



Multnomah County Oregon

Board of Commissioners & Agenda

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BOARD OF COMMISSIONERS

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JUNE 17 & 19, 2003

BOARD MEETINGS

FASTLOOK AGENDA ITEMS OF INTEREST

Pg 2	9:30 a.m. Tuesday Chair's Diversity Initiative Briefing Update
Pg 3	9:30 a.m. Thursday Opportunity for Public Comment on Non-Agenda Matters
Pg 4	9:45 a.m. Thursday Resolution Adopting a Policy for Paper and Paint Purchasing and Setting Goals for Paper Use
Pg 4	10:00 a.m. Thursday Resolution Approving Strategy for Relocating Warehouse Services from the Ford Building
Pg 4	10:15 a.m. Thursday Resolution Directing Assessment and Mitigation of Potential Earthquake Damage to County Facilities
Pg 4	10:45 a.m. Thursday Revenue Agreement Implementing Dogs in Parks Enforcement Program

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Tuesday, June 17, 2003 - 9:30 AM
Multnomah Building, First Floor Commissioners Boardroom 100
501 SE Hawthorne Boulevard, Portland

BOARD BRIEFING

- B-1 The Chair's Diversity Initiative Briefing Update. Presented by Chair Diane Linn, Cecilia Johnson and Invited Others. 90 MINUTES REQUESTED.
-

Thursday, June 19, 2003 - 9:30 AM
Multnomah Building, First Floor Commissioners Boardroom 100
501 SE Hawthorne Boulevard, Portland

REGULAR MEETING

CONSENT CALENDAR - 9:30 AM **DEPARTMENT OF COMMUNITY JUSTICE**

- C-1 Budget Modification DCJ03_13 Increasing the Annie E. Casey Foundation (Hostsite) Grant by \$33,500 plus \$607 in Carryover Funds for Additional Professional Services

DEPARTMENT OF COUNTY HUMAN SERVICES

- C-2 Budget Modification CHS #15 Increasing the Developmental Disabilities Budget by \$3,254,108 to Reflect Up-to-Date Revisions to the State Mental Health Intergovernmental Agreement through Amendment #108, to Correct an FY02 Error in Tri-Met's Contract, and to Reflect Current Staffing

OFFICE OF SCHOOL AND COMMUNITY PARTNERSHIPS

- C-3 Government Revenue Contract (190 Agreement) 0410453 with the City of Fairview to Continue the Multnomah County Community Development Block Grant Consortium for the Program Years July 1, 2004 – June 30, 2007
- C-4 Government Revenue Contract (190 Agreement) 0410454 with the City of Lake Oswego to Continue the Multnomah County Community Development Block Grant Consortium for the Program Years July 1, 2004 – June 30, 2007

- C-5 Government Revenue Contract (190 Agreement) 0410455 with the City of Maywood Park to Continue the Multnomah County Community Development Block Grant Consortium for the Program Years July 1, 2004 – June 30, 2007
- C-6 Government Revenue Contract (190 Agreement) 0410456 with the City of Troutdale to Continue the Multnomah County Community Development Block Grant Consortium for the Program Years July 1, 2004 – June 30, 2007
- C-7 Government Revenue Contract (190 Agreement) 0410457 with the City of Wood Village to Continue the Multnomah County Community Development Block Grant Consortium for the Program Years July 1, 2004 – June 30, 2007

SHERIFF'S OFFICE

- C-8 Budget Modification MCSO-03 EXT-18 Appropriating \$2,836.21 of Revenue from the Oregon State Fire Marshals office to Purchase Equipment for Hazardous Materials Cleanup

REGULAR AGENDA - 9:30 AM

PUBLIC COMMENT - 9:30 AM

Opportunity for Public Comment on Non-Agenda Matters. Testimony is Limited to Three Minutes per Person.

NON-DEPARTMENTAL - 9:30 AM

- R-1 RESOLUTION Proclaiming Election Results of Ballot Measure 26-48 Imposing Three-Year 1.25% Personal Income Tax for Public Schools, Public Safety and Human Services
- R-2 First Reading and Adoption of an ORDINANCE Imposing Temporary Personal Income Tax for Public Schools, Public Safety and Human Services

DEPARTMENT OF HEALTH - 9:35 AM

- R-3 NOTICE OF INTENT to Apply for a Northwest Health Foundation Nursing Initiative Grant

DEPARTMENT OF BUSINESS AND COMMUNITY SERVICES - 9:40 AM

- R-4 RESOLUTION Adopting Financial and Budget Policies for Multnomah County, Oregon
- R-5 RESOLUTION Adopting and Defining the Various County Funds
- R-6 Briefing and RESOLUTION Adopting a Policy for Paper and Paint Purchasing and Setting Goals for Paper Use. Presented by Amy Joslin and Franna Hathaway.
- R-7 RESOLUTION Approving the Strategy for Moving Ford Warehouse Services and Authorizing the Negotiation with Portland Public Schools for Warehouse Space in the Blanchard Building
- R-8 RESOLUTION Directing the Facilities and Property Management Division and the Transportation Division to Assess the Potential for Earthquake Damage to County-owned Public Facilities and to Address Mitigation of the Risk of Earthquake Damage in Capital Improvement Plans
- R-9 RESOLUTION Approving the Final Space Utilization Plans of the Fifth Floor and Basement of the Multnomah Building and Authorizing the Facilities and Property Management Division to Proceed with the Project for the Design, Public Bidding and Construction of the Related Tenant Improvements
- R-10 Intergovernmental Revenue Agreement 0410459 with the City of Portland, Implementing the Dog Leash and Scoop Laws in City Parks Enforcement Program



Commissioner Serena Cruz, District 2

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MEMORANDUM

TO: Chair Diane Linn
Commissioner Maria Rojo de Steffey
Commissioner Lisa Naito
Commissioner Lonnie Roberts
Clerk of the Board Deb Bogstad

FROM: Ivo Trummer
Staff to Commissioner Serena Cruz

DATE: May 21, 2003

RE: Board/Briefing Meeting Excuse

Commissioner Cruz will have to leave the June 17 Board Briefing at 11:15 a.m. and the June 19 Board Meeting at 10:30 a.m.



MULTNOMAH COUNTY OREGON

BOARD OF COUNTY COMMISSIONERS
501 S.E. HAWTHORNE BLVD., Room 600
PORTLAND, OREGON 97204
(503) 988-5217

LISA NAITO • DISTRICT 3 COMMISSIONER

MEMORANDUM

TO: Chair Diane Linn
Commissioner Maria Rojo de Steffey
Commissioner Serena Cruz
Commissioner Lonnie Roberts
Board Clerk Deb Bogstad

FROM: Carol Wessinger
Staff to Commissioner Lisa Naito

DATE: June 9th, 2003

RE: Commissioner Naito unable to attend Board Briefing June 17, 2003 and
Board Meeting June 19, 2003

Commissioner Naito will be away on vacation.

Thank you,

Carol Wessinger

AGENDA PLACEMENT REQUEST

BUD MOD #:

Board Clerk Use Only:

Meeting Date: June 17, 2003

Agenda Item #: B-1

Est. Start Time: 9:30 AM

Date Submitted: 06/11/03

Requested Date: June 17, 2003

Time Requested: 90 minutes

Department: DBCS

Division: Director's Office

Contact/s: Cecilia Johnson

Phone: (503) 988-5880

Ext.: 85880

I/O Address: 503/4

Presenters: Cecilia Johnson

Agenda Title: Diversity Initiative Briefing

NOTE: If Ordinance, Resolution, Order or Proclamation, provide exact title. For all other submissions, provide clearly written title.

- 1. What action are you requesting from the Board? What is the department/agency recommendation?**
Brief Board Members on the implementation and coordination of the Diversity Initiative and our results in the areas of employment, business opportunities for minorities, women, and emerging small business and cultural competency in service delivery during the past fiscal year.
- 2. Please provide sufficient background information for the Board and the public to understand this issue.**
On June 28, 2002, Chair Linn introduced Multnomah County's Diversity Initiative for the removal of barriers which inhibit systems and processes designed to achieve, open and fair access to and full participation in County employment, business opportunities, programs and services.
- 3. Explain the fiscal impact (current year and ongoing).**
N/A

NOTE: If a Budget Modification or a Contingency Request attach a Budget Modification Expense & Revenues Worksheet and/or a Budget Modification Personnel Worksheet.

If a budget modification, explain:

- ❖ **What revenue is being changed and why?**
- ❖ **What budgets are increased/decreased?**
- ❖ **What do the changes accomplish?**
- ❖ **Do any personnel actions result from this budget modification? Explain.**
- ❖ **Is the revenue one-time-only in nature?**
- ❖ **If a grant, what period does the grant cover?**
- ❖ **When the grant expires, what are funding plans?**

NOTE: Attach Bud Mod spreadsheet (FORM FROM BUDGET)

If a contingency request, explain:

- ❖ **Why was the expenditure not included in the annual budget process?**
- ❖ **What efforts have been made to identify funds from other sources within the Department/Agency to cover this expenditure?**
- ❖ **Why are no other department/agency fund sources available?**
- ❖ **Describe any new revenue this expenditure will produce, any cost savings that will result, and any anticipated payback to the contingency account.**
- ❖ **Has this request been made before? When? What was the outcome?**

If grant application/notice of intent, explain:

- ❖ **Who is the granting agency?**
- ❖ **Specify grant requirements and goals.**
- ❖ **Explain grant funding detail – is this a one time only or long term commitment?**
- ❖ **What are the estimated filing timelines?**
- ❖ **If a grant, what period does the grant cover?**
- ❖ **When the grant expires, what are funding plans?**
- ❖ **How will the county indirect and departmental overhead costs be covered?**

4. Explain any legal and/or policy issues.

N/A

5. Explain any citizen and/or other government participation that has or will take place.

Two committees have included community participation: the Cultural Competency Task Force which is a countywide work group and the Business Advisory Council, have been meeting since the implementation of the Diversity Initiative to participate in developing recommendations to change current Multnomah County policies and practices.

Required Signatures:

Department/Agency Director:



Date: 06/11/03

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Attachment No.	Description
1	Chair's Diversity Initiative Talking Points
	<u>EMPLOYMENT</u>
2	July 2002/March 2003 Layoff Data Analysis
	<u>CULTURAL COMPETENCY</u>
3	Cultural Competency Advisory Group Members and Community Participants
4	Cultural Competency Baseline Assessment
5	Cultural Competency Policy Development Task Force
	<u>BUSINESS OPPORTUNITIES</u>
6	Minority-Owned, Women-Owned & Emerging Small Business Opportunities
7	Business Advisory Council Members, Resource Members and County Staff
8	Contracting with Minority-Owned, Women-Owned & Emerging Small Business Policy and Practices Review
9	Latino Vendor Survey Report for Multnomah County
10	Facilities Property Management Minority-Owned, Women-Owned & Emerging Small Business Payments

Chair's Diversity Initiative

Purpose:

To promote diversity, prevent and eliminate discriminatory barriers, implement strategies to ensure equity of access and opportunity in employment, contractual relationships and service delivery.

Three Pronged Approach:

- Employment
- Opportunity in Business Services
- Cultural Competence

Key Strategies:

1. Create the Office of Diversity, Equity and Affirmative Action
2. Enhance M/W/ESB outreach and compliance efforts
3. Implement aggressive strategies to eliminate statistical underutilization in the employment of minorities as identified in the County's Affirmative Action Plan
4. Create a County M/W/ESB outreach office at OAME
5. Simplify contracting procedures and requirements
6. Implement a pilot project within the Department of Business and Community Services to provide a minimum of \$2 million dollars in construction and professional service contracts to M/W/ESB's within the next 12 months
7. Create a Business Advisory Council to provide input to the Chair and the Board on this Diversity Initiative
8. Create an Countywide Policy Framework Task Force to develop recommendations to the Chair and BCC concerning a Cultural Competency Framework, standards and practices.
9. Coordinate and collaborate with County Departments and Offices concerning the application of resources and efforts to achieve the desired results of this initiative

Deliverables:

1. Baseline data for the purpose of monitoring and tracking Initiative results and outcomes
2. Briefings with internal employee groups, including but not limited to Cabinet, Department Director's and their management teams, Managers of Color, the County Diversity Committee and Departmental Diversity Committees
3. An integrated contracting and procurement strategy within DBCS by July 30, 2002
4. Monitoring process and system to capture results in both employment and business supplier diversification by July 1, 2002.
5. Framework and performance standards for culturally competent service delivery by March, 2003.
6. Quarterly progress updates commencing October 15, 2002.
7. A published annual report by September 1, 2003

Accountability:

As the CEO, the Chair will hold Department Director's accountable for the following:

- Compliance with their departmental AA plans and ensuring the diversity of their respective department workforce especially in areas where there is statistically significant underutilization;
- Ensuring efforts are made to increase opportunities and achieve results in the participation of M/W/ESB's in the provision of County goods and services;
- Development and delivery of culturally competent services as aligned with the County's policy framework;
- Provision of information and data required to monitor and evaluate results;
- Cooperation and Collaboration with the Office of Diversity, Equity and Affirmative Action in leveraging resources, training and strategies to

achieve the County's goal of becoming an employer of choice with a workforce representative of the greater community; and

- Compliance with rules and regulations promulgated by or under this initiative.
- Two work groups will be appointed:
 1. A Policy Framework Task Force on Cultural Competency
 2. A Business Advisory Council on the Diversity Initiative

EMPLOYMENT



MULTNOMAH COUNTY OREGON

DEPARTMENT OF BUSINESS & COMMUNITY SERVICES
 CENTRAL HUMAN RESOURCES/LABOR RELATIONS
 501 SE Hawthorne Blvd. 4th Floor
 PORTLAND, OREGON 97215
 (503) 988-5135
 Fax (503) 988-5670

BOARD OF COUNTY COMMISSIONERS
 DIANE LINN • CHAIR OF THE BOARD
 MARIA ROJO de STEFFEY • DISTRICT 1 COMMISSIONER
 SERENA CRUZ • DISTRICT 2 COMMISSIONER
 LISA NAITO • DISTRICT 3 COMMISSIONER
 LONNIE ROBERTS • DISTRICT 4 COMMISSIONER

April 28, 2003

MEMORANDUM

TO: Gail Parnell, CPO
 FROM: Rebecca Gunther
 SUBJECT: July 1, 2002 – March 1, 2003 Layoff Data Analysis

Summary

This report shows the effects of layoffs implemented between 7/1/2002 and 3/1/2003, in terms of its impact on racial diversity and gender diversity. For purposes of this report, layoffs include all persons who were laid off during the time period, regardless of whether they were subsequently recalled or rehired during the same time period. Employee reassignment is also analyzed wherein an employee is transferred to another position or "bumped" to a lower position. It is important to capture all employee impacts because of funding cuts.

- A total of 160 employees were laid off between 7/1/2002 and 3/1/2003; of those, 16 were African American, 5 were Asian, 127 were Caucasian, 9 were Hispanic and 3 were Native American.
- Of the 160 employees laid off, 51 were recalled from layoff. The employees recalled were African American (4), Asian (1), Caucasian (39), Hispanic (5), and Native American (2).
- There was no significant change in the diversity of the County, as shown in the "before" and "after" snapshots of the workforce (below).

The bullets below indicate that the percentage of protected class employees laid off was higher than their percentage of the workforce. However, the County-wide analysis of workforce representation indicates that the percentages have remained constant. This is due to hiring and recall of employees from layoff and the small number of employees laid off.

