, except the Phase 1 Street Improvement Project which will comply with the PDOT regulations required by the public bidding exemption referred to in Section 5.2.10.”

### 3. Workforce Training and Hiring

As part of the South Waterfront Central District Project Development Agreement, NMI, RCI, and OHSU agreed to follow the City of Portland Workforce Training and Hiring Program on both public and privately funded projects.

During FY 03-04, the City Bureau of Purchases monitored three projects in the South Waterfront district that were subject to the 17 percent Workforce Program requirements. They were Block 25 / 29 (OHSU River Campus Building), Block 30 (Meriwether Condominiums), and private infrastructure. While all three of the projects started within the last six months of the fiscal year, a total of 13,415 hours were worked during that time.

For FY 03-04, minority participation was at 13.54 percent. Hispanic Americans, by far, had the highest level of participation, followed by African Americans. Apprenticeship participation during FY 03-04 was at 17.14 percent, with Minority and Female Apprentices working 9.76 percent of those hours. As the South Waterfront projects continue, participation by apprentices, women and minorities is expected to increase as more trades are hired to complete the large building projects that are now underway.

**Hours Worked on S. Waterfront Projects  
– Partial Year**

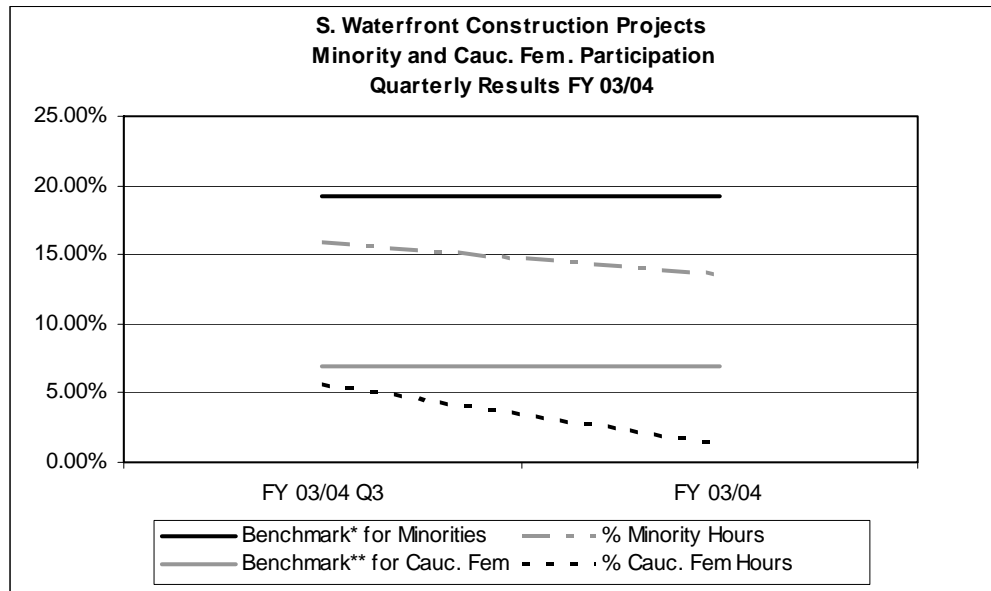
	Q3 FY 03/04		FY 03/04		
	Hours Worked	% of Total	Hours Worked	% of Total	
<b>African Americans</b>	0	0.00%	225	1.67%	
<b>Asian American</b>	0	0.00%	0	0.00%	
<b>Hispanic American</b>	278	15.92%	1,550	11.55%	
<b>Native American</b>	0	0.00%	43	0.32%	
<b>Caucasian Female</b>	99	5.68%	184	1.37%	
<b>Caucasian Male</b>	1,367	78.41%	11,415	85.09%	
<b>Totals</b>	<b>1,744</b>	100.00%	<b>13,415</b>	100.00%	
<b>Benchmark</b>					
Per EEO data					
<b>All Minorities</b>	<b>19.26%</b>	278	15.92%	1,817	13.54%
<b>All Apprentice Hours</b>	<b>17.00%</b>	145	8.29%	2,300	17.14%
<b>Min. and Fem. Appren.</b>	<b>10.00%</b>	0	0.00%	225	1.67%
<b>Minority &amp; Female Apprentice Hours as a Percent of Apprentice Hours</b>			0.00%		9.76%

