

MULTNOMAH COUNTY PURCHASING

2012



## MULTNOMAH COUNTY PURCHASING

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Portland, Oregon 97214-3588  
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[www.multcopurch.org](http://www.multcopurch.org)

This 2012 Annual Report covers  
July 1, 2011 through June 30, 2012

# 2012



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## A MESSAGE FROM THE PURCHASING MANAGER

The implementation of several key initiatives played a significant role in defining FY 2012 for Multnomah County Purchasing.

In April, we completed a multi-year effort to redesign the County's Contracting System and went live with a major software enhancement. This upgrade has helped us improve coordination and evaluation of both the contractors and the services they provide. The County also launched the Multco Marketplace in May. This strategic sourcing tool radically altered how the County orders and receives its goods. The Multco Marketplace will save the County \$1.2 million initially and \$500,000 annually while allowing us to leverage our purchasing power to support organizational goals such as sustainability and buying local goods. Together, the completion of these projects constitutes a shift in our business practices toward a more efficient, transparent, and responsive model.

In addition to implementing these substantial system changes, Purchasing continued to provide our core procurement and contract support services to internal county clients. In FY 2012, we assisted employees in the purchase of more than \$217 million in goods and services and finalized a combined 679 contracts and amendments. We directly supported more than 323 employees of Minority, Women and Emerging Small Businesses (MWESBs) by providing business and workforce development training. We also led efforts across both the region and the state to increase collaboration among MWESBs and public agencies.

Multnomah County continues to develop a reputation as an outstanding leader in public purchasing. We were awarded the National Institute of Governmental Purchasing's Innovation Award for 2012. This, along with two separate recognitions from the National Association of Counties, is a credit to the professional staff who consistently bring highly valued skills and expertise to the County. It is a pleasure and a true honor to work with such dedicated and committed staff.

As we reflect on our success over the last year, we must also prepare ourselves to address future challenges head on. I remain committed to working with both vendors and our internal clients so that we continue to provide the value taxpayers expect and build a more just and equitable Multnomah County.

Sincerely,

A handwritten signature in black ink, appearing to read "Brian R. Smith". The signature is stylized with a large, looped "B" and a trailing flourish.

Brian R. Smith, Purchasing Manager

## PURCHASING STAFF

Rosie Bockowski, CPPB  
Kathi Braeme-Burr, CPPB, CCA  
Sophia Cavalli, CCA, MCA  
John Classen, CCA, MCA  
Lisa Emery, CPPB  
Gerald Jelusich, CPPB  
Catherine Kwong, CPPB  
Natacha Loudon  
Paula Rickman, CPPB  
Lawrence Russell, CPPB, CCA  
Emilie Schulhoff  
Brian Smith, CPPO, PMP  
Alandria Taylor, MCA  
Sherry Taylor  
Lynne Waite, CPPB  
Nancy Walters  
Barry Zimmerman, CPPB

# OUR MISSION

We purchase goods and services to support the County's diverse needs. We ensure the best value for our citizens by facilitating a fair and transparent process.

# OUR ROLE

The Purchasing team supports County operations by providing an uninterrupted flow of materials and services, striving to achieve the best combination of price, quality and service with the County's average of \$400 million dollars spent each year.

The Purchasing team leads the County's efforts in building a stronger, more vital contracting marketplace. By increasing the number and diversity of businesses able to bid on County projects, we help provide local opportunities and create economic vitality.

Purchasing supports County goals of socio-economic importance, such as enhancing the sustainability of the County's purchases and maximizing contracting opportunities for all vendors, including Minority, Women, and Emerging Small Businesses (MWESBs).

Purchasing staff manage County processes for buying goods and services and perform analysis to determine if processes can be improved.

In addition, Purchasing staff assists County users with information and training to ensure that all applicable County, Public Contract Review Board Administrative Rules, State, and Federal laws and policies are followed correctly.

Throughout the year, Purchasing staff support departments county-wide to purchase products and services in construction, health and human services, materials, and both professional and nonprofessional services. These purchases enable the County to provide optimal delivery of services to the community.

[www.multcopurch.org](http://www.multcopurch.org)

# SERVICES

The services highlighted below are provided to the public through Multnomah County.

## GENERAL SERVICES

### Find a Library Location

503-988-5234

### Get a Marriage License

503-988-3034 (press 2)  
501 SE Hawthorne Blvd., Ste. 175  
Portland, OR 97214

### Register to Vote

503-988-3720  
1040 SE Morrison St.  
Portland, OR 97214

### Pay Your Property Tax

1-877-542-5990 (to pay by phone)  
501 SE Hawthorne Blvd., Ste. 175  
Portland, OR 97214

### Obtain Visitor Information

503-823-4000

## HEALTH SERVICES

### Find a Clinic

503-988-5588

### Get a Food Handler's Card

503-988-5257

### Restaurant Inspections

503-988-3400  
847 NE 19th Ave., Ste. 350  
Portland, Oregon  
[foodsafety@multco.us](mailto:foodsafety@multco.us)