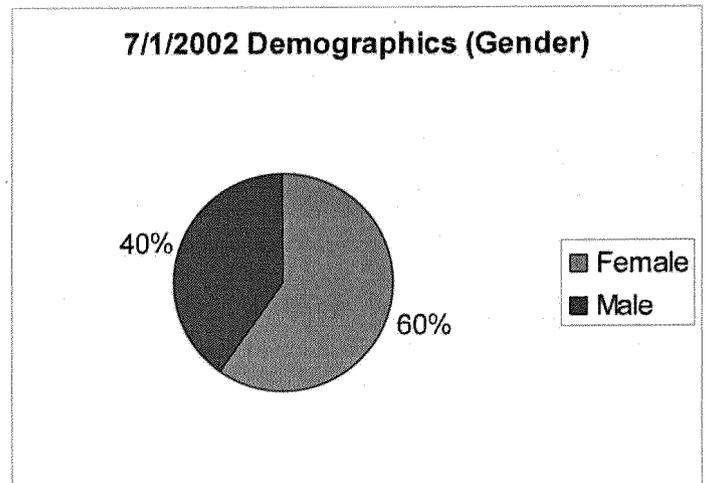
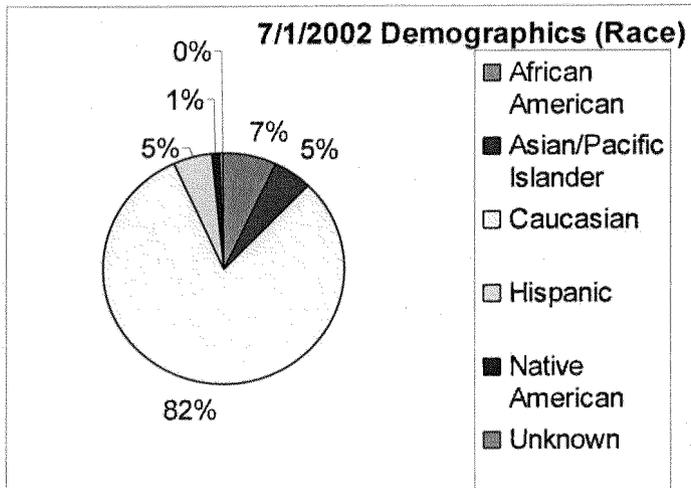
- African Americans represent 10% of the total number of employees laid off; their workforce participation is 7% both on July 1, 2002, and March 1, 2003. African Americans were recalled at a rate of 8%.
- Asians represent 3% of those laid off and their workforce participation remains at 5% both before and after the layoffs. Asians were recalled at a rate of 2%.
- Hispanics remain at a 5% workforce participation rate, while their layoff rate was 6%. They were recalled at a rate of 10%.

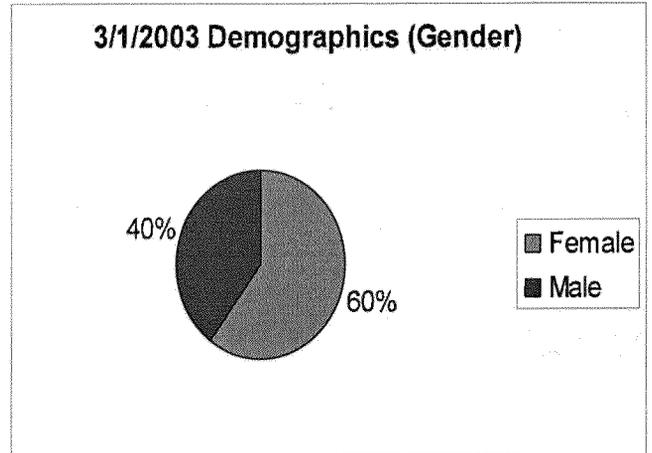
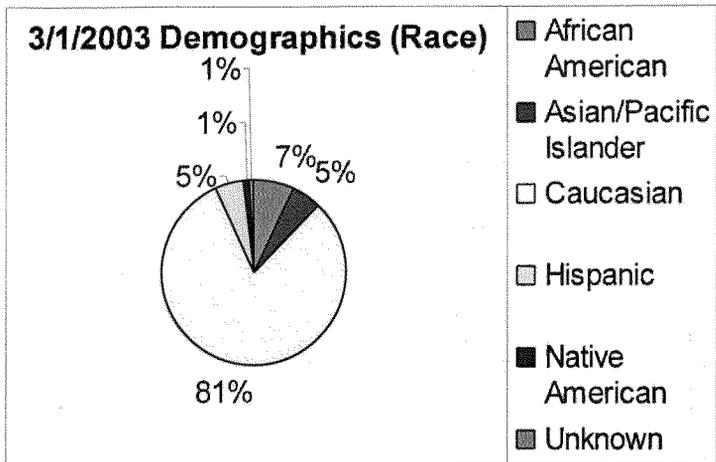
- Even though Native Americans were laid off at a rate that is double their workforce percentage (2%), the relative numbers did not change and their labor force participation remains at 1%. They were recalled at a rate of 4%.
- The gender distribution is identical (60% Female and 40% Male).
- During the same time period, the demographic distribution of **retirees** was Caucasian (90%), African Americans (3.6%), Hispanics (2.4%) and Asians and Native American (1.2% each). 64% were female.

Before and After Pictures

A good place to begin examining the data is to compare the July 1, 2002, snapshot of employee demographics with that of the March 1, 2003, snapshot.

On July 1, 2002, there were a total of 4790 regular employees. The demographic distribution below indicates race and gender. The charts below show the same data as of March 1, 2003. There were 4695 employees on March 1. The average age of the employee population remains 44 in both samples.



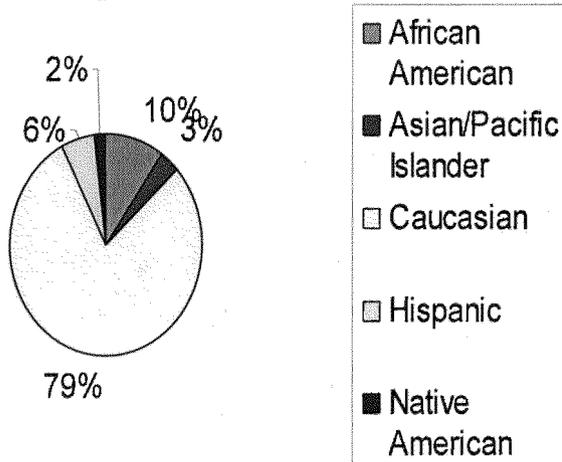


Note: You will notice that Robert's Departmental Hire Report indicates a higher percentage of workforce participation for African American employees (8% vs. the 7% in the above charts). Robert's report does not include Elected Officials and their staff.

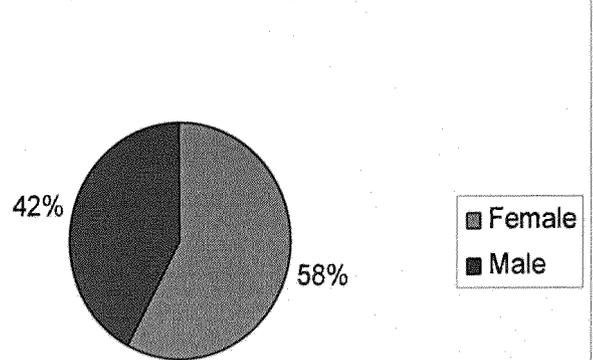
Background

At your request, I have analyzed the layoff data for the time period mentioned above. This captures the mid-year rebalance, the January 2003 additional cuts and the cuts due to the failure of Measure 28. Your particular interest was in seeing how the layoffs affected the County's employee diversity. The data does not reflect any employees who maintained employment due to Project Save. The data for this project came directly from SAP, utilizing the new termination and reassignment codes established specifically to allow us to track layoff activity.

Layoff Demographics



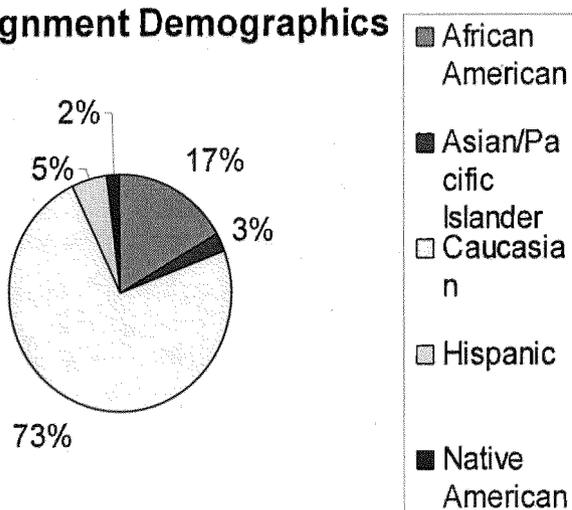
Layoff Demographics



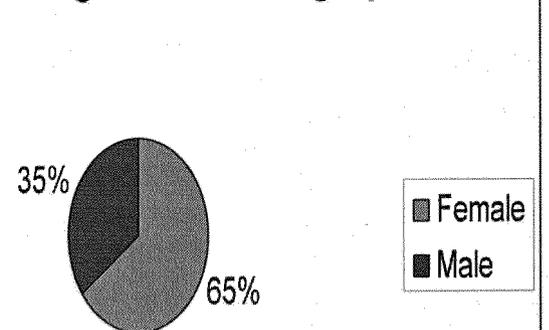
Employee Reassignment

- This category includes employees who were moved laterally or bumped to a lower position. Of the 159 employees who were reassigned, 27 were African American, 4 were Asian, 117 were Caucasian, 8 were Hispanic and 3 were Native American
- African Americans were reassigned at a higher rate (17%) than their proportion of the workforce.
- Asians were reassigned less often (3%) than their proportion of the workforce.
- The reassignment rate for Hispanics is 5%.
- Native Americans represent 2% of the employees who were reassigned.
- Women were reassigned at a higher rate (65%) than their proportion of the workforce

Reassignment Demographics



Reassignment Demographics



I did not do any analysis by job classification. We know that most of the cuts occurred in programs that are heavily funded by the state, including mental health and corrections.

If you have any questions, please let me know.

**CULTURAL
COMPETENCY**

Cultural Competency Policy Framework Advisory Group Members

Agnes Sowle	County Attorney
Amalia Alarcon-Gaddie	Facilitator
Amy Lester	Sheriff
April Lewis	DBCS
Carla Gonzales	MOC
Cecilia Johnson	
Gina Mattioda	PAO
Howard Klink	DD
Iris Bell	
Jan Campbell	Disability
Jim McConnell	Aging
Jimmy Brown	DCJ
Judy Phelan	DA
Linda Jaramillo	Health
Miriam Calderon	Commissioners Office
Norm Monroe	New Sheriff
Patricia Welch	Lib
Rey Espana	DHS
Robin Mack	OSCP
Sharon Mackin	DHS
Shelly Kowalski	Evaluation TA
Sheryl Barta	PRISM
Sue Cameron	CCF

KEY COMMUNITY PARTICIPANTS

Intercultural Communication Institute
Kaiser - Community Transgender Representative
City: AA Office

Intercultural Resources Consultant
Native American Youth Assn.
Native American Youth Assn.
Multnomah County: DCJ
NARA
Private Consultant: Cultural Competency
APANO
Portland Housing Center
Housing Administration of Portland
PSU - Public Administration
Latino Network
Retired: State Affirmative Action Office Personnel

Peggy Pusch
Lori Buckwalter
Beverly Bolensky Dean
Kristin Chung-mei
Lensen
Tawna Sanchez
Nicole Meyer
Sylvia Forsee
Jackie Mercer
Alfredo Aragon
Nathan Nguyen
Felicia Trip
Katherin Molinas
Sharon Hasenjaeger
Emile Combe
Raleigh Lewis

Cultural Competency Baseline Assessment

Instructions: *This assessment should be completed by individuals for their specific programs/units only after being debriefed by members of the Cultural Competency Assessment Sub-Committee. The sub-committee will review definitions & question intentions to ensure commensurability of results.*

Rate each item according to the following scale:

1	2	3	4	5	N/A
Fully /Always				Not at all /Never	

Domain	Questions
Organizational Commitment/ Foundational Statements	
I	Statements/documents reflect that all services, whether delivered directly or indirectly, to both external and internal customers, maintain culturally competence.
I	Statements/documents are produced with the involvement of various community groups.
I	The Multnomah County Cultural Competency Plan is treated as a living document; reflective of the ever-changing community.
Values & Attitudes (departmental level)	
I	Organizational values are consistent with those of the wide variety of cultures & affinity groups in Multnomah County.
IV	The organization (and its staff) recognizes that individuals from culturally diverse backgrounds may desire varying degrees of assimilation into the dominant culture.
II & III	Even though personal viewpoints may differ, the organization (and its staff) accepts that individuals and ethnic groups are the ultimate decision makers for the services and supports impacting their lives.
II	The organization considers age, religious, cultural, ethnic, and other factors in developing and providing County services.
Program Policies & Procedures (includes planning & governance, policy development)	
I (III)	Policies and procedures are developed through consultation with and input from board, employees, and community who reflect the cultural make-up of the community or target population.
II	All policies and procedures are consistent with the values and objectives of the County Cultural Competency Framework.
I	Policies promote a range of culturally appropriate service

	languages of the target populations.
II & III	Even though personal viewpoints may differ, Multnomah County (and its staff) accepts that individuals and ethnic groups are the ultimate decision makers for the services and supports impacting their lives.
II	Management conducts performance evaluations that are sensitive to cultural differences.
II	Demographics of the target population are used in program development and implementation.
II	A range of culturally appropriate service delivery models are available and being planned.
II	Programs are regularly assessed with respect to identifying and addressing gaps/barriers or inappropriate services in terms of cultural needs.
II	Program practices are reviewed for consistency with the Cultural Competency Framework.
II	Programs use a culturally competent client/contractor complaint resolution process for all conflicts and grievances.
II/IV	Staff and clients have safe methods for providing feedback to the county on cultural competency effectiveness.
II	Multnomah County has resources for clients whom they cannot serve due to language or other barriers.
II	Multnomah County responds to the needs of clients with barriers to mobility
I/II	Feedback from diverse groups is incorporated into policy and program improvements.
II	The county considers age, religious, cultural, ethnic, and other cultural factors in developing and providing services.
II. Our Partners	
III	Multnomah County has a community consultation strategy to garner the input of diverse populations.
III	The knowledge and experience of community resources are recognized and utilized when designing programs and services.
III	Multnomah County engages in active effort to bring in members with diverse backgrounds for planning and program development.
III	Multnomah County collaborates with community organizations and other jurisdictions to develop and deliver culturally responsive services.
III	The program/county is evaluated by diverse members of the community.
III	Programs are developed/reviewed through community consultation.

II & III	Even though personal viewpoints may differ, Multnomah County (and its staff) accepts that individuals and ethnic groups are the ultimate decision makers for the services and supports impacting their lives.
I (III)	Policies and procedures are developed through consultation with and input from board, employees, and community who reflect the cultural make-up of the community or target population.
IV. Where We Do Our Work—Welcoming and Inclusive Environment	
IV	County staff reflects the diversity of the population served.
IV	Diversity is represented throughout the ranks of the County.
IV	Multnomah County uses a culturally competent complaint resolution process for all conflicts and grievances.
IV	Active efforts are made to recruit and retain staff from ethnically diverse backgrounds.
IV	Multnomah County provides a welcoming environment for all community population(s).
IV	All people, regardless of physical abilities/impairments can easily access the county and its programs.
IV	Service centers are easily accessible by public transportation.
IV	Personnel performance evaluations have a section on cultural competence.
IV	Multnomah County (and its staff) recognizes that individuals from culturally diverse backgrounds may desire varying degrees of assimilation into the dominant culture.
IV	Cultural competency training is provided to all employees.
IV	Multnomah County provides continuous training to all employees to increase their level of cultural competency.
IV	Multnomah County provides additional support to staff and volunteers of all ethnic groups, when required.
IV	Funds and staff time are set aside for cultural competency training.
IV	People with a cultural skill, such as a second language, are recognized or compensated if they use that skill for work that is over and above their specific job duties.
II/IV	Staff and clients have safe methods for providing feedback to the county on cultural competency effectiveness.