*\*Figures rounded up to the nearest whole hour, percentage totals are based on actual hour totals.*

Availability Data: EEO Construction Workforce Data for Certified Contractors

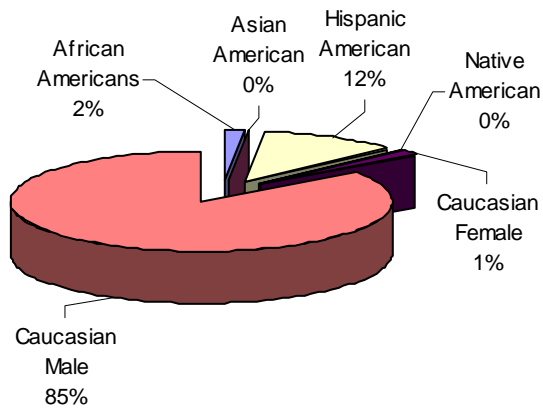
	Average	FY 2000-01		FY 2001-2002		FY 2002-2003		FY 2003-2004	
	Average of EEO data	Num of Emp	% of Total	Num of Emp	% of Total	Num of Emp	% of Total	Num of Emp	% of Total
African Americans Males	<b>2.61%</b>	815	2.67%	788	2.34%	222	1.76%	722	3.73%
African Americans Females	<b>0.29%</b>	68	0.22%	76	0.23%	24	0.19%	90	0.46%
Asian American Males	<b>2.12%</b>	895	2.94%	404	1.20%	154	1.22%	762	3.93%
Asian American Females	<b>0.09%</b>	47	0.15%	25	0.07%	13	0.10%	18	0.09%
Hispanic American Males	<b>12.16%</b>	3,361	11.03%	4,566	13.55%	1,478	11.74%	2,172	11.21%
Hispanic American Females	<b>0.29%</b>	57	0.19%	99	0.29%	37	0.29%	54	0.28%
Native American Males	<b>1.55%</b>	662	2.17%	624	1.85%	187	1.49%	252	1.30%
Native American Females	<b>0.15%</b>	101	0.33%	59	0.18%	19	0.15%	22	0.11%
Caucasian Female	<b>3.06%</b>	1,129	3.70%	1,095	3.25%	416	3.30%	507	2.62%
Caucasian Male	<b>77.69%</b>	23,341	76.59%	25,967	77.05%	10,041	79.75%	14,783	76.27%
<b>Totals</b>	<b>100.00%</b>	<b>30,476</b>	<b>100.00%</b>	<b>33,703</b>	<b>100.00%</b>	<b>12,591</b>	<b>100.00%</b>	<b>19,382</b>	<b>100.00%</b>

\*\*Benchmark based on City of Portland EEO data, averaged for the past 3 years.





**Total Hours Worked on S. Waterfront  
Projects  
FY 03-04**



## **4. South Waterfront M/W/ESB Contracting Utilization Reports**

- **Contracting by Project, Prime, First Tier, Second Tier and Combined**
- **Combined Contracting by Ethnicity**
- **First Tier Contracting by Ethnicity**
- **Second Tier Contracting by Ethnicity**

**Portland Development Commission  
South Waterfront Construction - Contracting Dollars by Project  
Reporting Period 07/01/03 Through 06/30/04**

