BEFORE THE COUNCIL OF THE METROPOLITAN SERVICE DISTRICT

FOR THE PURPOSE OF AUTHORIZING) RESOLUTION NO. 88 - 992
AN AMENDMENT TO THE CONTRACT) .
WITH PORTLAND BUREAU OF WATER WORKS) Introduced by
FOR RELOCATION OF WATER LINES FROM) Executive Officer Rena Cusma
THE OREGON CONVENTION CENTER SITE	ì

WHEREAS, On August 27, 1987 the Metro Council authorized a contract of \$100,000 with the Portland Bureau of Water Works for the design and construction work required to relocate existing water lines within the convention center site;

WHEREAS, the Bureau of Water Works completed the engineering and disconnections required by the contract;

WHEREAS, On September 20, 1988 the Bureau of Water Works received bids for the relocation of the sixteen inch water line now on Irving Street, and an adjustment in the overall contract amount is now necessary;

WHEREAS, The completion of this work in a timely manner is necessary to the construction schedule for the Oregon Convention Center; now, therefore,

BE IT RESOLVED,

That the Council of the Metropolitan Service District authorizes Amendment No. 1 (Attachment A) to the contract with the Portland Bureau of Water Works

ADOPTED by the Council of the Metropolitan Service District this 27th day of October, 1988.

Mike Ragsdale, Presiding Officer



GRANT/CONTRACT SUMMARY

METROPOLITAN SERVICE DISTRICT

GRA	NT/CONTRACT NO&_	7-8-2	394cc		BUDGET C	ODE NO	52_0	xv_0c	2_8620.	30600
FUN	D: CC CAPITAL	DEPARTME	NT: CCP	·	(IF MORE 1	HAN ONE)			_	_
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•	TYPE OF REVENUE	GRANT	☐ CONTRACT	□ отне	ER					
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4.	PARTIES METRO	& CITT	OF PORTLAN	D BUR	ENU OF	WATER	warks	·		
5. 1	EFFECTIVE DATE A)	ust.	28, 1947		TERMINATI				39 1988	
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	:	:	THIS AMEND					_	85,C	20
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	. AMOUNT OF GRANT/C					•	-	\$	165,0) <u>00</u>
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10.	B. IS THIS A DOT/UMTA/FHWA ASS		YES LI	00√₹Q 	NOT APPLICABLE	
11.	IS CONTRACT OR SUBCONTRACT IF YES, WHICH JURISDICTION HAS			☐ YES	Ø′NO	
12.	WILL INSURANCE CERTIFICATE B	E REQUIRED?	YES 🔀	10		•
13.	WERE BID AND PERFORMANCE BO	ONDS SUBMITTED?	☐ YES	ENOT	APPLICABLE	
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	TYPE OF BOND				AMOUNT\$	· · · · · · · · · · · · · · · · · · ·
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	AL COUNCEL DEVIEW AS A SECTION					
	AL COUNSEL REVIEW AS NEEDED:					
	DEVIATION TO CONTRACT FORM	-				
	CONTRACTS OVER \$10,000		· ·			
C.	CONTRACTS BETWEEN GOVERNM	IENT AGENCIES				

Attachment A

AMENDMENT NO. 1

This amends the Intergovernmental Agreement between the Bureau of Water Works for the City of Portland, Oregon (Bureau) and the Metropolitan Service District (Metro) executed August 27, 1987.

RECITALS

WHEREAS, the parties agreed to the conditions set forth in the original agreement and desire to amend the Agreement;

The following changes are made to the original agreement:

AGREEMENT

1. SCOPE OF BUREAU SERVICES

E. The Bureau shall submit a final cost accounting of the entire project cost to Metro for reimbursement of those costs. Estimated project costs are [\$100,000] \$185,000 and shall not exceed this amount unless previously authorized by Metro, as noted in Section (20) of this agreement.

3. BILLING AND PAYMENT PROCEDURES

The maximum compensation which Metro shall be obligated to pay The Bureau pursuant to this Agreement, unless amended pursuant to the section 20 of this Agreement, shall be [\$100,000] \$185,000.

4. EFFECTIVE AND TERMINATION DATES

This Agreement shall be effective as of August 28, 1987, and shall terminate as of the date the Bureau accepts work performed by the contractor(s) or Metro has made final payment to the Bureau, whichever is later. Estimated final completion date is [July 1, 1988] December 31, 1988 with final payment estimated to be made by [July 1, 1988] January 31, 1989.