Cultural Competency Policy Development Task Force

Background

As part of Chair Diane Linn's countywide diversity initiative this cross departmental group was formed last fall. The group's charge: To develop recommendations to the Chair and Commissioners concerning a common framework definition, standards, and practices for cultural competence in service delivery.

- Framework to include:
 - Guiding principles
 - Vision
 - Goals (including 'intermediate' outcome)
 - Objectives
 - Specific Strategies

Our vision:

Multnomah County is an organization where all customers and employees feel welcome and respected.

Our Definition:

We define cultural competency as a set of consistent behaviors, attitudes, policies, beliefs and practices that allow diverse individuals or groups to work effectively and efficiently in a cross-cultural environment.

Our guiding principles:

Multnomah County:

- Values the importance of culture in service delivery;
- Has the flexibility necessary to replace long held perspectives and practices with new ones acquired through exposure to different world views;
- Is better prepared to provide optimum customer service;
- Honors and respects the beliefs, interpersonal styles, attitudes and behaviors of multi-cultural staff, as well as clients;
- Creates an environment that ensures optimal participation by customers and employees;
- Provides needed tools to support respectful interaction between people who may have different world views;
- Nurtures the ability of individuals and systems to respond respectfully and effectively to all people in a manner that affirms and values their worth and protects and preserves their dignity;
- Regularly assesses its policies and practices – built-in quality assurance;
- Recognizes that no two people are alike, regardless of membership in any identified group;
- Regards Cultural Competency as a core value;

Takes affirmative steps to reversing institutional bias and inequity.

Cultural Competency and Gender Specific Principles:

1. Cultural competency and the provision of gender specific services are systemic throughout the organization.
2. A diverse work force is valued to accomplish the organization's mission.
3. Resources and funding are provided to support the organization cultural competency and gender specific services plan.
4. Support from top management is an essential ingredient to implement a competency plan.
5. Every member of the organization understands, supports, and implements the direction of cultural competency and gender specific services.
6. Policies, Vision, and Mission provide the framework that directs a culturally competent organization.
7. An environment/worksites welcomes all staff and all members of the community.
8. civil rights mandates are implemented, regularly reviewed, and reinforced in every aspect of the organization.
9. Equal access and equitable services benefit all.
10. Changes in population and new trends are known, evaluated and incorporated in the way the organization does business.
11. Best practices in cultural competency and gender specific services are evaluated, adapted, and incorporated into the organization.

(Adopted by Oregon's SB 555 Sub-Committee on Cultural Competency and Gender Specific Services, 2001)

Proposed Cultural Competency and Gender Specific Standards for Organizations.

1. Organization ensures that clients/consumers receive effective, understandable, and respectful services that are provided in a manner compatible with their cultural beliefs and practices, preferred language, physical ability, and gender appropriate.
2. Organization implements strategies to recruit, retain, and promote a diverse staff at all levels of the organization and leadership that are representative of the population being served and the demographic characteristics of the service area.
3. Organization ensures that staff at all levels and across all disciplines receive ongoing education and training in culturally, linguistically and gender appropriate service delivery, policy, and planning.
4. Organization offers and provides competent language assistance services, including bilingual staff and interpreter services, at no cost to each client/consumer with limited English proficiency at all points of contact, in a timely manner during all hours of operation.
5. Organization provides to clients/consumers in their preferred language both verbal offers and written notices informing them of their right to receive language assistance services.
6. Organization makes available easily understood client-related materials and post signage in the languages of the commonly encountered groups and/or groups represented in the service area.
7. Organization develops, implements, and promotes a written strategic plan that outlines goals, policies, priorities, strategies, outputs, outcomes, and management accountability/oversight mechanisms to provide culturally, linguistically, and gender appropriate services.
8. Organization conducts initial and ongoing organizational self-assessments of cultural competency related activities and are encouraged to integrate cultural and linguistic competence-related measures that are gender specific into their internal audits, performance improvement programs, client satisfaction assessments, and outcomes-based evaluations.

9. Organization ensures that data on the individual client's/consumer's racial, ethnicity, gender, and primary language are collected in client records, confidentially maintained, and integrated into the data information systems and periodically updated.
10. Organization maintains current demographic and service delivery profiles of the community being served as well as a needs assessment to accurately plan for and implement services that respond to the cultural, linguistic and gender characteristics of the service area.
11. Organizations develops participatory, collaborative partnerships with communities and utilizes a variety of formal and informal mechanisms to facilitate community and client/consumer involvement in designing, implementing, and planning a service delivery system and cultural competency standards.
12. Organization ensures that conflict and grievance resolution processes are culturally, linguistically and gender sensitive/appropriate and capable of identifying, preventing, and resolving conflicts or complaints by clients/consumers, staff or community groups/organizations.
13. Organization regularly makes available to the public information about their progress and successful innovations in implementing the cultural competency, and gender appropriate standards and to provide staff, funders, and the public notice in their communities about the availability of this information.

(Adapted from National Standards for Culturally and Linguistically Appropriate Services in Health Care, U.S. Department of Health and Human Services' Office of Minority Health)

Proposed Cultural Competency and Gender Specific Practice Guidelines for Employees:

Standard 1. Ethics and Values

Employees shall serve the public in a manner that recognizes how personal and professional values may conflict with or accommodate the needs of diverse clients.

Standard 2. Self-Awareness

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Employees shall develop an understanding of their own personal and cultural values and beliefs as a first step in appreciating the importance of multicultural identities in the lives of people.

Standard 3. Cross-Cultural Knowledge

Employees shall have and continue to develop specialized knowledge and understanding about the history, traditions, values, family systems, and artistic expressions of major client groups served.

Standard 4. Cross-Cultural Skills

Employees shall use appropriate methodological approaches, skills and techniques that reflect the worker's understanding of the role of culture in the helping process.

Standard 5. Service Delivery

Employees shall be knowledgeable about and skillful in the use of services available in the community and broader society and be able to make appropriate referrals for their diverse clients.

Standard 6. Empowerment and Advocacy

Employees shall be aware of the effect of social policies and programs on diverse client populations, advocating for and with clients whenever appropriate.

Standard 7. Diverse Workforce

Employees shall support the organization's policies and programs designed to recruit, hire and retain a diverse workforce at all levels of the organization.

Standard 8. Professional Education

Employees shall participate in educational and training programs that help advance cultural competency in the delivery of services.

Standard 9. Language Diversity

Employees shall seek to provide and advocate for the provision of information, referrals, and services in the language appropriate to the client, which may include the use of interpreters.

Standard 10. Cross-Cultural Leadership

Employees shall strive to be leaders in their local communities and within the organization in the provision of cultural competent services to diverse client/consumer populations.

(Adapted from NASW Standards for Cultural Competency in Social Work Practice).

**PROPOSED ACTIVITIES TO ACCOMPLISH
ORGANIZATIONAL COMPETENCIES:**

1. Organization has identified resource people from various cultural populations of the community.
2. Organization has developed and maintains ongoing direct person-to-person contact with these resource persons.
3. Resource persons are asked to participate in program evaluation(s).
4. Organization has accurate demographic data about various cultural communities it proposes to serve.
5. Organization uses demographic data to ensure all cultural populations receive equal access and/or equal services as required to meet their needs.
6. The board will be comprised of people from various ethnic and cultural backgrounds.
7. Organization has written policies or plan, which call for the program to become culturally competent.
8. The written policies or plans must be approved by the board of directors.
9. Organization employs ethnic, bilingual, and culturally diverse staff and/or volunteers in positions that have direct contact with clients.
10. Organization has the capacity to serve clients from all ethnic and cultural demographics in the community.
11. Organization has incorporated the concepts of cultural competent, gender specific and language appropriate services into their ongoing training programs.
12. All staff members and volunteers receive at least eight hours of cultural competency training annually.
13. Organization has a resource library containing up to date articles, books, tapes, etc., related to cultural issues.
14. Organization provides opportunities which help clients understand and appreciate cultural differences.
15. Reasonable accommodation to ensure access to services is made by removing architectural and structural barriers.
16. Posted information is written in a variety of appropriate languages.
17. The atmosphere in the organization acknowledges and welcomes people from diverse cultural backgrounds through artwork, posters, books, etc.
18. Clients from all cultural and language background successfully complete the program in similar ratios.
19. All clients receive equitable services, appropriate and relevant to the clients' cultural and language backgrounds.
20. Personnel records reflect non-discriminatory practices in the hiring, promotion and retention of staff.

21. The program assesses its “cultural competency” policy and plans with input from staff, volunteers, resource people and communities.
22. All programs, organizations, projects, etc., will submit an outline of their “cultural competency” plan detailing the goals, objectives/activities, and post-assessment for each of the criteria.

(Adapted from the JCPAC Cultural Competency and Gender Specific Services Resource Guide, April, 2001)

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**BUSINESS
OPPORTUNITIES**

**MULTNOMAH COUNTY PROGRAMS/EFFORTS TO INCREASE
MINORITY-OWNED, WOMEN-OWNED & EMERGING SMALL BUSINESS
OPPORTUNITIES
MARCH, 2002**

- **Good Faith Effort Program** This program requires all bidders on projects over \$200,000 to contact five minority, women or emerging small business contractors in each separate division of work from the state certified lists to advise them of subcontracting opportunities and to make a telephone follow-up to determine if they need additional information and are interested in bidding. This can result in as many as 50-60 separate contacts and the same number of follow-up calls. The specifications require that the contractor list all minority and women sub-bids received and, if a minority or woman contractor submitted a bid but is not being used, to explain why that bidder is not being used. Our specifications provide that failure to meet the requirements of this specification will result in bid rejection. This program is identical to the program run by the City of Portland.
- **Verification of Sub-contractor lists** The lists of MWESB contractors referred to above which are provided to bidders are verified by Central Procurement and Contract Administration staff by calling each of the contractors prior to including the lists in the bid documents. As well as insuring the accuracy of the lists this also serves as a notification to the listed contractors of the upcoming project.
- **Formal Sheltered Market Program** This program, which is also a joint program with the City of Portland, is designed to help contractors become general contractors. Program participation is selective and is based in part on size (only smaller contractors are permitted to participate) and in part on prior barriers encountered by the contractor in his or her business development. These contractors are permitted to bid on contracts between \$50,000 and \$250,000 without competition from contractors outside the program.
- **Informal Sheltered Market Program** This program applies to all County construction/public works contracts between \$2,500 and \$50,000. For each contract, a quote is solicited from one minority, one woman, and one emerging small business contractor. The low responsive bidder is awarded the contract.
- **Informal Quotation Requirements** This requirement applies to all procurements/contracts for other than construction/public works contracts. For each procurement/contract between \$2,500 and \$50,000 at least one of the three quotes required must be solicited from at least one state certified minority, women or emerging small business.
- **Technical Assistance** Multnomah County, in partnership with the City of Portland, Portland Development Commission and Tri Met has contracted with a consultant to provide Technical Assistance to minority, women and emerging small business since 1997. All state certified MWESB firms interested in bidding

or quoting on Multnomah County business or who are currently working with the County are eligible for this assistance. The County contributes \$50,000 annually to this contract.

- **Mentor-Protégé Program** Multnomah County along with other jurisdictions participates with the Port of Portland in it's Mentor-Protégé Program which provides technical assistance to protégé firms as well as entering these firms into a formal mentoring relationship with more established firms. The County is contributing \$30,000 to this program which provides the funding for two protégés.
- **EEO Certification** This program, which is also a joint program with the City of Portland requires that in order to receive a contract with Multnomah County in excess of \$50,000, contractors must be certified as an equal employment opportunity employer by the City of Portland.
- **Workforce Hiring and Training Program** This program, also in conjunction with the City of Portland, is designed to increase participation of minorities and women in the construction trades. It requires that on all contracts over \$200,000 the contractor must employ the maximum number of apprentices permitted by law on the job. There is also an outreach requirement to assure maximum opportunities for minorities and women to work on these jobs ensuring that the County does business with contractors whose workforce reflects the diversity of the workforce in Multnomah County and that contracting dollars provide fair and equal opportunities to the County's diverse population. This requirement also applies to subcontractors having a subcontract of \$100,000 or more on the project.
- **Outreach programs** The County performs and participates in a number of activities and events individually and in cooperation with other jurisdictions. The following is a partial list of these activities:
 - Participate in Trade Shows (OAME, Governor's Marketplace, Minority Business Opportunity Committee, etc.) by hosting a booth with information on doing business with Multnomah County and often as one of the presenters.
 - Hosting, alone or in conjunction with other jurisdictions, networking opportunities for MWESB contractors and County staff.
 - The County is an active member of a number of chambers and organizations where meet with contractors and assist in connecting them with county staff who are in need of their services or products.
 - All construction/public works projects in excess of \$50,000 are advertised in minority newspapers on a rotating basis.
 - The County jointly with the City of Portland and PDC places ads in minority newspaper for special occasions such as Martin Luther King Jr. Day.

- The County participates in a number of multi-jurisdictional committees dedicated to increasing opportunities for MWESB contracting.
- Beginning in July, 2002, the County will share office space at OAME to provide greater opportunity for one on one consultation with contractors.
- Beginning in April, a quarterly newsletter will be sent to both county staff and MWESB contractors informing them of upcoming contracting opportunities and what our current contracting efforts are.

ADVISORY COUNCIL, RESOURCE AND STAFF

Attachment No. 7

Advisory Council Member

FirstName	LastName	OrganizationName
Amina	Anderson	Black United Fund
Katherin	Bowen	Constructive Solutions Inc.
Sam	Brooks	OAME
Gale	Castillo	Hispanic Chamber of Commerence
Bruce	Feathers	FeatherLite Enterprises
Jim	Gonzales	Gonzales Boring & Tunneling
Jonathan	Graves	Capital Project Consultants
Sheila	Holden	N/NE Economic Development Alliance
Vera	Johnson	Pacificorp
Ray	Leary	ERL Development
Jaime	Lim	First United Engineering
Robert	Miller	Northwestern School of Law
Taro	O'Sullivan	Clack. Co. Dept. of Employee Ser.-Personnel Div.
Clara	Padilla Andrews	El Hispanic News
Fred	Sanchez	Realtor Brokers
Harold	Williams	African Amercian Chamber of Commerce
Ed	Wilson	African Amercian Contractors Association

Back-Up

Alex	Dorsey	N/NE Economic Development Alliance
Roy	Jay	African American Chamber of Commerce

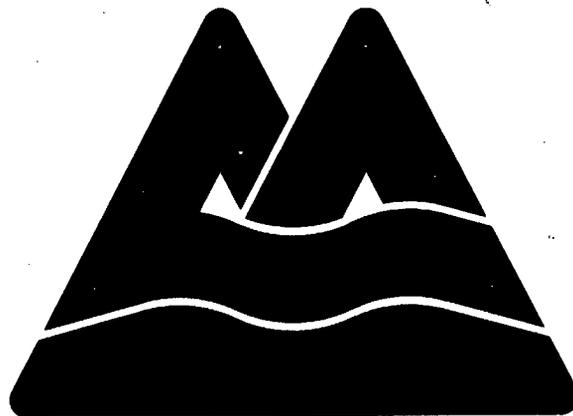
Resource

Andre	Baugh	Group AGB LLC
Teresa	Bliven	City of Portland Sheltered Market Program
Faye	Burch-Wilson	FM Burch & Associates
Keith	Crawford	
Raleigh	Lewis	State of Oregon, Governor's Office Affirmative Action Office
Lydia	Muniz	State Of Oregon, Office of the Governor, M/W/ESB

Staff

Iris	Bell	Multnomah County Chair's Office
Dave	Boyer	Dept. of Business & Community Services

Multnomah County, Oregon



Contracting with Minority-Owned, Women-Owned & Emerging Small Businesses

POLICY AND PRACTICES REVIEW

Report by

**F.M. Burch & Associates, Inc.
Group AGB, LLC
Keith Crawford & Associates**

April 2003

Executive Summary

The Multnomah County Chair's Diversity Initiative is intended to promote diversity, prevent and eliminate discriminatory barriers, and to implement strategies that ensure equity of access and opportunity for all who seek services, employment, and contractual business relationships with Multnomah County government.