Project	Construction Cost	ESB	%	WBE	%	MBE	%	M/W/ESB	%
<b>Swale Construction</b>									
Prime (Tri-State)	\$299,715	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
First Tier		\$0	0.00%	\$3,000	1.00%	\$0	0.00%	\$3,000	1.00%
Second Tier		\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
<b>Combined</b>		<b>\$0</b>	<b>0.00%</b>	<b>\$3,000</b>	<b>1.00%</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$3,000</b>	<b>1.00%</b>
<b>Swale Construction Landscaping</b>									
Prime (Island Landscape)	\$55,705	\$0	0.00%	\$0	0.00%	\$55,705	100.00%	\$55,705	100.00%
First Tier		\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
Second Tier		\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
<b>Combined</b>		<b>\$0</b>	<b>0.00%</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$55,705</b>	<b>100.00%</b>	<b>\$55,705</b>	<b>100.00%</b>
<b>Private Infrastructure</b>									
Prime (Coffman Excavation)	\$2,671,436	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
First Tier		\$495,984	18.57%	\$75,870	2.84%	\$2,169	0.08%	\$574,023	21.49%
Second Tier		\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
<b>Combined</b>		<b>\$495,984</b>	<b>18.57%</b>	<b>\$75,870</b>	<b>2.84%</b>	<b>\$2,169</b>	<b>0.08%</b>	<b>\$574,023</b>	<b>21.49%</b>
<b>*Block 30</b>									
Prime (Hoffman Construction)	**\$17,168,474	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
First Tier		\$0	0.00%	\$0	0.00%	\$32,097	0.19%	\$32,097	0.19%
Second Tier		\$64,900	0.38%	\$3,014,798	17.56%	\$150,000	0.87%	\$3,229,698	18.81%
<b>Combined</b>		<b>\$64,900</b>	<b>0.38%</b>	<b>\$3,014,798</b>	<b>17.56%</b>	<b>\$182,097</b>	<b>1.06%</b>	<b>\$3,261,795</b>	<b>19.00%</b>

Project	Construction Cost	ESB	%	WBE	%	MBE	%	M/W/ESB	%
<b>*Block 25 / 29</b>									
Prime (Hoffman Construction)	**\$7,514,694	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
First Tier		\$0	0.00%	\$4,425	0.06%	\$18,046	0.24%	\$22,471	0.30%
Second Tier		\$20,000	0.27%	\$1,023,143	13.62%	\$0	0.00%	\$1,043,143	13.88%
<b>Combined</b>		<b>\$20,000</b>	<b>0.27%</b>	<b>\$1,027,568</b>	<b>13.67%</b>	<b>\$18,046</b>	<b>0.24%</b>	<b>\$1,065,614</b>	<b>14.18%</b>
<b>**Discovery Center</b>									
Prime (Hoffman Construction)	\$1,515,000	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
First Tier		\$3,907	0.26%	\$391,049	25.81%	\$123,931	8.18%	\$518,887	34.25%
Second Tier		\$0	0.00%	\$94,180	6.22%	\$0	0.00%	\$94,180	6.22%
<b>Combined</b>		<b>\$3,907</b>	<b>0.26%</b>	<b>\$485,229</b>	<b>32.03%</b>	<b>\$123,931</b>	<b>8.18%</b>	<b>\$613,067</b>	<b>40.47%</b>
<b>South Waterfront Combined Utilization Subtotal Without City Infrastructure</b>									
	<b>\$29,225,024</b>	<b>\$584,791</b>	<b>2.00%</b>	<b>\$4,606,465</b>	<b>15.76%</b>	<b>\$381,948</b>	<b>1.31%</b>	<b>\$5,573,204</b>	<b>19.07%</b>
South Waterfront Prime Utilization Subtotal Without City Infrastructure	\$29,225,024	\$0	0.00%	\$0	0.00%	\$55,705	0.19%	\$55,705	0.19%
South Waterfront First Tier Utilization Subtotal Without City Infrastructure	\$29,225,024	\$499,891	1.71%	\$474,344	1.62%	\$176,243	0.60%	\$1,150,478	3.94%
South Waterfront Second Tier Utilization Subtotal Without City Infrastructure	\$29,225,024	\$84,900	0.29%	\$4,132,121	14.14%	\$150,000	0.51%	\$4,367,021	14.94%
<b>***City Infrastructure</b>									
Prime (Stacy & Witbeck)	\$3,467,778	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
First Tier		\$0	0.00%	\$15,000	0.43%	\$990,090	28.55%	\$1,005,090	28.98%
Second Tier		\$0	0.00%	\$0	0.00%	\$30,000	0.87%	\$30,000	0.87%
<b>Combined</b>		<b>\$0</b>	<b>0.00%</b>	<b>\$15,000</b>	<b>0.43%</b>	<b>\$1,020,090</b>	<b>29.42%</b>	<b>\$1,035,090</b>	<b>29.85%</b>
<b>South Waterfront Combined Utilization</b>									
	<b>\$32,692,802</b>	<b>\$584,791</b>	<b>1.79%</b>	<b>\$4,621,465</b>	<b>14.14%</b>	<b>\$1,402,038</b>	<b>4.29%</b>	<b>\$6,608,294</b>	<b>20.21%</b>
South Waterfront Prime Utilization	\$32,692,802	\$0	0.00%	\$0	0.00%	\$55,705	0.17%	\$55,705	0.17%
South Waterfront First Tier Utilization	\$32,692,802	\$499,891	1.53%	\$489,344	1.50%	\$1,166,333	3.57%	\$2,155,568	6.59%
South Waterfront Second Tier Utilization	\$32,692,802	\$84,900	0.26%	\$4,132,121	12.64%	\$180,000	0.55%	\$4,397,021	13.45%