18. NOTICE

Any notice provided for under this Agreement shall be sufficient if in writing and delivered personally to the following addressee or deposited in the U.S. mail, postage prepaid, certified mail, return receipt requested, addressed as follows, or to such other address as the receiving party hereafter shall specify in writing:

If to Metro [Mr. Tuck Wilson] Mr. Neil McFarlane

27	SCHEDULE

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27. SCHEDULE			
All construction work shal December 31, 1988.	be complete on	or before [Ju	ne 30],

Rena Cusma, Executive Officer	Ed Tenny, Administrator
Date:	Date:

.

CONSIDERATION OF RESOLUTION 88-992, AMENDMENT TO CONTRACT WITH PORTLAND BUREAU OF WATER WORKS FOR RELOCATION OF WATER LINES FROM THE CONVENTION CENTER SITE

Date: September 23, 1988 Presented by: Neil McFarlane

BACKGROUND AND FACTUAL ANALYSIS

In August, 1987 Metro and the Portland Bureau of Water Works reached an agreement on the work required to clear the convention center site of existing water mains. Under the terms of the agreement, Metro reimburses the Water Bureau for the scope of the work, which includes design, administration and construction. A not-to-exceed limit of \$100,000 was set, the estimate at that time.

The Water Bureau completed the required engineering work. Costs for the anticipated work have escalated for two reasons:

- (1). Timing: Timing of street and water line design have pushed the relocation work to the fall of 1988, necessitating keeping the current line in Irving in operation during initial site work. To accommodate this, a number of connecting mains serving the site area were capped and abandoned, work not foreseen in the original agreement; and
- (2). Depth of Line: To coordinate with street design, the water line will be laid very deep (25 feet) in the vicinity of the future First and Glisan intersection, requiring more expensive construction techniques.

In accordance with the City of Portland's public contract procedures, bids were requested for relocating the sixteen inch water line now in Irving Street to Glisan Street. On September 20, three bids were received. The engineer's estimate was \$95,000. The lowest bid was \$110,136.

The current contract scope of work includes engineering services, disconnecting water service, disconnecting water mains, construction of manholes for engineering of new line, and relocating the water line. The entire scope of work will total approximately \$206,000; however, because ODOT is involved in highway construction in the area and will benefit by the relocated water line, ODOT will contribute \$21,000 toward the cost of these improvements. The current estimate for Metro's cost for all this work, including the low bid amount, is now \$185,000. A summary of all costs is included in the attached letter.

Of this total, \$16,050 will be credited to Metro as an offset against future system development charges required when the center connects to the city water system. Considering this offset, Metro's net cost will be \$168,950. The most recently updated project budget set aside \$150,000 for this agreement. The difference of \$18,950 would be allocated from owners contingency.

Proceeding with the work at this time is necessary to keep the construction of public works around the center on schedule.

EXECUTIVE OFFICER RECOMMENDATION:

The Executive Officer recommends approval of the amendment to the contract with Portland Bureau of Water Works.



PORTLAND, OREGON

BUREAU OF WATER WORKS

Bob Koch, Commissioner Edward Tenny, Administrator 1120 S.W. 5th Avenue Portland, Oregon 97204 1926

October 6, 1988

PL 7.8

Mr. Neil McFarlane Convention Center Project Metro 2000 SW First Avenue Portland, OR 97201

Dear Neil:

Last week we gave you some current estimates over the phone for the costs of relocating water line facilities to accommodate construction of the Convention Center. This letter will confirm those numbers and address an issue you raised regarding system development charges.

The following is a summary of the charges to date and the anticipated expenses for our relocating water facilities around the Convention Center:

Billings through June 30, 1988	\$ 65,113
Less deduction for engineering costs	<5,172>
Subtotal	\$ 59,941
Water line contract	110,126
Extra paving	1,000
Connections between new pipeline and existing system	27,025
Subtotal	\$198,092
Less ODOT contribution	<21,029>
Subtotal	\$177,063
Disconnect 16-inch pipe in NE Irving Street at First Avenue and Union Avenue Subtotal	4,000 \$181,063
Miscellaneous costs	3,937
Total	\$185,000

The extra paving charge listed above will be incurred because of the decision to keep the freeway off-ramp open longer than previously anticipated. The miscellaneous costs will cover some incidental items for the disconnection work that have not been billed to you yet, such as barricade rental, paving charges, etc. We don't expect the remaining costs to be that high, but felt it was reasonable to increase the maximum amount of the agreement to \$185,000 to avoid more adjustments.

