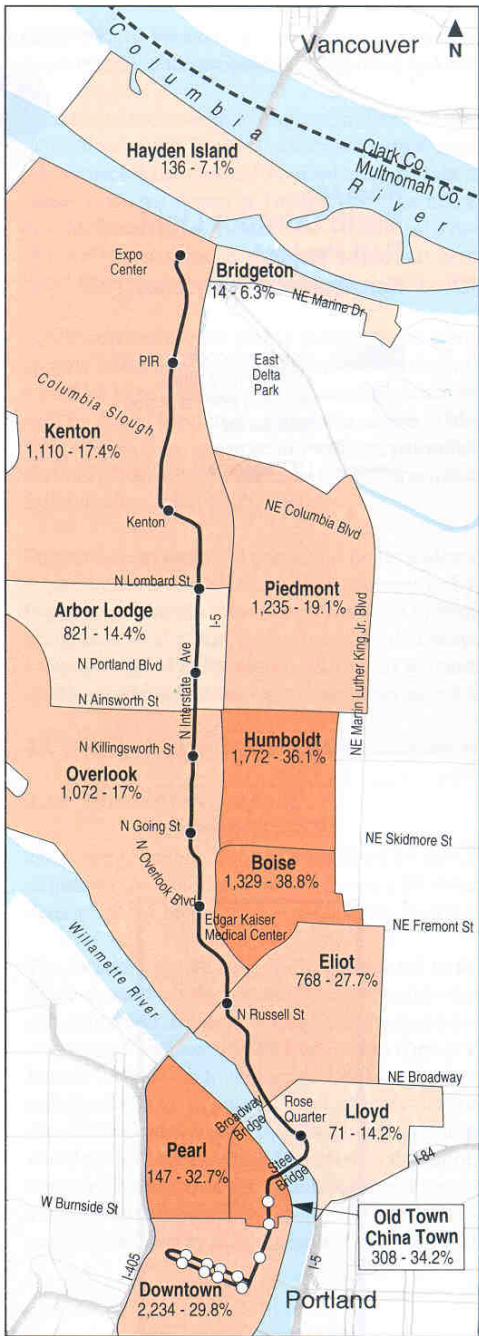




DBE and Workforce Diversity Program



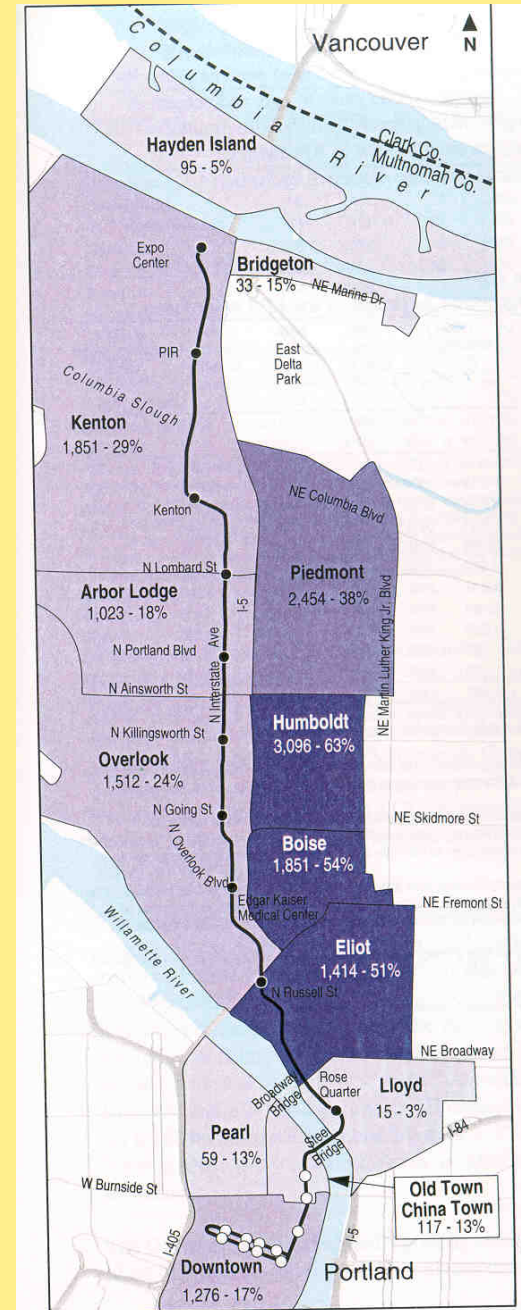
*Successes and best practices from TriMet's
Interstate MAX light rail project*



Serves region's highest concentration of low to moderate-income and minority residents.