County departments and staff expressed a desire to encourage greater participation and contracting opportunities for M/W/ESB firms, although specific details and direction for how to implement the Diversity Initiative goals is not well understood.

The County currently sponsors and participates in the Formal Sheltered Market Program for Minority-owned, Women-owned and Emerging Small Businesses (M/W/ESB) and the Mentor Protégé Program in partnership with the City of Portland and Port of Portland respectively.

Technical assistance is also available to state certified M/W/ESB firms pursuing or performing work for Multnomah County.

The County's Central Procurement and Contract Administration Section (CPCA) provides research, support and assistance for the Formal Sheltered Market Program and the County's Informal Sheltered Market Program. If specifically requested, they will assist departments in identifying potential M/W/ESB firms for specific projects.

The CPCA Section has forged ahead with many positive efforts to increase participation by M/W/ESB firms including development of Vendor Payment Detail Reports tracking the amount of contracting dollars paid to certified M/W/ESB firms that includes firms that are "self-identified" as minority or woman owned.

Informal procurement activities are decentralized and individual department contracting practices and M/W/ESB outreach methods vary widely.

Although it is not mandatory, purchasing training is available for staff responsible for procurement and provided to many departments and supported by extensive information on policies and procedures available on the MINT intranet website.

Executive Summary Recommendations

- 1) **Leadership Emphasis.** Task departments to set achievable goals linked to the Diversity Initiative by having an assigned responsible person, a plan of action, target date(s) and measurable results. Hold a quarterly Diversity Status Report meeting with Chair Diane Linn and Department Directors.
- 2) **Centralize Outreach Services.** Assign an existing staff member of the Central Procurement and Contract Administration (CPCA) Section as the central source for M/W/ESB outreach to assist departments on both formal and informal solicitations.
- 3) **Vendor Registration List.** Develop a Vendor Registration List (VRL) database to include existing departmental vendor lists, state certified M/W/ESB firms, Sheltered Market and Mentor Protégé companies. This would enable the CPCA Section to respond to department requests by searching the database and providing the results to the requesting department who would notify vendors by mail, email, or telephone.
- 4) **Intranet Access.** Add VRL database access to Multnomah County's MINT intranet website, giving departments the option of contacting the CPCA Section or performing a search themselves.
- 5) **Mandatory Pre-Bid Conferences.** Conduct outreach and encourage M/W/ESB attendance at mandatory pre-bid conferences for prime contractors to provide the opportunity for M/W/ESB firms to network with prime contractors intending to bid on the project.
- 6) **M/W/ESB Attendance at Pre-Construction Conferences.** M/W/ESB subcontractors should be encouraged to attend all pre-construction conferences between prime contractors and Multnomah County staff.
- 7) **Notification of Upcoming Projects.** For outreach purposes, each department should generate a calendar of contracts it expects to administer in each fiscal year, giving the project name, brief description, estimated budget and bid date, and the name and phone number of the purchaser.
- 8) **Certification Assistance.** Provide certification workshops or referrals for firms interested in doing business with the County and in need of assistance to complete the certification process.
- 9) **Project Manger Involvement.** Invite interested Purchasing and Project Managers to participate in planning, evaluation and modifying M/W/ESB contracting initiatives.

- 10) ***Project Manager Updates.*** CPCA should meet with project managers quarterly to get updates on outreach efforts, responses on informal projects, status of M/W/ESB firms working on their projects, and areas where improvements could be made to M/W/ESB contracting initiatives.

Executive Summary – Recommendations (cont.)

- 11) ***Project Manager Training.*** Provide briefing on the Formal Sheltered Market Program and the Informal Sheltered Market policies and procedures, coordination with CPCA when contract or jobsite issues arise, and how to obtain technical assistance help for M/W/ESB firms.
- 12) ***Project Management Reviews.*** Conduct periodic internal reviews and feedback sessions on completed and ongoing contracts to pass on lessons learned to other project managers and what can be improved on future endeavors.
- 13) ***Project File Documentation.*** Organize project files to meet a common standard and help manage project records, especially when backup or other personnel need to access project information. Develop an outline describing the necessary documentation to be included in each type of project file, and checklists to ensure required insurance and contract documents are obtained.
- 14) ***Project Supervision.*** On projects over \$75,000, require vendors to provide a supervision plan with all applicable proposals and bids to help ensure the County receives high quality work.
- 15) ***Value Based Contracting Options.*** When feasible, consider alternate contracting options to low bid projects in accordance with existing PCRB rules. This would include RFQ (Request for Qualification) and RFP (Request for Proposal) contracting options.
- 16) ***Outreach Information for Prime Consultant or Contractors.*** Provide specific instructions in the RFP and bid specification documents for how to locate M/W/ESB companies using the OMWESB website and commodity code list and the values of utilizing their National Supplier Diversity Programs. Include a summary of the Chair's Diversity Initiative and how to contact the technical assistance provider to assist in their efforts.
- 17) ***Best Practices.*** Multnomah County should promote the continued use of "Best Practices" and encourage their use by all departments offering competitive contracts including:
- a. Advertising in local minority and women publications;
 - b. Participating in open house events;
 - c. Providing information on bid opportunities to OAME and technical assistance consultants;
 - d. Posting informal project announcements on the County website;

- e. Soliciting all bids on projects under \$75,000 from M/W/ESB businesses in accordance with PCRB rules;
- f. Promoting upcoming projects at trade and vendor fairs;
- g. Setting aspirational participation goals with prime contractors;
- h. Providing plans and specifications to local community plan centers;
- i. Encourage consideration of Joint Venture opportunities;

Executive Summary – Recommendations (cont.)

- j. Review opportunities to participate with the City of Portland Local Business Enterprise (LBE) Purchasing Program.
- 18) ***Informal Procurement Awards.*** Informal procurements should be awarded based on requirements in CON-1 and the rules. CON-1 Section III. A, currently requires one quote be obtained from certified M/W/ESB firm for contracts under \$50,000.
- a. PCRB Rules, 75.030 currently states when the estimated fee does not exceed \$10,000, a direct appointment shall be made to an MBE, WBE or ESB consultant certified by the State of Oregon for the type of work required unless such consultant is not available.
 - b. For projects over \$5,000 and under \$75,000, solicit a minimum of three quotes, one each from a certified MBE, WBE and ESB firm if available.
- 19) ***Guidelines for all Informal Contract Solicitations.*** Ensure all purchasing agents receive training and use standard guidelines¹ for informal contracts to include a written scope of work, project budget, and the same set of interview questions to be asked of all parties.
- 20) ***Prompt Payment for Supplies and Services.*** Incorporate prompt pay language in all Invitation For Bid (IFB) and Request For Proposal (RFP) specifications and implement a uniform policy for all County departments to minimize payment delays to sub-contractors or sub-consultants. Serious consideration should be given to developing a bi-monthly pay cycle.
- 21) ***Retention.*** Incorporate provisions in all public works contracts requiring prime contractors to release retention funds held on completed subcontract work. Provide information on retention payments to all prime and subcontractors and ensure the County reimburses prime contractors within 15 days.
- 22) ***Good Faith Efforts Documentation Process.*** Ensure all contractors submit the required documentation for Good Faith Efforts on all applicable projects. Reject bids not in compliance with Good Faith Efforts documentation requirements.

¹ See Purchasing 101, Tab 4, "Informal Quotation Procedures" and Quick Reference Guide on MINT

- 23) ***Managing Public Contracts.*** County staff and the technical assistance consultant should provide workshops for M/W/ESB and Sheltered Market Program (SMP) companies on how to obtain and manage public contracts.
- 24) ***Increase Professional Services Participation.*** Identify opportunities for increasing informal contracting of professional services to M/W/ESB consultants and service providers.

Executive Summary – Recommendations (cont.)

- 25) ***Coordinated Assistance.*** CPCA Section should actively track potential contracting opportunities SMP and protégé firms, coordinate outreach with the Port/City/ODOT technical assistance consultants and refer firms for help with bidding, project management and resolving jobsite issues if they arise.
- 26) ***Bonding Requirements.*** Review the City of Portland study on bonding requirements and bond guarantee programs. Consider holding retainage in-lieu of bonding on straightforward projects under \$50,000 when the subcontractor has a good performance record and no significant project issues are anticipated. Release retainage when subcontractor work is completed and proof of payment to subcontractors and suppliers is provided. Where feasible, facilitate efforts with prime contractors to waive bonding requirements for subcontractors.
- 27) ***Training for all employees involved in purchasing and procurement activities.*** Orientation training for staff involved with purchasing and contract management should be mandatory to ensure staff understand applicable policies and procedures.
- 28) ***Diversity Tracking.*** Ensure accurate tracking of M/W/ESB firms in the SAP system for diversity reporting purposes by adding a required field for inputting M/W/ESB, non-profit or non-minority designation.
- 29) ***Self-Identified Firms.*** Track “self-identified” non certified minority or women owned businesses separately, so they are not counted with certified M/W/ESB firms.
- 30) ***Contract Award Tracking.*** Configure the existing Vendor Payment Detail Report by ethnicity to include a breakdown for women-owned businesses and non-profit businesses included in diversity tracking.
- 31) ***Report to the Chair and Board of Commissioners.*** Business and Community Services should report to the Chair’s office and the full Board of Commissioners

quarterly on how departments are doing with respect to M/W/ESB contracting and the Chairs Diversity Initiative.

- 32) **Program Evaluation.** Perform an annual evaluation of the Formal Sheltered Market and M/W/ESB contracting programs to determine:
 - a. Cost of the program to the County;
 - b. Progress toward increasing participation of M/W/ESB firms due to the program;
 - c. Cost Benefit Ratio of the Sheltered Market and M/W/ESB programs.

- 33) **Workforce Hiring and Training Program Requirements.** In conjunction with EEO Certification, Multnomah County should require non-profit organizations to participate in the Chairs Diversity Initiative to encourage diversity in their workforce and subcontracting.

Executive Summary – Recommendations (cont.)

Tracking Non-Profit Contractors EEO & Subcontracting Records And Participation in the Chair's Diversity Initiative

- 34) **Non-Profit Contractors.** Apply the same Diversity Initiative goals to non-profit contractors. On applicable projects, include specifications for both formal and informal contracting processes that requesting non-profit vendors to submit evidence of cultural competency, workforce diversity and subcontracting with certified M/W/ESB firms.

- 35) **Non-Profit EEO Compliance.** Track participation of non-profit firms in the Diversity Initiative based upon the makeup of the company's employees working on the contract and subcontracting with M/W/ESB firms hired by the non-profit firm. Review EEO documentation filed with the City of Portland.

- 36) **Non-Profit Organization Hiring Opportunities.** Require hiring and employment for contract work performed on all for profit and non-profit contracts exceeding \$200,000. Include County approved employment referral resource contacts in all RFP and bid documents.

**Latino Vendor Survey Report
for
Multnomah County**

Capital Project Consultants

April 29, 2003

Overview

Multnomah County has undertaken efforts to increase the diversity in its vendor utilization. As a part of ensuring fair and diverse vendor utilization, the County asked Capital Project Consultants (CPC) to assess the experiences of Latino vendors who are doing or have done work for the County. CPC surveyed Latino vendors who are currently or have recently done business with Multnomah County. CPC was to draw conclusions from this survey and to make recommendations to increase the Latino content of the county's vendor pool.

The Survey

The survey was performed under the Technical Assistance contract that the County is co-sponsoring with the City of Portland and the Portland Development Commission. The County requested Capital Project Consultants (CPC) and specifically one of its subcontractors, Gale Castillo, Hispanic Metropolitan Chamber, perform the survey. The objectives of the survey were to:

- Understand the business climate for Latino vendors doing business with the County
- Note the concerns of the Latino business community when doing business with the County
- Pass along suggestions from Latino vendors with respect to prioritizing issues related to contracting with the County

The format for the survey was provided by the County. Additional questions were added by CPC and its subcontractor, the Hispanic Metropolitan Chamber. The final approved survey is found under Appendix A.

Collecting the Data

Gale Castillo performed the surveys, which were conducted by phone. The County provided the names of 18 Latino firms. They included both construction-related and professional service firms presently doing business with or recently have done business with the County. Of the 18 firms provided by the County, two firms were not Latino firms. Out of the remaining 16, 10 owners responded to the survey, two had no current contact information, and four did not return any phone messages. This leaves a total of 10 responses for a response rate of 63%. The firm names and their response status are:

Firm	Response
Azuri Construction	Responded to survey
Choice Painting	Responded to survey
Elite Signs	Responded to survey
Falconi Consulting Services	Responded to survey
Integrated Design Solutions	Responded to survey
Liberty Steel Erectors	Responded to survey
Pro Landscape	Responded to survey
Promotional Concepts	Responded to survey
Robles Contracting	Responded to survey
Strategy Consultants	Responded to survey
Blessing Electric	No response
Buffalo Welding	No response
Gonzales Construction NW	No response
Peter Torres Arborist	No response
JVC Contractors	No current contact info available
Portillo Consulting	No current contact info available
BJ Garza Construction	Not Latino firm
Reyes Engineering	Not Latino firm

The business profile of the responding firms are:

Gender	Male	80%
	Female	20%
Type of services	Professional Services	30%
	Construction-related Services	70%
Length in business	1 – 3 years	10%
	3 – 6 years	30%
	6 – 9 years	10%
	9 – 12 years	20%
	12 + years	30%
Certification	DBE	80%
	MBE	90%
	WBE	0%
	ESB	30%

FINDINGS

I. What specific types of services or products are you interested in providing to Multnomah County?

1. General contractor for small projects: commercial, tenant improvement, carpentry, drywall, painting
2. Banners, graphics, vehicle graphics, full digital prints
3. Signage, name badges, plaques, engraving
4. Architecture & engineering services
5. Steel fabrication
6. Construction – general contracting, fencing
7. Full service printing, plaster repair, interior/exterior painting, pressure washing, lead abatement
8. Landscape services, land mitigation, slide repair
9. Traffic engineering & planning consulting services
10. Management consulting, Business Process Engineering (BPE), change management, IT development

II. How do you find out about contracting opportunities with Multnomah County?

- 60% of the firms learned of opportunities through other sources such as:
 - 20% SMP program
 - 20% other contractors
 - 10% County project managers (E-mail)
 - 10% by word of mouth
- 30% of the firms learn of the opportunities from information at OAME
- 10% indicated notification by telephone.
- 0% indicated that they learned of opportunities through public agency Web sites minority newspapers, or general circulation newspapers
- 50% of the firms are OAME members

III. How would you prefer to be notified about contracting opportunities with Multnomah County?

- 50% ranked notification by fax the number one choice, with notification by E-mail their second choice
- 40% ranked notification by E-mail the number one choice, with notification by fax their second choice
- 10% indicated that they would like to be notified through a County contact person / liaison.
- 0% indicated any preference for notification through Agency Web sites or newspapers, through outreach events, or through minority organizations such as OAME.

IV. What are the major barriers for doing business with Multnomah County?

- 20% indicated lengthy and / or unclear plans and specifications
- 10% indicated cultural challenges
- 10% indicated project managers who don't believe in opportunities for small businesses
- 10% unclear responses to clarification questions
- 10% lack of clarity on trades needed for particular projects
- 10% lack of fair access to sole source work
- 10% indicated the value of a firms' qualifications being secondary to its relationship with team members
- 10% were not sure what the barriers were
- 10% indicated there were no barriers

V. When was the last time you submitted a bid, RFP or quote to Multnomah County?

- 50% had contracts within about the last six months
- 50% had contracts more than a year ago

VI. What can Multnomah County do to streamline or simplified the contracting and bidding process?

- 20% indicated making more sole source contracts available through the competitive bidding process.