Mr. Neil McFarlane October 6, 1988 Page 2

One circumstance that could affect the final cost is getting the permit of entry from the railroad. If the waterline contractor's progress on the project is hindered by lack of the railroad permit, we could face delay costs from the contractor.

I'd like to reiterate that we will only charge the costs that we incur and won't be billing Metro for costs that are not directly associated with the Convention Center Project.

You mentioned that a question had been raised about whether there could be additional credits on system development charges beyond the \$16,050 we have identified so far. The SDC credit takes into account the fact that there were previously water services to the property that the Convention Center will occupy. Since the SDC is intended to assess "new" customers to the system for the expense of major capital facilities required to serve them, credit is given for the water services that supplied the property previously as these were already "members" of the system. Consequently, the SDC for the Convention Center is reduced based on the number and size of the services that were disconnected.

On the other hand, since the SDC credit is so specific in both its purpose and amount, it is not possible for us to offset the SDC for the Convention Center based on expenses that Metro has incurred as a result of the water system relocation.

We hope this information answers your questions adequately and look forward to Metro's approving this amendment to the agreement. As I mentioned on the phone the contract for construction of the new water line in NE Glisan Street is expected to be considered by City Council on October 12, 1988. However, proceeding with the execution of the contract will depend on Metro's approval of this amendment, so we will wait to hear from you before the contract is signed.

If you have questions or I can furnish more information please call.

Thank you.

Sincerely,

Dale L Jetela

Dale L. Jutila Deputy Chief Engineer

DLJ:dmh PLX:8810E057



2000 SW First Avenue Portland, OR 97201-5398 (503) 221-1646 Fax 241-7417

Agenda :	Item N	۰	5.2	-
Meeting	Date_	Oct.	27,	1988
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Date:

October 12, 1988

Executive Officer Rena Cusma Metro Council

To:

From:

Metro Council

Mike Ragsdale

Presiding Officer District 1

Corky Kirkpatrick Deputy Presiding Officer District 4

Richard Waker District 2

Jim Gardner District 3

Tom DeJardin District 5

George Van Bergen District 6

Sharron Kelley District 7

Mike Bonner District 8

Tanya Collier District 9

Larry Cooper District 10

David Knowles District 11

Gary Hansen

Councilor David Knowles, Chair

Council Convention Center Committee

CONVENTION CENTER COMMITTEE REPORT ON Regarding:

> OCTOBER 11, 1988, COUNCIL MEETING AGENDA ITEM NO. 88-992, CONSIDERATION OF AMENDMENT TO THE CONTRACT WITH PORTLAND BUREAU OF WATER WORKS FOR RELOCATION OF WATER LINES FROM THE OREGON

CONVENTION CENTER SITE

Recommendation: At its October 11 meeting, at which Councilors Kelley, Van Bergen, Waker and myself were present, the Convention Center Committee unanimously voted to recommend Council adoption of Resolution No. 88-992 (attached).

Background & Committee Discussion: The Convention Center project staff reported on the agenda item.

Resolution No. 88-992, concerning an amendment to the contract with the Portland Bureau of Water Works for the work of relocating of water lines from the Convention Center site, would amend the contract amount from \$100,000 to \$185,000. Because \$150,000 has been previously budgeted for the work and an offset to Metro of \$16,050 against future system developments has been negotiated, the actual increased cost to Metro is \$18,950. This amount would be allocated from Owner's Contingency.

Timing of the work is critical. Delay at this point could adversely impact related street improvement work to be performed by ODOT.

Upon this report, and after much discussion, Councilor Waker moved to recommend approval of Resolution 88-992. The motion was approved by unanimous vote.

BEFORE THE COUNCIL OF THE METROPOLITAN SERVICE DISTRICT

FOR THE PURPOSE OF ADOPTING)	RESOLUTION NO. 88-981
DISADVANTAGED BUSINESS PROGRAM)	
GOALS FOR 1988-89)	Introduced by Rena Cusma
)	Executive Officer

WHEREAS, The Metropolitan Service District has implemented a Disadvantaged Business Program, the purpose of which is to encourage participation of Disadvantaged and Women Business Enterprises (DBEs and WBEs) in the Metropolitan Service District contracting activities; and

WHEREAS, Section 2.04.145(a) of the Disadvantaged Business Program requires that goals for DBE and WBE participation in contracts be set annually; and

WHEREAS, An analysis of DBE and WBE participation in contract awards for the past year has been completed and the factors contained in Metro Code Section 2.04.145(b) have been duly considered; now, therefore,

BE IT RESOLVED,

That the Disadvantaged Business Program goals attached as Exhibit A are adopted for the period commencing October 1, 1988, through and including June 30, 1989.