\*Total Construction Cost figures represent the total amount of work subcontracted out as of June 30<sup>th</sup> 2004.

\*\*Discovery Center Project was not a contingent project, however, through the collaborative efforts of the developers and Hoffman Construction significant M/W/ESB utilization was achieved.

\*\*\*City of Portland Infrastructure Project was bid out by the Bureau of Purchases and is included in this report to reflect the comprehensive utilization results of all contingent projects under the South Waterfront Development Agreement. The City of Portland will report on the utilization results of this Project as well.

**Portland Development Commission  
South Waterfront Combined Contracting by Ethnicity  
Reporting Period 7/1/03 Through 6/30/04**

<b>Project Name</b>	<b>African American</b>	<b>Hispanic American</b>	<b>Asian American</b>	<b>Native American</b>	<b>Total MBE Utilization</b>
*Discovery Center	\$0	\$123,931	\$0	\$0	\$123,931
Swale Construction	\$0	\$0	\$0	\$0	\$0
Swale Construction Landscaping	\$0	\$55,705	\$0	\$0	\$55,705
City Infrastructure	\$732,870	\$16,800	\$0	\$270,420	\$1,020,090
Phase 1A & 1B Infrastructure (Private)	\$2,169	\$0	\$0	\$0	\$2,169
Block 30	\$30,477	\$0	\$150,000	\$1,620	\$182,097
Block 25 / 29	\$14,806	\$0	\$0	\$3,240	\$18,046
<b>Totals</b>	<b>\$780,322</b>	<b>\$196,436</b>	<b>\$150,000</b>	<b>\$275,280</b>	<b>\$1,402,038</b>

*\*Discovery Center Project was not a DA contingent project, however, through the collaborative efforts of the developers and Hoffman Construction significant M/W/ESB utilization was achieved.*

**Portland Development Commission  
South Waterfront First Tier Contracting by Ethnicity  
Reporting Period 7/1/03 Through 6/30/04**

<b>Project Name</b>	<b>African American</b>	<b>Hispanic American</b>	<b>Asian American</b>	<b>Native American</b>	<b>Total MBE Utilization</b>
*Discovery Center	\$0	\$123,931	\$0	\$0	\$123,931
Swale Construction	\$0	\$0	\$0	\$0	\$0
Swale Construction Landscaping	\$0	\$0	\$0	\$0	\$0
City Infrastructure	\$702,870	\$16,800	\$0	\$270,420	\$990,090
Phase 1A & 1B Infrastructure (Private)	\$2,169	\$0	\$0	\$0	\$2,169
Block 30	\$30,477	\$0	\$0	\$1,620	\$32,097
Block 25 / 29	\$14,806	\$0	\$0	\$3,240	\$18,046
<b>Totals</b>	<b>\$750,322</b>	<b>\$140,731</b>	<b>\$0</b>	<b>\$275,280</b>	<b>\$1,166,333</b>