- 20% indicated standardizing the plans and specifications so that they are consistent
- 10% indicated having an owner's estimate
- 10% indicated having the end user as the contact person
- 10% indicated relying on qualifications in the evaluation process for RFPs
- 10% indicated modifying A&E scopes of work to allow smaller work packages
- 10% did not know how to simplify the process
- 10% thought that the process was fine.

VII. Are you priming or subcontracting your work with Multnomah County?

- 100% of the firms indicated that they prime their work with the County
- 0% of the firms indicated they subcontract on County work. However, it is likely that a few firms may show up as subcontractors on some County work.

VIII. Are payments timely or frequent enough?

- 80% indicated that payments from the County were consistently timely
- 10% indicated that it depends on who is running the contract
- 10% indicated that their payments were not timely and that they typically had to finance the work for 60 days before they were paid

IX. How many projects have you had with Multnomah County in the last two years?

- The firms have had a total of 42 contracts in the last two years.
- A majority of professional services firms (about 67%) have had one to three contracts with the County in the last two years.
- 25% of all firms had only one contract during the last two years.

X. How long has your firm been in business?

- 0 – 3 years 0
- 3 – 6 years 30%
- 6 – 10 years 40%

- 10 – 20 years 30%

XI. What is your approximate annual gross income?

- 45% fell at or below the \$100,000 threshold
- 25% in the \$100,000 to \$150,000 range
- 25% in the \$1 million and above range
- 10% declined to respond to this question

XII. If you don't get the work, do you check on where you ranked in your bid/proposal?

- 90% said they checked where they ranked
- 10% of the firms do not check and they do not submit formal bids

XIII. What size of Multnomah County projects would you bid on?

- 50% indicated that they would bid on projects up to \$100,000
- 10% would bid on (construction) projects up to \$1 million
- 10% indicated they bid on (construction) projects up to \$300,000
- 10% said they would bid on any (construction) project (under \$200,000)
- 10% indicated that they would bid on work up to about \$20,000

XIV. Are you aware of Multnomah County's M/W/ESB efforts?

- 80% indicated that they are aware of the County's M/W/ESB efforts.
 - Of this 80%, one firm indicated that there were no results.
- 20% not aware of the County's M/W/ESB efforts were construction firms.

XV. Would prebid / preproposal conferences be worthwhile to you?

- 100% of the firms indicated that a prebid or preproposal meeting would be worthwhile.
 - Some firms indicated that these conferences would help them determine if they should bid a project and to help identify their scope of work.

- One firm indicated that providing a sample of what product the County wants would be very helpful.

XVI. What has made your contracting experience with Multnomah County successful?

- 70% related a successful contracting experience with the County to communication and / or relationships. Comments included:
 - Relationships with minority managers at the County,
 - Good communication once past the bidding process,
 - Networking opportunities, and
 - Their relationship with their industry.
- 10% did not know, and a second
- 10% thought it was the quality of the work and the schedule that made their experience successful,
- 10% indicated that it was the prebid, walk-through and the County's project outlines.

XVII. What has made your contracting experience with Multnomah County unsuccessful?

See question IV, Major Barriers

RECOMMENDATIONS

Outreach

- Latino vendor utilization appears to be relatively low (16 vendors over the last several years). Conducting an on-going search for additional Latino business that provide products and services in the areas of professional and construction-related services with potential opportunities at the prime and lower tier levels can help to increase utilization.
- Disseminating, in a timely manner, public information about immediate contracting opportunities, including sole source contracts and professional services.
 1. Ensuring that outreach information is user-friendly and easily accessible to a wide range of audiences. Include information in a bilingual format and have County staff that are bilingual and can respond to questions. All County staff should know who these bilingual people are and how to access them when needed
 2. Improving and maintaining partnering relationships with Latino organizations, contractors, and businesses to identify lines of communication with Latino firms to which direct outreach contacts can be made by people who are know and trusted within the community.
 3. Developing and submitting press releases, public service announcements and news stories which showcase various aspects of the County's contracting opportunities within the local Latino media market. Have a Latino liaison who is overseeing the these activities.

County Information Sessions, Workshops and Trade Fairs

Identifying workshops and trade fairs which will provide the County's M/W/ESB program with optimum exposure and opportunity to meet the objectives of the program:

1. Participating in relevant trade fairs and events, such as the Cinco de Mayo Festival.
2. Developing and offering County-specific workshops designed to inform and assist Latino professional services contractors to take advantage of the program.
3. Conducting information sessions to inform Latino businesses of the procedures for doing business with the County. It should include an overview of the primary products and services utilized by the

County, guidelines for submitting a bid or proposal, and the procedures for making award decisions for sole-source projects.

4. Conduct "open house" networking sessions to introduce Latino businesses to the decision makers in the County, other County personnel and larger prime contractors to foster relationships and explore opportunities.

Soliciting Participation by Latino Business

1. Determine which areas the County utilizes sole source contracting and identify capable, responsive and responsible Latino businesses which can perform in those areas.
2. Identify firms which can provide the products or services used most frequently by the County, and ensure their inclusion in procurement notifications.
3. Ensure that public information is disseminated in a timely manner about immediate contracting opportunities via an appropriate vehicle (fax, E-mail).
4. Determine the feasibility of Latino business participation on projects during the predesign and design phases.

County Processes

- Make E-mail and fax the primary method of notification of County bidding opportunities to Latino and other small firms.
- Identify County projects that can serve as a pilot test for prebid or preproposal meetings. These should benefit Latino and all other small businesses bidding or proposing on County projects.
- Create standard bid tabs on all projects and post them on the County's Web site and have them available to fax on an as-requested basis.
- Provide an Engineer's Estimate for all construction-related projects.
- Ensure that project drawings and specifications are systematic and standardized, and are specific to the intended scope of work.
- Look at ways the County can streamline its process – reduce red tape.
- Ensure that payments to vendors are timely, especially when small businesses are involved.
- Provide training to County staff involved in the contracting process to address Latino cross-cultural challenges and values that are encountered. The training should include awareness around the value of trust and relationships

APPENDIX A

Latino Survey

Latino Business Questionnaire

Name of Business _____

1. What specific types of services or products are you interested in providing to Multnomah County?

2. How do you find about contracting opportunities with Multnomah County?
 - a) County or other public agency Websites (City of Portland, Port of Portland, etc.)
 - b) Newspapers such as Daily Journal of Commerce, Scanner, El Hispanic News, Observer, or other publications
 - c) Telephone
 - d) E-mail, fax, mail
 - e) Outreach or other events
 - f) Ethnic/minority organizations or associations
 - g) Other (explain)

3. How would you prefer to be notified about contracting opportunities with Multnomah County?

4. What are the major barriers for doing business with Multnomah County (such as paperwork, communications, cultural challenges, language, the County's process, etc.)?

5. When was the last time you submitted a bid, RFP or quote to Multnomah County?

6. What can Multnomah County do to streamline or simplify contracting and bidding process?

7. Are you priming or subcontracting your work with Multnomah County?
8. Are payments timely/frequently enough?
9. How many projects have you had with Multnomah County in the last two years?
10. How long has your firm been in business?
11. What is your approximate annual gross income?
12. If you don't get the work, do you check on where you ranked in your bid?
13. What size of Multnomah County projects would you bid on?
14. Are you aware of Multnomah County's M/W/ESB efforts?
15. Would prebid/preproposal conferences be worthwhile to you?
16. What has made your contracting experience with Multnomah County successful?
17. What has made your contracting experience with Multnomah County unsuccessful?

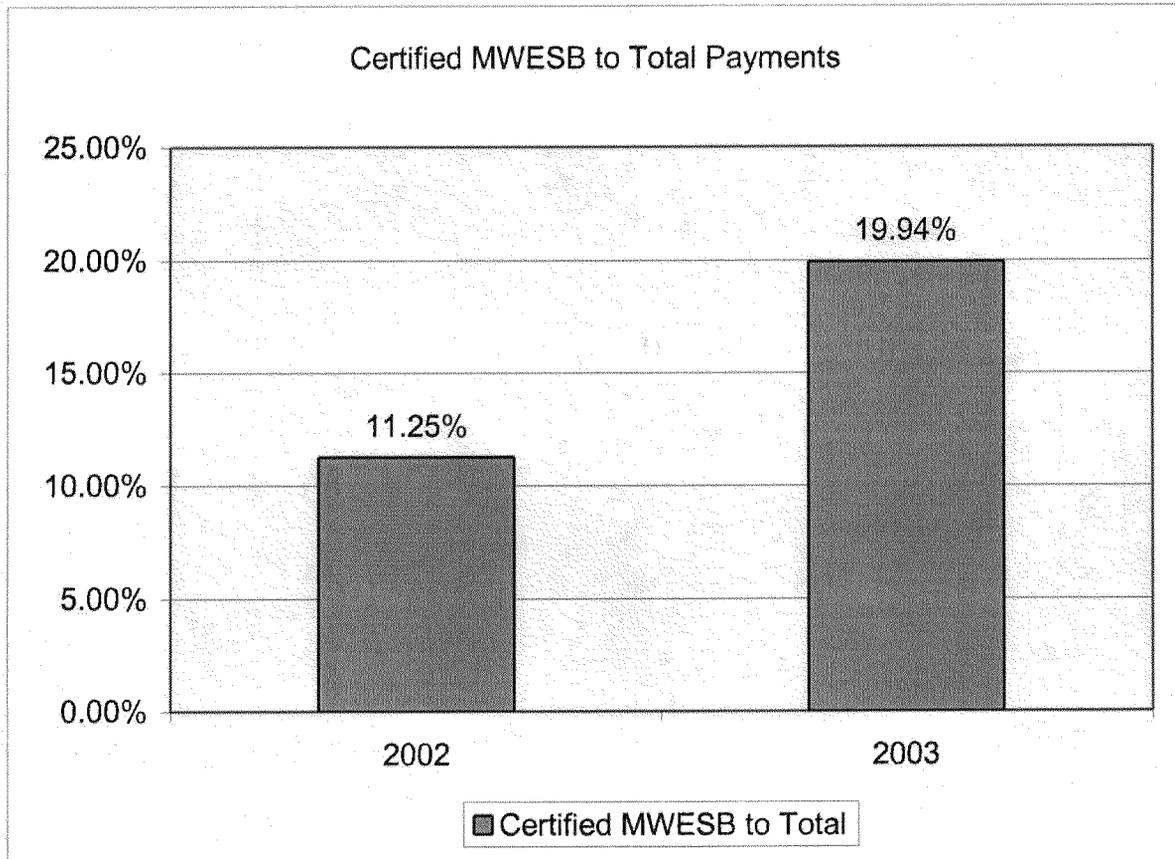
Facilities Property Management MWESB Payments

Attachment 10

FY	2002	2003
Certified MWESB	\$4,293,653	\$3,247,194
Total	\$38,153,674	\$16,285,610
Certified MWESB to Total	11.25%	19.94%

Total Expenditures

Down 20% due to budget reductions



*Briefing for the Board of County
Commissioners*

*DIVERSITY
INITIATIVE*

June 17, 2003

Purpose of Presentation:

- Provide overview of Diversity Initiative Purpose and Strategies
- Describe Actions, Challenges/Barriers, Results during Fiscal Year '03
- Request Board input and support in moving forward in Fiscal Year '04

Background

- **Concern:** Community expresses concern regarding employment opportunities and utilization of minorities in County Government.
- **Concern:** Community expresses concern regarding business opportunities and utilization of minorities in the performance of County contracts
- **Concern:** Board, Community and County leadership express concern regarding the need to deliver Culturally Competent and Culturally Specific Services

Response

- Chair Linn creates the Diversity Initiative focusing on
 - Employment
 - Cultural Competence
 - Business Opportunities
- Purpose: To promote diversity, prevent and eliminate discriminatory barriers, implement strategies to ensure equity of access and opportunity in employment, contractual relationships and service delivery

Key Strategies

- Create Office of Diversity, Equity and Affirmative Action
- Enhance M/W/ESB outreach and compliance
- Implement strategies to eliminate statistical underutilization per the County's Affirmative Action Plan
- Create a County M/W/ESB outreach field office
- Simplify contracting procedures
- DBCS pilot project to provide a minimum of \$2 million in construction contracts to M/W/ESB's in FY '03
- Create Business Advisory Council
- Create Countywide Cultural Competency Policy Framework Task Force
- Coordination and collaboration across County organization

Deliverables

- Baseline data for tracking results
- Briefings with employee groups
- DBCS integrated contracting and procurement strategy
- Monitoring system and processes for employment and contracting results
- Framework for culturally competent service delivery
- Quarterly progress updates-beginning October 2002
- Published Annual Report by September 2003

Accountability

- Compliance with departmental Affirmation Action plans
- Efforts to increase opportunities for M/W/ESB participation
- Participation in development of and alignment with Cultural Competency Policy Framework
- Provision of information and data to monitor results
- Cooperation and collaboration with Office of Diversity, Equity and Affirmative Action
- Compliance with existing rules

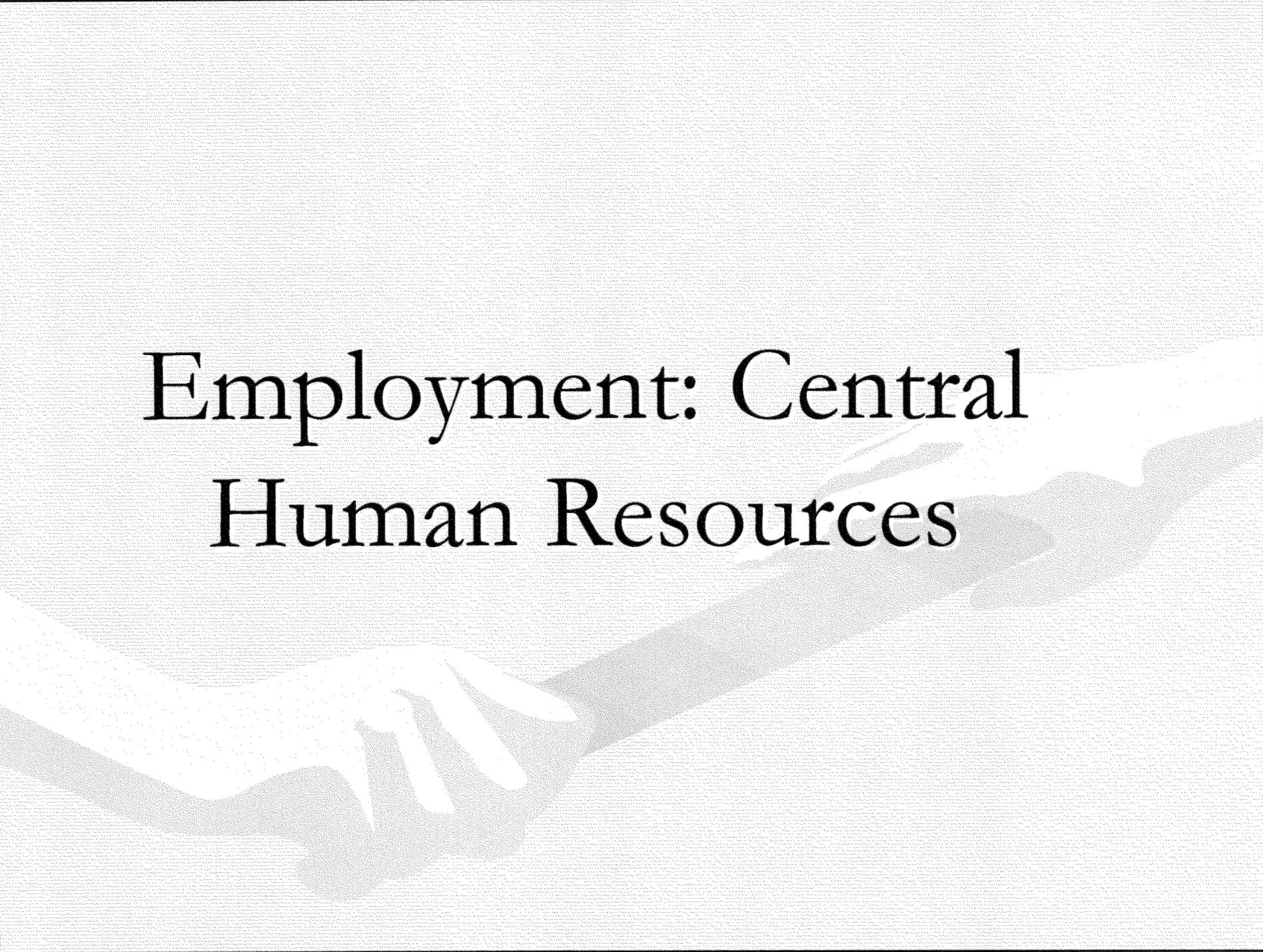
Order of Presentation:

Employment – Gail Parnell

Cultural Competence and the Office of Diversity, Equity and Affirmative Action – April Lewis and Amalia Alarcon-Gaddie

Business Opportunities – Cecilia Johnson, FM Burch and Associates

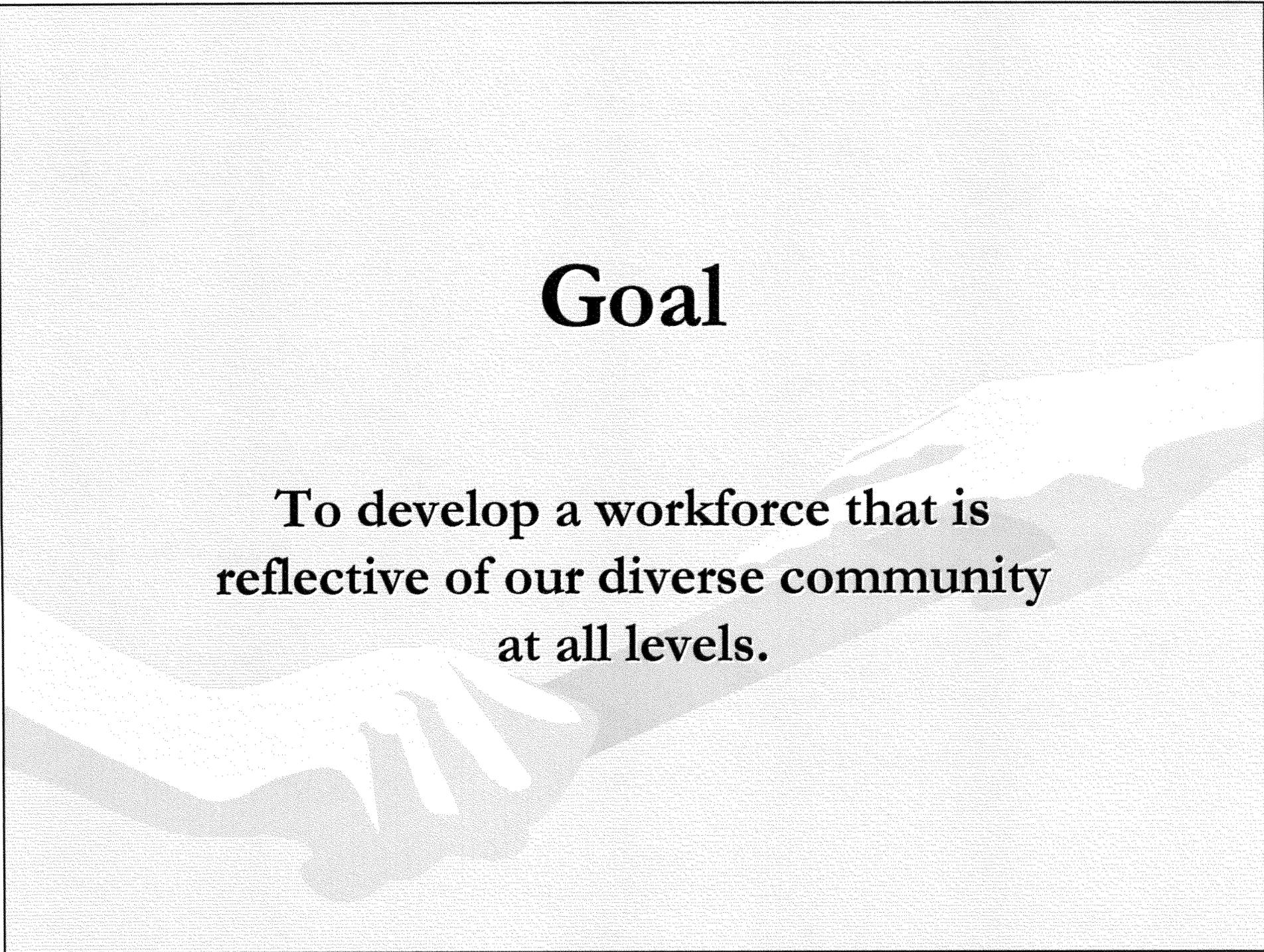
* Please note: Business Advisory Council Members: Gale Castillo, Sam Brooks, and Katherin Bowen send their regrets due to schedule conflict.



Employment: Central Human Resources

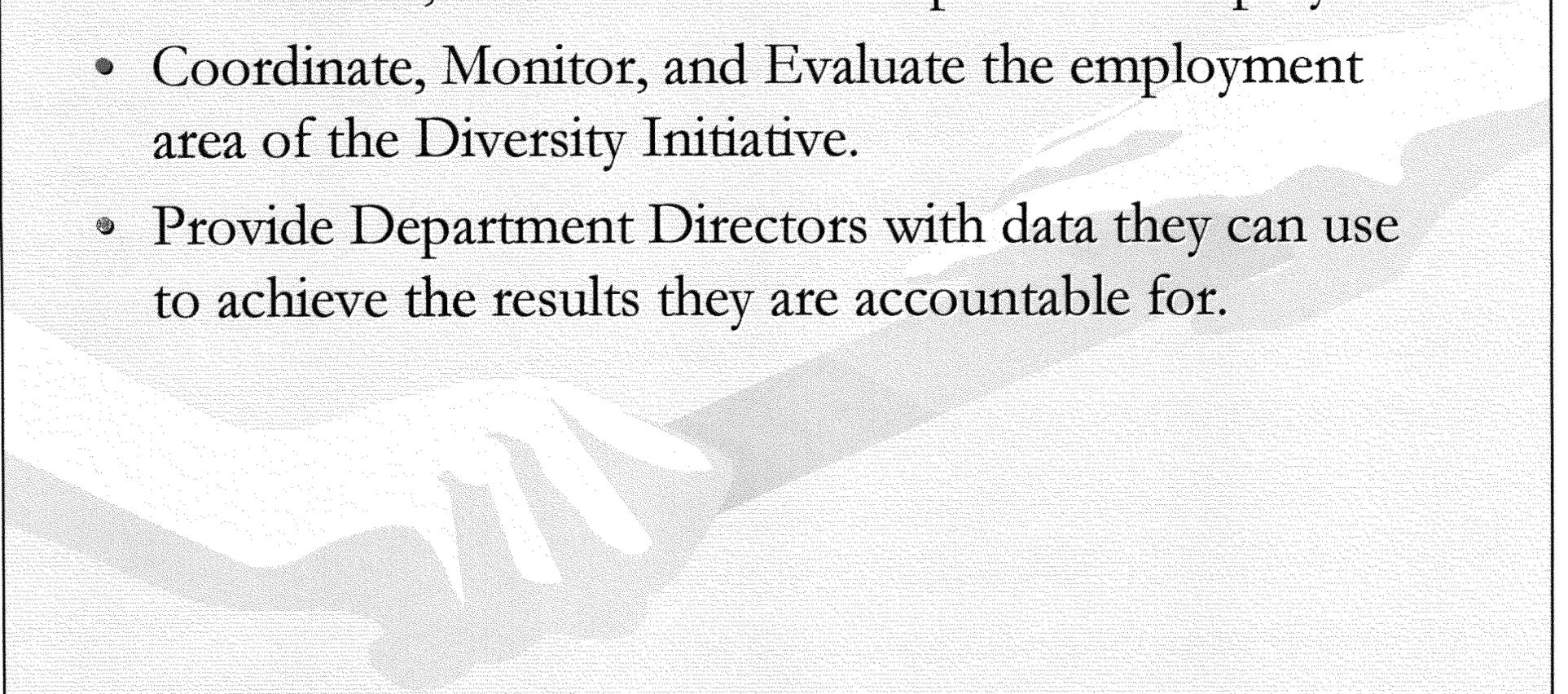
Goal

**To develop a workforce that is
reflective of our diverse community
at all levels.**



Central HR's Role

- Continued development of HR strategies to improve recruitment, retention and development of employees.
- Coordinate, Monitor, and Evaluate the employment area of the Diversity Initiative.
- Provide Department Directors with data they can use to achieve the results they are accountable for.



Targeted Recruitment Data

- Department Directors were provided specific information about job classes where minorities and/or women were underrepresented.
- The first information was provided in August 2002; new information is being prepared for 1st quarter 2003.

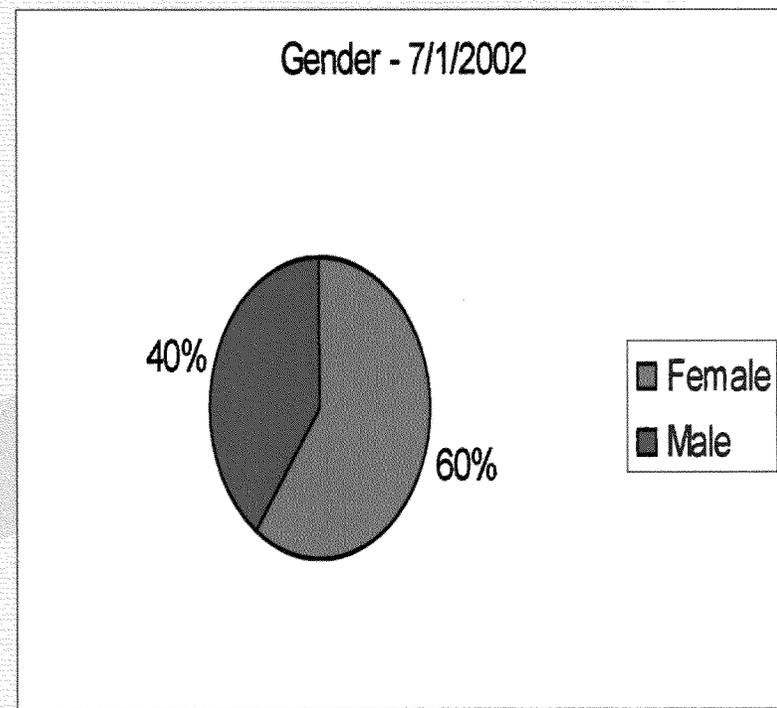
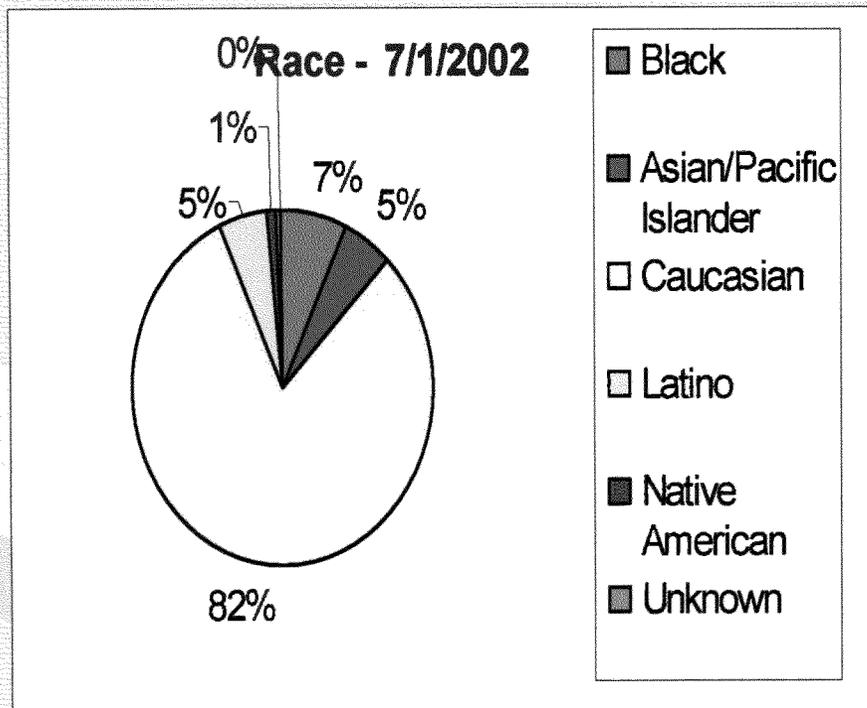
Sample Targeted Recruitment Data

Opportunities for Target Recruitments

Department: DBCS

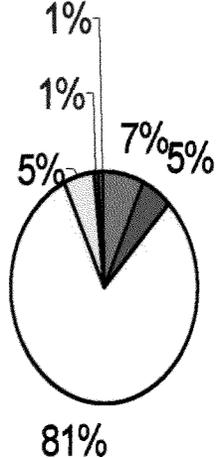
Job Title	(Regardless of race) MALE/FEMALE		CATEGORY				
			CAUCASIAN	BLACK	LATINO	ASIAN	NATIVE AMERICAN
FINANCE MANAGER		X		X	X	X	X
ISD ADMINISTRATOR				X	X	X	X
PROGRAM MANAGER/SENIOR		X		X	X	X	X
PROGRAM MANAGER 2		X					
BUSINESS ANALYST/SENIOR					X		
DATABASE ADMINISTRATOR					X		
ENGINEERING SERVICES MANAGER 1					X		
HUMAN RESOURCES ANALYST/SENIOR					X		
INFO SYSTEMS ANALYST/SENIOR							
INFO SYSTEMS MANAGER							
NETWORK ANALYST 3							

County Wide Employment Demographics – 7/1/2002



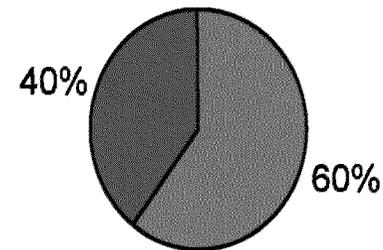
County Wide Employment Demographics – 3/1/2003

Race - 3/1/2003



- Black
- Asian/Pacific Islander
- Caucasian
- Latino
- Native American
- Unknown

Gender - 3/1/2003



- Female
- Male

Employee Statistics Between 7/1/2002 and 3/1/2003

- During 07/01/02 to 03/01/03, there were 4,669 regular full-time and part-time employees
 - 2,819 (60%) were females
 - 1,850 (40%) were males
 - Minorities accounted for 911 (20%)
 - Blacks – 345 (8%)
 - Latinos 248 (5%)
 - Asians (5%)
 - Native Americans 42 (1%)
 - Others 30 (1%)

Hiring Statistics Between 7/1/2002 and 3/1/2003

- A total of 126 new hires occurred during the covered period:
 - Females – 91 (72%)
 - Males – 35 (28%)
- Representative hiring included:
 - 85 (67%) Caucasians
 - 9 (7%) Blacks
 - 11 (9%) Asians
 - 4 (3%) Native Americans
 - 9 (7%) Latinos
 - Unknowns accounted for 8 (6%) of the minority count (these are people not identified by their department with a racial code). Asians are the only group hired above their targeted range.