ADOPTED by the Council of the Metropolitan Service District this 27th day of October , 1988.

Mike Ragsdale (Presiding Officer

RP/sm 8274C/517 08/26/88

EXHIBIT A

DISADVANTAGED BUSINESS PROGRAM GOALS JULY 1, 1988 - JUNE 30, 1989

•			
	DBE		WBE
Construction	10%		3%
Labor & Materials	7%	1	3%
Personal Services	7%	**	5%
Procurement	18 ⁻		2.75%
USDOT Assisted	12%*		_

^{*} Includes 10% DBE and 2% WBE; WBE firms considered to be disadvantaged by definition.

EXHIBIT B

ANALYSIS OF 1987-88 DBE/WBE GOAL COMPLIANCE AND DEVELOPMENT OF FY 1988-89 GOALS

COMPARISON OF GOALS AND ACTUAL AWARDS

The data for the twelve months ending June 30, 1988 are listed on Table I.

Table I

METROPOLITAN SERVICE DISTRICT

Cumulative DBE Compliance Report
June 1988

Contract Type	Number of Contracts	Total Dollar Amount	Actua Amount	1 DBE Percent	DBE Goal	Actual N	Percent	WBE Goal
Construction	18	11,477,908	1,205,956	10.51	10.00	380,933	3.32	3.00
Labor & Materials	58	441,435	33,665	7.7	7.00	0	0.00	3.00
Personal Services	116	3,181,718	94,868	2.98	7.00	12,500	0.39	5.00
Procurement	308	826,937	33,436	4.04	1,00	18,952	2.29	2.75
						_		
SUBTOTAL	500	15,927,998	1,367,926	8.59	6.25	412,385	2.51	3,44
IGA	16	212,72	0					
Pass-Through	0	0						
Revenue	9	1,236,26	2					

CONSTRUCTION

Metro has exceeded its goals for Fiscal Year 1987-88 for participation by Disadvantaged and Women Business Enterprises in its construction projects. This is the third consecutive fiscal year this level of performance has been achieved.

The construction category was dominated by the three bids awarded by Metro for the construction of its Convention Center; specifically, the Oregon Street Detour, Site Preparation and the Structural Steel contracts. These contracts represent a total value of \$6,236,740. Of this amount, DBE firms will participate in the amount of \$856,646 (13.7%) and WBE firms will participate in the amount of \$205,983 (3.3%).

Participation by DBE/WBE firms in Metro's construction projects, particularly the Convention Center construction project, was actively solicited by Metro. In March 1988, Metro conducted a training workshop to discuss contracting opportunities at Metro. Convention Center project staff followed-up by mailing subcontracting information to all appropriate DBE/WBE firms certified by the State of Oregon (about 500 firms) early in the bidding process. More than 200 firms responded to Metro indicating interest in the project. A second mailing was also made to provide the listing of potential prime contractors to the minority community. The response information was provided to the potential prime contractors to assist them in formulating their DBE/WBE subcontracting plans.

Through a parallel effort, Metro requested proposals for an outreach effort through a minority periodical. Commencing in May, 1988, the <u>American Contractor</u> began carrying a full page story on some aspect of Metro in its monthly newspaper. This publication is mailed to all DBE/WBE firms listed on the State listing of certified enterprises.

The \$46 million General Contract for the Convention Center has not been included in the above summary of achievements as the award fell in FY88-89. As you are aware, this contract will meet, and will probably exceed, the proposed DBE/WBE participation goals.

Although not reflected in the construction data, Oregon Waste Systems, Inc. has informed Metro that it will expend approximately \$10 million for the initial phases of construction at the landfill site near Arlington. This firm has achieved DBE participation of 5.97% and 3.63% WBE participation at this site and has assured Metro that they are actively pursuing improvement of these participation levels. It should be noted that the current Oregon Waste Systems, Inc. participation levels exceed the DBE/WBE goals of Gilliam County which are 5% and 2.75% respectively.