- 0-15% at Poverty Level
- 16-30% at Poverty Level
- 31-45% at Poverty Level
- 46 + % at Poverty Level
(does not occur on this map)

- 0-15% Minority Residents-
- 16-30% Minority Residents-
- 31-45% Minority Residents-
- 45 + % Minority Residents-



Background Information

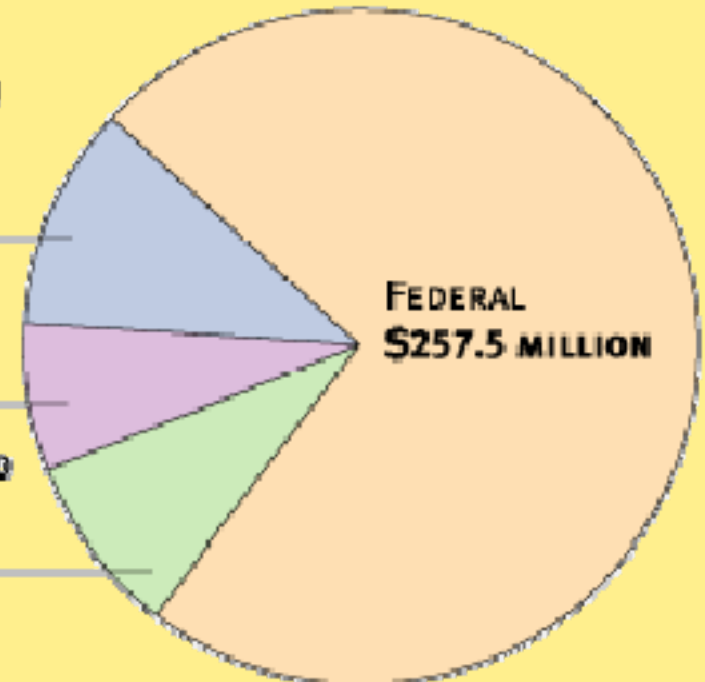


- Construction began August 2000
- Service opened May 2004
- \$350 million
- 5.8 miles
- 10 stations

REGIONAL
TRANSPORTATION
FUNDS
\$37.5 MILLION

TRI-MET
\$25 MILLION

CITY OF PORTLAND
\$30 MILLION



A Commitment to the Community

- Ensure Interstate MAX project would reflect and benefit community
- Create opportunities for local DBEs and a diversified workforce

Project Goals

- Disadvantaged Business Enterprise Program (DBE)
 - 16% aspirational goal directed toward both professional services and construction
- Workforce Training & Hiring Program
 - 17% apprenticeship training goal
- Diversity
 - Workforce reflecting the diversity of the Portland Metro area

Barriers to Overcome

Issues Raised by Community

- Workforce/job creation not reflected in community**
- Low bid method only addresses money
- Contracting/subcontracting packages too large**
- Within a scope of work one large subcontractor would dominate
- Lack of technical knowledge in this type of work**
- No relationships with prime contractors
- A number of subs not certified as a DBE**
- No advocate amongst prime contractor
- Use of local DBEs

Addressing the Issues

Workforce Training & Hiring Program

- 17% of total project workforce hours, where appropriate, performed by apprentices
- Applies to prime contracts \$200K and above and subcontracts \$100K and above on apprenticible trades
- Contractors must be Equal Employment Opportunity certified by the City of Portland or similar program in the district
- Liquidated damages applied for training hours not provided

Addressing the Issues

Supporting DBEs

- Networking sessions with prime & key subcontractors
- DBE directory & profile
- DBE certification sessions and general contractor events
- Tailored technical assistance and business skill development for DBEs
- Innovative approaches to inclusion

Addressing the Issues

Supporting DBEs: Technical Assistance

- Cultural specific technical assistance
- Provide early on technical assistance and business skill development
- Regular reporting
- Control technical assistance abuse

Addressing the Issues

Supporting DBEs: Innovative Approaches

- Selection of prime contractor
- Mandatory DBE coordinator as part of prime's team
- Break bids into smaller packages
- Rotating subcontracting opportunities
- Training outreach seminars separate from technical assistance
- Address DBE industry shortfalls
 - NE Trucking Consortium

Benefits of solutions to industry trucking problems



- The overall reputation of DBE truckers in Portland was improved
- Owner-operators who were able to increase their fleet and open employment opportunities where previously there were none
- Maintenance programs were improved
- Insurance and bonding benefits were improved

Programs' Success

- Brought agency, DBEs and community together to discuss real issues
- Gave agency information to set realistic goals and expectations
- Restored sense of empowerment to DBEs and community
- Restored the community's hope and trust in the agency

What We Accomplished

DBE Program

- Goal: 16% project dollars paid to DBE
- ➔ Achieved: 18% (\$34.9 million) of total project dollars paid to DBEs

Workforce Program

- Goal: 17% apprenticeship training
- ➔ Achieved: 25% apprenticeship training

Diversity

- Over 29% women and minority total workforce hours

Shattered Myths

Project finished 4 months ahead of schedule and 25 million under budget