Strategies and Tools

- Removing barriers from class specifications which limit diverse candidates from applying
- Modify application to remove barriers to those whose job experience has been gained in varied or non-traditional ways

Strategies and Tools (continued)

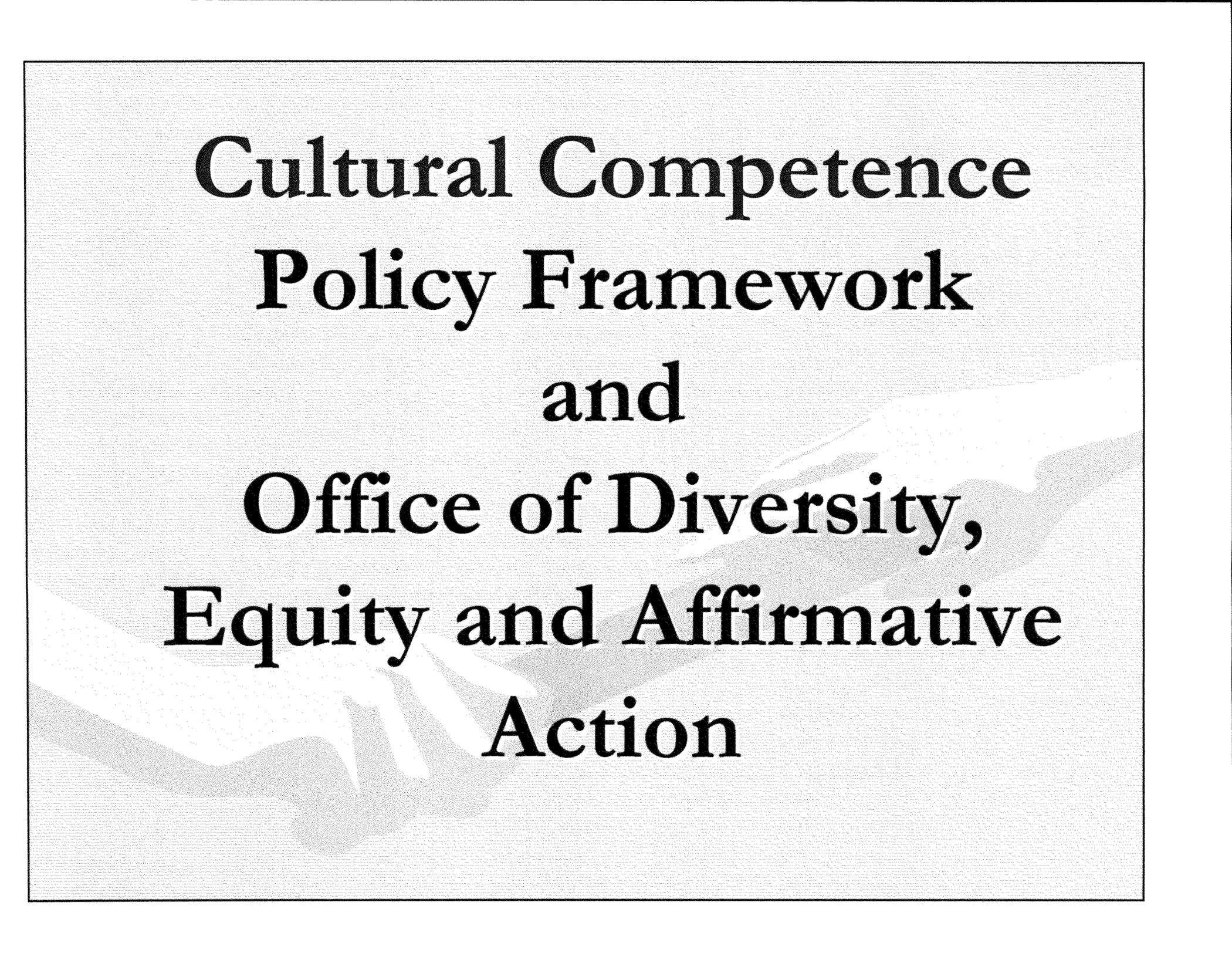
- Bilingual pay strategies
- Revised Personnel Rules
- Targeted recruitment strategies
- Coordinated presence at job fairs
- Advertising in minority newspapers

Challenges to Progress

- Lack of culturally competent performance measures as part of skills evaluations/assessments in layoffs.
- In times of layoffs, fewer openings to be used in targeted efforts.
- Funding constraints for ongoing training, evaluation, outreach, communication.
- Value conflicts such as preference for internal hires vs. external outreach to assure more diversity in candidate pools

NEXT STEPS

- Immediate: 6-30 run and analyze data for targeted recruitment opportunities.
- Working with PSU to develop legal, specific culturally competent language for certain jobs.
- Implement countywide recruitment unit including an outreach recruiter position.
- Continue to implement the strategic plan and closely monitor our progress.

The background of the slide features a grayscale image of several hands of different skin tones reaching up to hold a globe. The hands are positioned around the globe, with some from the bottom and others from the sides, symbolizing global unity and support.

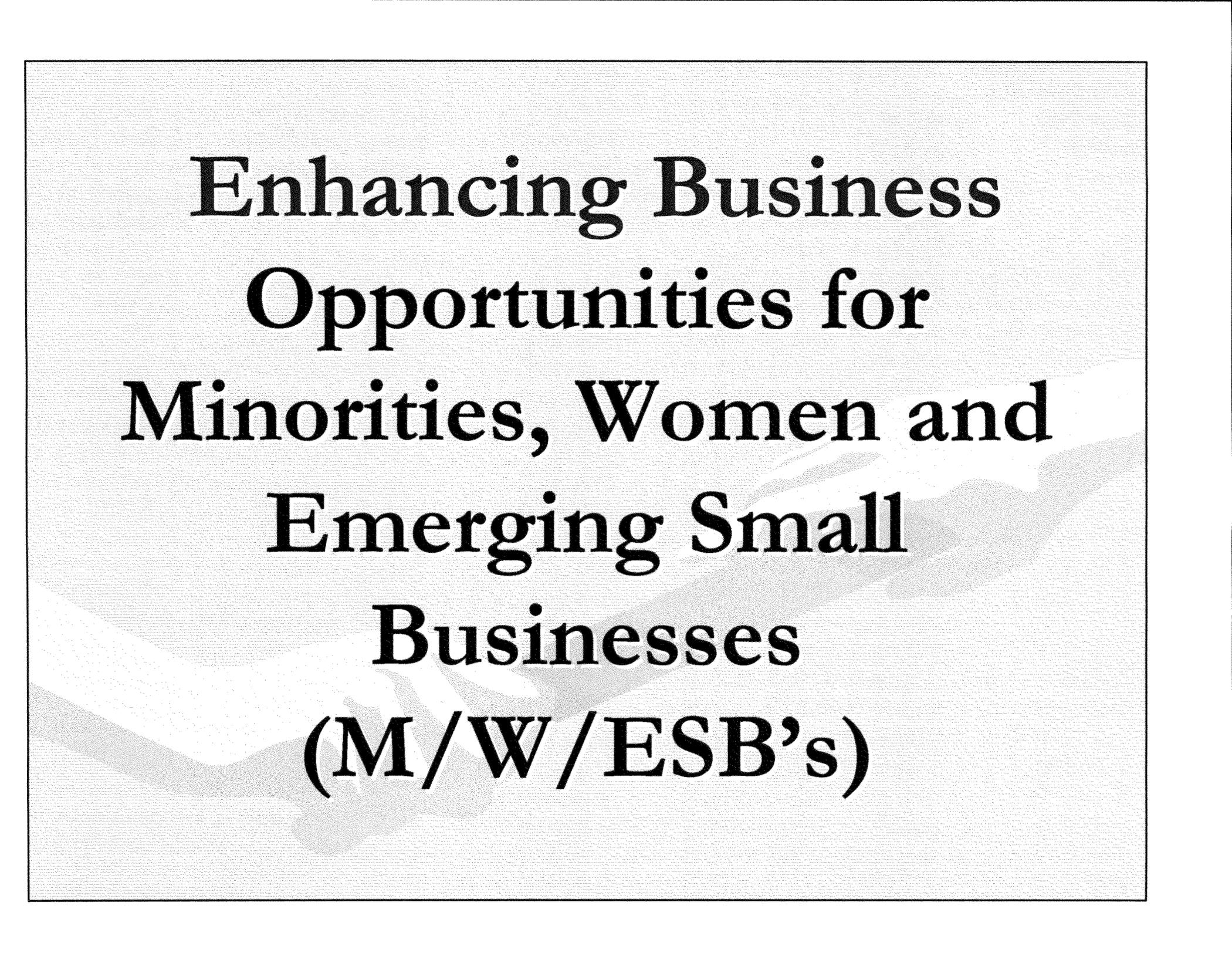
**Cultural Competence
Policy Framework
and
Office of Diversity,
Equity and Affirmative
Action**

Office of Diversity, Equity and Affirmative Action

- Mission
 - Activities and Accomplishments
 - Strategic Plan Highlights
- 

Cultural Competency Policy Framework

- Cultural Competence Task Force purpose and membership
- Cultural Competence Task Force Process
 - Guiding Principles
 - Definition
 - Countywide Assessment and Results
 - Community Involvement
- Cultural Competence Policy Framework Conceptual Approach and Content

The background of the slide features a grayscale image of two hands shaking, symbolizing agreement or partnership. The hands are positioned in the lower half of the frame, with the fingers interlocked. The overall tone is professional and collaborative.

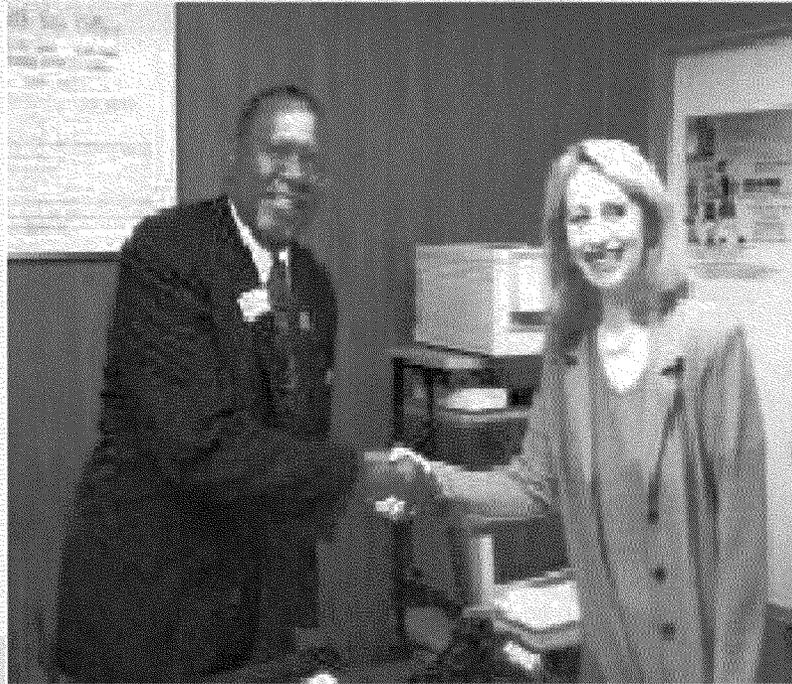
**Enhancing Business
Opportunities for
Minorities, Women and
Emerging Small
Businesses
(M/W/ESB's)**

Strategies:

- Relationship Building
 - Outreach
 - M/W/ESB Advocacy and Collaboration
- Increased Communication and Visibility of Opportunities
- Business Advisory Council & Resources
- Identification of Challenges, Barriers and Opportunities

Community Outreach: OAME Field Office

- In August 2002, Multnomah County opened a field office for M/W/ESB Outreach at the OAME Center



Sam Brooks, Board Chair, OAME (left) and
Diane Linn, County Chair, Multnomah County

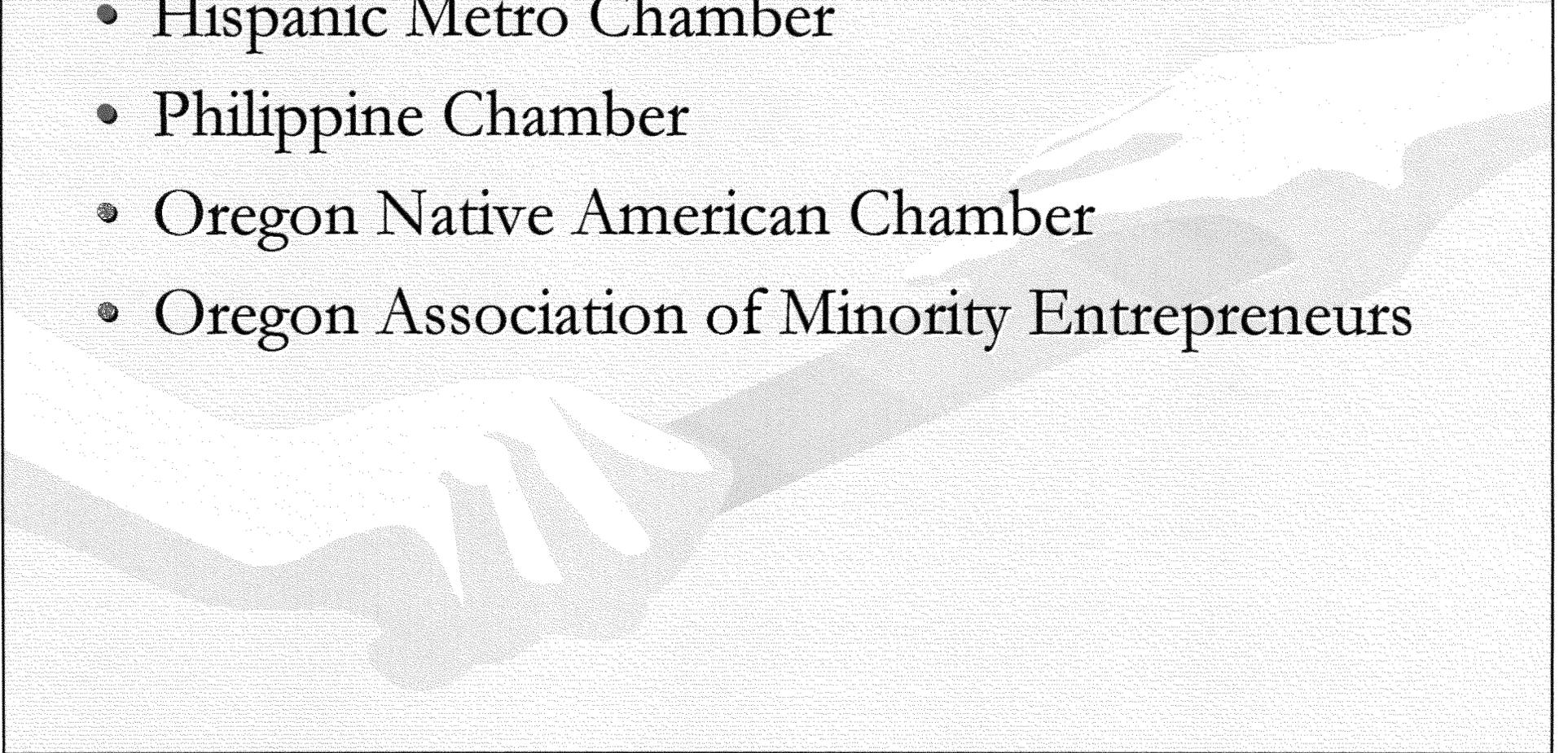
Community Outreach (continued)

- Specifications for upcoming formal and informal contracting opportunities
- Technical Assistance referrals
- Debriefing on all submitted bids and quotes
- Reports summarizing all completed projects
- Information on upcoming outreach events
- Information regarding Workforce Training and Hiring Program
- Network and schedule business opportunities with Contractors