LABOR & MATERIALS

The value of contracts in this category for FY87-88 has doubled over the value of similar contracts in FY86-87. A characteristic of the majority of these contracts is that they are relatively small (less than \$10,000) and, therefore, do not generally present subcontracting opportunities. Thus, the DBE/WBE participation levels primarily represent contracts with such firms acting as prime contractors. Metro exceeded the DBE goal of 7% in FY87-88, but had no WBE participation in this category of contracting.

PERSONAL SERVICES

Participation by DBE/WBE firms in personal services contracts fell short of Metro goals set for FY87-88. However, contracts initiated during the reporting period, but awarded in July 1988, would have raised the DBE participation to 13% and WBE participation to 1%. This performance suggests that the current DBE goal, while not technically met in FY87-88, is sound. Alternatively, the WBE goal, even though it was lowered from 10% to 5% for FY87-88, was far from being met.

Metro has made a particular effort to utilize the small but growing cadre of firms offering professional services within the minority community. This effort was recently recognized by the Association of Professional Businesses, a group of minority professionals, when they recognized Metro for its outstanding efforts in contracting with professional minority businesses.

PROCUREMENT

The procurement category consists primarily of purchase orders over \$500. Awards for this year show 4% DBE and 2% WBE participation significantly exceeding the DBE goal, but falling just short of the WBE goal. This is a significant improvement over FY86-87 which had no DBE/WBE participation in procurement.

USDOT ASSISTED

A DBE goal of 12% participation has been previously established. By USDOT definition, WBE firms are disadvantaged.

GOAL ADJUSTMENT

This analysis examines whether the goals for each category are unrealistically high or low. Determining factors in this analysis include a persistent inability to reach a particular category's goal and/or a consistency with the goals of other governmental agencies in the region.

In the categories of construction and procurement, Metro has now met or exceeded the goals for three consecutive fiscal years. It is recommended that the goals in these categories remain unchanged since the goals represent an attainable threshold and are comparable to goals set by other agencies in the Portland area.

Metro has achieved 3% DBE and less than 1% WBE participation in the Personal Services category. The DBE/WBE data do not truly reflect Metro's aggressive efforts in making opportunities available to DBEs and WBEs. Given the inclusion of contracts executed over the change in fiscal years discussed above, Metro would have met its DBE goals and improved its WBE participation. The 1987-88 DBE goals are believed to be attainable and therefore no goal changes are recommended for FY 1988-89. The WBE participation continues to fall short and a more appropriate goal of 2% is recommended.

For FY87-88, goals for labor and materials contracts were raised from 5% to 7% DBE and from 2.75% to 3% WBE participation. Analysis of Metro's WBE participation for the past three fiscal years indicates the WBE goals were not met, except in FY85-86. For FY88/89, 58 labor and material contracts for \$281,831 will be awarded. Most of these contracts are under \$10,000 and no women owned firms have been identified for participation. It is, therefore, recommended that the goal for DBE participation remain unchanged and the goal be reduced to .5% for WBE participation.

PUBLIC INPUT

A meeting of Metro's DBE/WBE taskforce was held to review Metro's DBE/WBE achievements for FY87/88 and the proposed goals for FY88/89. The taskforce's recommendation was to emphasize outreach to the disadvantaged and women business community to encourage greater DBE/WBE participation for personal services and increased WBE participation in labor and materials contracts. Metro's outreach effort for FY88/89 will be designed to achieve those goals.

OTHER ACTIVITIES

During the past fiscal year, Metro staff members were involved in drafting the Portland Community College (PCC) DBE/WBE program. PCCs adopted ordinance mirrors Metro's and subsequent to adoption of the ordinance, PCC awarded a large construction contract with full DBE/WBE compliance.