*\*Discovery Center Project was not a DA contingent project, however, through the collaborative efforts of the developers and Hoffman Construction significant M/W/ESB utilization was achieved.*

**Portland Development Commission  
South Waterfront Second Tier Contracting by Ethnicity  
Reporting Period 7/1/03 Through 6/30/04**

<b>Project Name</b>	<b>African American</b>	<b>Hispanic American</b>	<b>Asian American</b>	<b>Native American</b>	<b>Total MBE Utilization</b>
*Discovery Center	\$0	\$0	\$0	\$0	\$0
Swale Construction	\$0	\$0	\$0	\$0	\$0
Swale Construction Landscaping	\$0	\$0	\$0	\$0	\$0
City Infrastructure	\$30,000	\$0	\$0	\$0	\$30,000
Phase 1A & 1B Infrastructure (Private)	\$0	\$0	\$0	\$0	\$0
Block 30	\$0	\$0	\$150,000	\$0	\$150,000
Block 25 / 29	\$0	\$0	\$0	\$0	\$0
<b>Totals</b>	<b>\$30,000</b>	<b>\$0</b>	<b>\$150,000</b>	<b>\$0</b>	<b>\$180,000</b>

*\*Discovery Center Project was not a DA contingent project, however, through the collaborative efforts of the developers and Hoffman Construction significant M/W/ESB utilization was achieved.*

## 5. South Waterfront Workforce Diversity Strategy

In June 2004, the parties amended the South Waterfront Central District Development Agreement to add an unprecedented workforce diversity goal aimed at achieving 35 percent participation by ethnic minority and women workers by 2013 (20 percent ethnic minorities and 15 percent women). Recordkeeping will begin in FY 04/05. The new provision, applicable to both public and private projects in the Central District, calls for a good faith effort to:

- a. Adopt a phased workforce diversity goal of 35 percent to be achieved on a project-by-project basis within a 10-year period (20 percent minorities and 15 percent women).
- b. Increase women and minority workforce participation by encouraging unions to increase apprenticeship enrollment and journeyman completion rates over the same 10-year period.
- c. Negotiate agreements to normalize graduation rates for minorities and women participating in the apprenticeship programs in the Columbia-Pacific Building Trades Region.
- d. Obtain written commitments from the individual trade apprenticeship programs to accomplish admission targets and an increase in journeyman.

### **Implementation Status**

Agreements: Since the Commission action in June 2004, PDC has been actively engaged with the parties to the South Waterfront Central District Project Development Agreement, construction trade unions, Oregon Bureau of Labor and Industries (BOLI), affected construction companies and others in an effort to reach implementation agreements that can be in place for the 2005 construction season. These agreements, scheduled for completion in early 2005, will:

- a. Outline good faith effort requirements to attain diversity workforce goals of 20 percent minority and 15 percent women in each apprenticable trade by the year 2013.
- b. Establish metrics based on total apprentice and journeyman work hours for each construction trade on a project – by – project basis.
- c. Implement vehicles to track the progress of apprentices working in South Waterfront.

Other Implementation Activities: Oregon Health and Science University has taken the lead in proposing a new non-profit organization to assist Portland-area public and private developers with recruitment and retention of a diverse construction workforce plan. Called Construction Apprenticeship & Workforce Solutions, Inc. (CAWS), the proposed organization would help the Central District developers fulfill their Development Agreement commitment in establishing a new workforce diversity goal for South Waterfront projects. This program is not designed to replace any agency's current efforts, but rather to pool resources across the region to achieve common workforce diversification goals.