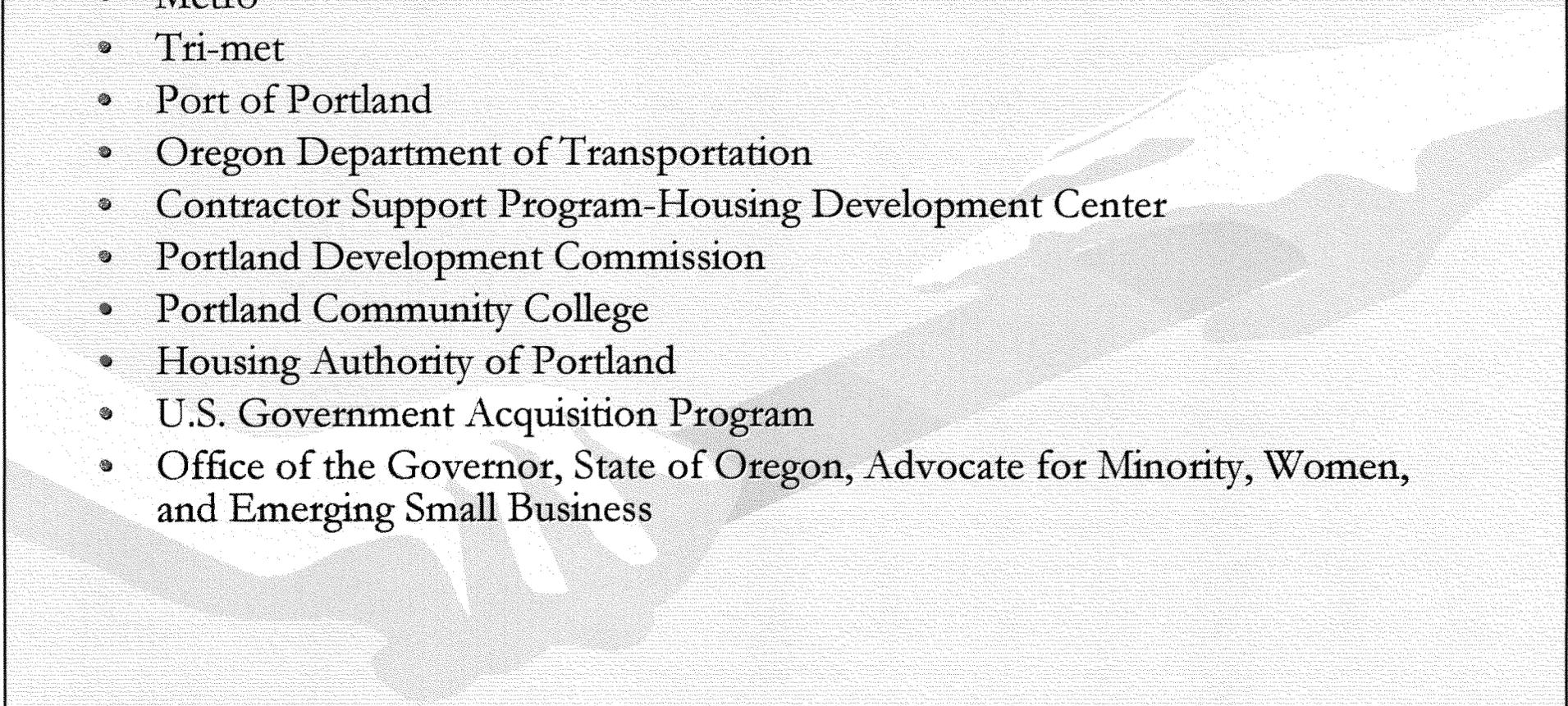
Community Outreach (continued)

Active Chamber Memberships

- Hispanic Metro Chamber
- Philippine Chamber
- Oregon Native American Chamber
- Oregon Association of Minority Entrepreneurs



M/W/ESB Advocacy Collaborations

- Multnomah County
 - City of Portland
 - Metro
 - Tri-met
 - Port of Portland
 - Oregon Department of Transportation
 - Contractor Support Program-Housing Development Center
 - Portland Development Commission
 - Portland Community College
 - Housing Authority of Portland
 - U.S. Government Acquisition Program
 - Office of the Governor, State of Oregon, Advocate for Minority, Women, and Emerging Small Business
- 

Increased Communication and Visibility of Opportunity

- Pre-bid Open Houses
 - PCC Hillsboro Facility
 - Trade Show and Luncheon
 - African American Contractor Gala
 - Pre-Bid Broadway Bridge
- Contract Corner
- Mail and fax notices of Pre-bid meetings
- Hot links to minority chambers

MULTNOMAH COUNTY

May & June 2003
Volume 1, Issue 6

Contract Corner

Achieving greater economic and social equity in our contracting and procurement processes.

Inside this issue:

Asian Pacific Islander Heritage Month	2
Diversity Initiative Update	2
Thank You	3
OSMF Conference Luncheon & Trade Show	3
Web Addresses	3
Multnomah County Contacts	4
Events Calendar	4

Facilities and Property Management Provides M/W/ESB Contracting Opportunities



Facilities and Property Management (FPM) is the section of the Department of Business and Community Services responsible for the management of over 120 properties owned and leased by Multnomah County. In accordance with Multnomah County's Public Contract Review Board Rules, FPM works closely with Central Procurement and Contract Administration in order to increase contracting opportunities for minority, women and emerging small businesses. These efforts have been characterized by improved outreach, compliance, technical assistance and reporting necessary to facilitate MWESB participation in County contracting opportunities.

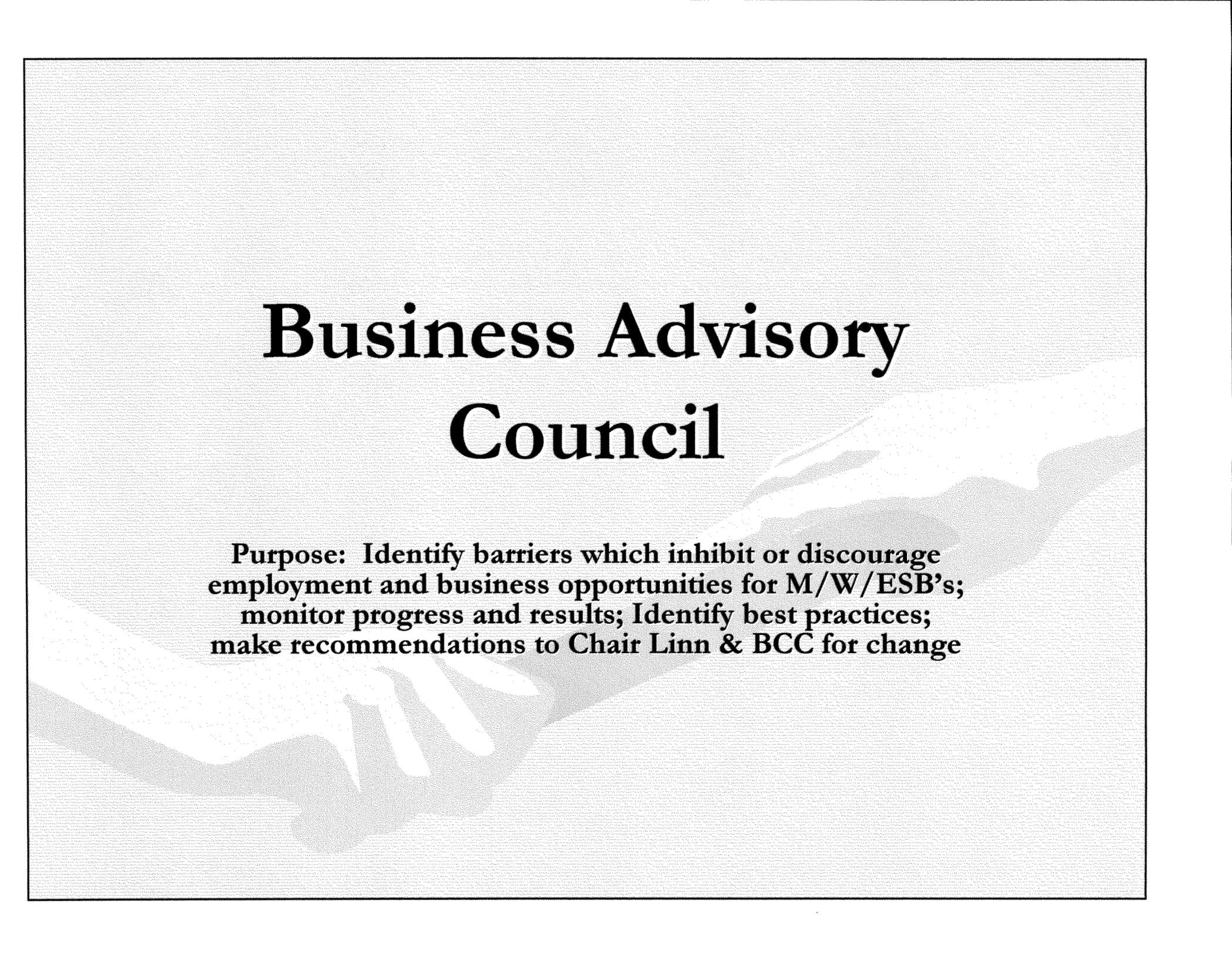
FACTS

284,000 Asian American are Military veterans including 29,000 Pacific Islander Americans.

On the 5th day of the 5th lunar month, during dragon boat races, it is customary for those of Chinese descent to eat symbolic treats. Jundz cakes (also wrapped in banana leaves), to commemorate the patriotic poet, Chu Yuan.

For the period July 1, 2002 through March 31, 2003, FPM expended **21.78%** of its total contracting dollars with state certified minority, women and emerging small businesses. MWESB firms were paid a total of \$2,728,447.45, and of this amount 13.13% (\$1,645,410.06) went to state certified minority firms, 1.81% (\$225,730.79) went to state certified women owned firms, and 6.84% (\$857,306.60) went to Emerging Small Businesses. Continued improvement in the utilization of the County's Informal Sheltered Market Program, Formal Sheltered Market Program, Technical Assistance Program and Good Faith Efforts Program should continue the expansion of contracting opportunities for MWESB firms.





Business Advisory Council

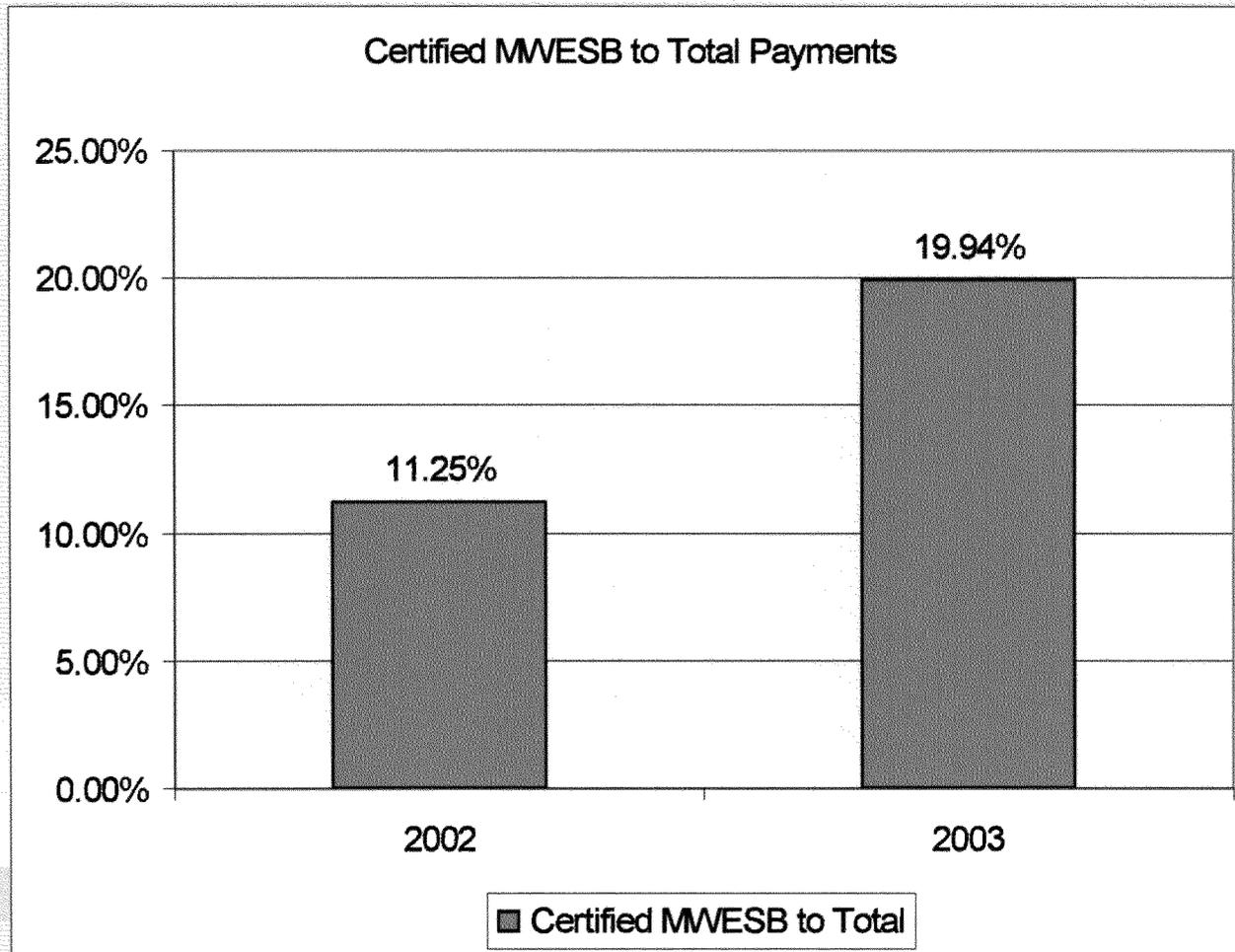
Purpose: Identify barriers which inhibit or discourage employment and business opportunities for M/W/ESB's; monitor progress and results; Identify best practices; make recommendations to Chair Linn & BCC for change

Results

- Data Collection
- PCRB Rules
- Recognition of Self Proclaimed Minority and Women Owned Businesses*
- Latino Vendor Survey
- Contracting Policies and Practices Review
 - Recommendation Highlights
- Increase of M/W/ESB Contract Awards
- OAME Award

*Encouragement and Technical Assistance to Achieve Certification

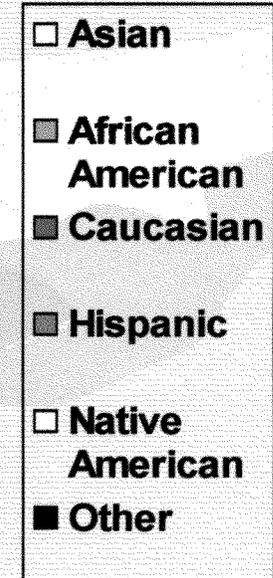
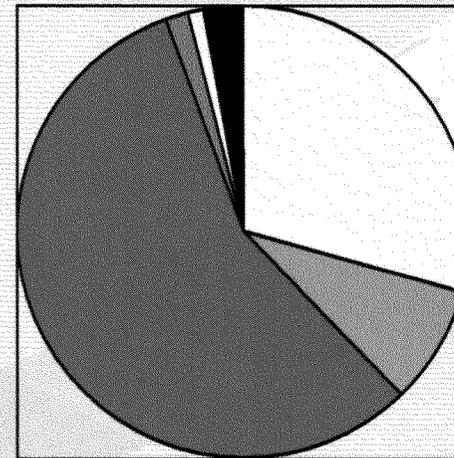
Facilities Property Management M/W/ESB Payments



Vendor Payment Detail Report by Ethnicity from 7/1/2002 to 4/30/03

• Asian	0.52%
• African American	0.15%
• Caucasian	1.00%
• Hispanic	0.03%
• Native American	0.02%
• Other	0.05%
• Ethnicity Not Reported	98.23%

Out of \$320m contracted



Next Steps:

- Board of County Commissioner's Direction
- Planning and Priority Setting for Next Fiscal Year
- Completion of Annual Report