ENCLOSURE I TO EXHIBIT

EXHIBIT B

SURVEY OF DBE/WBE GOALS

	GOALS	ACHIEVED	
	MBE WBE	MBE WBE	
City of Portland	10.0% 2.5% 9.0% 9.0% 2.8% 4.5% 20.0% 3.7%	11.17% 13.65% 2.25% 3.35% 1.00% 3.22% 3.39% 1.45%	Construction Prof. Services Procurement Labor & Materials
Multnomah Co.	10.0% 2.0% 7.0% 2.0% T .5% 0.0% 10.0% 1.0%	11.7% 4.9% Co be supplied later	Construction Prof. Services Procurement Labor & Materials
Portland Development Commission	10.0% 2.5% 9.0% 9.0% 20.0% 3.7% 2.8% 4.5% 10.0% 2.5%	9.9% 2.5% 3.4% 5.0% 9.0% 5.0% 5.1% 23.4% 10.0% 2.5% 7.3% 5.37%	Construction Prof. Services Services Supplies Redev. Agreement Investor Loan
Washington Co.	No MBE/WBE goa	als	
Clackamas Co.	11 .11 11 11		
	GOALS		ACHIEVED
Tri-Met	12% (goal incu	ides WBEs) *	12.6%
ODOT	12% (goal incl	udes WBEs) *	13.97%
Port of Portland	12% (goal incl	udes WBEs) *	11%

^{*} Single goal program for all purchases. For purposes of comparison, Metro single DBE/WBE goal for FY 1987-88 for all purchases was 9.69%. Participation for fiscal year 1987-88 was 11.1%.

AMH/vl

STAFF REPORT

CONSIDERATION OF RESOLUTION NO. 88-981 FOR THE PURPOSE OF ADOPTING DISADVANTAGED BUSINESS PROGRAM GOALS FOR 1988-1989

Date: August 26, 1988 Presented by: Ray Phelps

A.M. Hazen

FACTUAL BACKGROUND AND ANALYSIS

The Metropolitan Service District (Metro) has adopted a Disadvantaged Business Program and has structured its contracting procedures in accordance with that program. Recommended goals for FY 1988-89 are attached as Exhibit A. The adopted goals will be in effect from July 1, 1988, through June 30, 1989.

An analysis of Metro's previous success in meeting its DBE/WBE goals and the approach taken in arriving at the new recommended goals is attached as Exhibit B. Metro met the FY87-88 goals in two categories: Construction and Procurement. The goals in these categories have been met for the past three years.

Staff is recommending that revised goals be adopted for FY 1988-89. The Resolution adopting the new goals is attached and marked as Exhibit C.

EXECUTIVE OFFICER'S RECOMMENDATION

The Executive Officer recommends adoption of Resolution No. 88-981.

METRO

Memorandum

2000 S.W. First Avenue Portland, OR 97201-5398 503/221-1646

Agenda Item No.	5.4
Meeting Date	October 27, 1988

Date:

October 18, 1988

To:

Metro Council

From:

Councilor Mike Ragsdale, Chair

Council Internal Affairs Committee

Regarding:

INTERNAL AFFAIRS COMMITTEE REPORT ON OCTOBER 27, 1988 COUNCIL MEETING AGENDA ITEM NO.5.4, RESOLUTION NO. 88-981,

FOR THE PURPOSE OF ADOPTING DISADVANTAGED BUSINESS PROGRAM

GOALS FOR FY 1988-89

COMMITTEE RECOMMENDATION: Committee members present -- Councilors Coleman, Collier, Kirkpatrick, and myself -- voted unanimously to recommend Council adoption of Resolution No. 88-981 as amended to maintain the FY 1987-88 goals. Councilor Knowles was absent.

COMMITTEE DISCUSSION & ISSUES: Metro Finance & Administration Director, Ray Phelps, presented Resolution No. 88-981 which included revised Women Business Enterprises (WBE) goals for Labor & Materials and Personal Services contracts. The WBE percentages in these areas were lowered to reflect more attainable goals. Staff analysis of the 1987-88 DBE/WBE Goal Compliance and Development of FY 1988-89 Goals is attached.

The Committee noted that the purpose of goals generally was to provide an optimum target to achieve and, therefore, it was felt that none of the DBE/WBE goals should be lowered. The Committee agreed that the FY87-88 DBE/WBE goals should be maintained and suggested that the Department pursue the following actions to enhance Metro's DBE/WBE program monitoring and policy development:

- 1) Develop a program for DBE/WBE outreach, particularly regarding areas where Metro has not attained its WBE contracting goals;
- Track non-certified DBE/WBE businesses with whom Metro contracts and identify the number of businesses that Metro helps to become DBE/WBE certified;
- 3) Measure out larger contract DBE/WBE participation over the term of the contract (staff noted that this was already in process); and
- 4) More generally, work towards developing long-term DBE/WBE goals for the year 1995 or 2000 which reflect Metro's "optimum" goals.

jpm a:\iacdbe