### Aging and Disability Services

(24 hour)  
503-988-3646

### Mental Health Crisis Line

503-988-4888

## PUBLIC SAFETY SERVICES

### Gateway Center for Domestic Violence

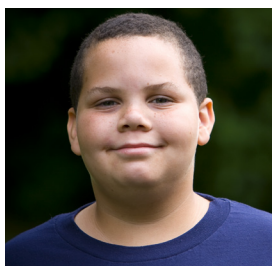
503-988-6400

### Portland Women's Crisis Line

(24 hours)  
503-235-5333

### Juvenile Justice

(After hours)  
503-988-3475





## FACTS + FIGURES

580 adult foster care providers throughout the county

40,000 - 60,000 pet licenses issued annually

367,992 ballots processed, voter turnout of over 82% in Multnomah County in 2012

More than 6,000 Marriage licenses issued annually

Close to 12,000 Food Handlers cards issued annually

19 libraries: circulate 24 million items, 5.5 million visits, 430,000 cardholders

# OUR ACHIEVEMENTS



## PURCHASING

### Microlending – Supporting Small Businesses

The Microlending Program was a new project for Multnomah County during FY 2012. The County provided assistance in accessing much needed capital to budding start-ups as well as existing small businesses looking to grow and expand. By facilitating these loans, the County is now helping up to 100 small business owners—many who often face hurdles securing resources from large financial institutions on their own.

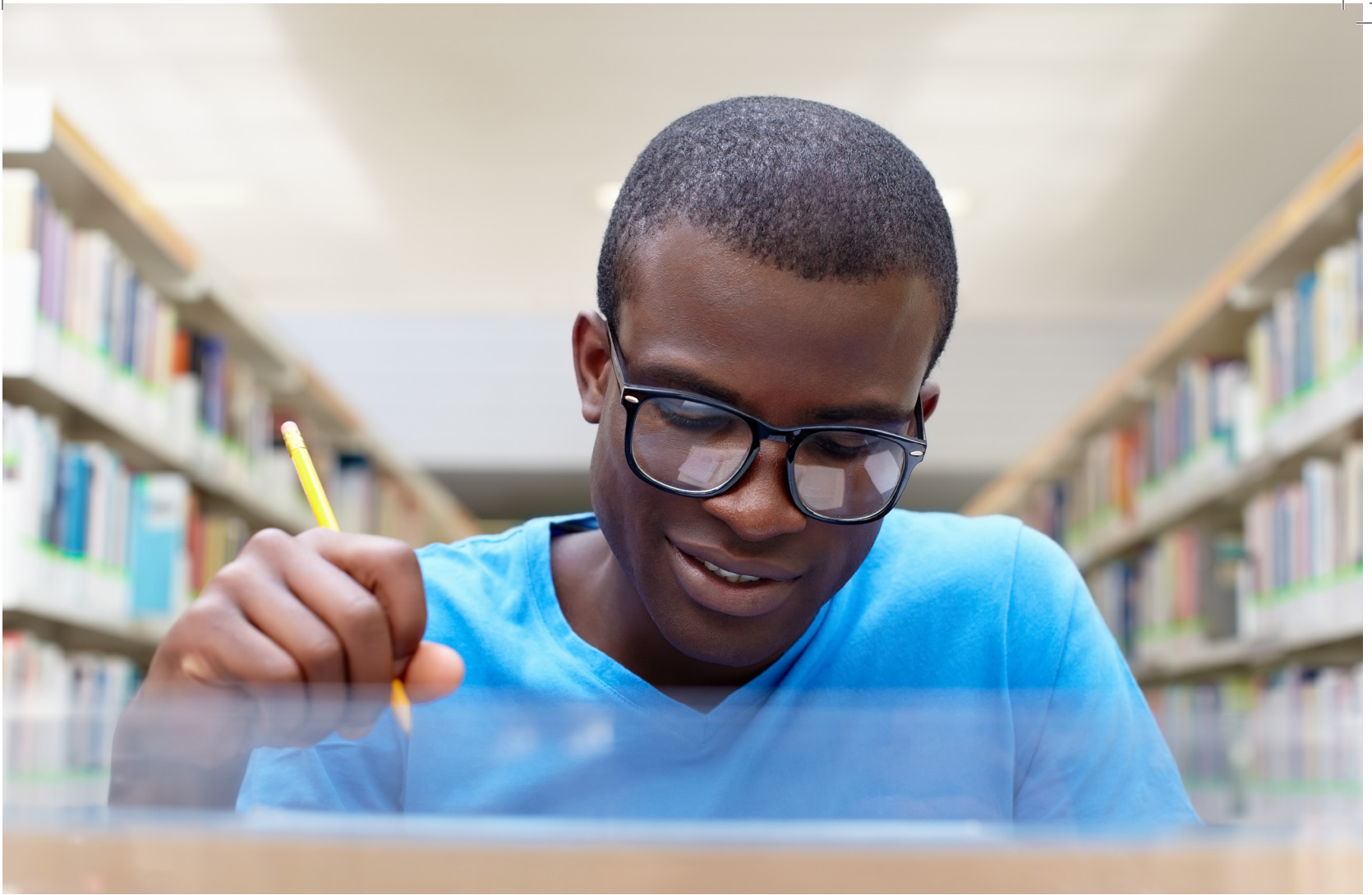
The County chose to invest in the microlender program because it broadens opportunities for underserved business owners and invigorates our local economy by stimulating job creation.

By retaining all of the County's funding as a loan loss reserve, the selected microlender would be able to leverage that funding to secure additional funds from more traditional capital lending institutions, multiplying the total amount of capital available to businesses by a factor of up to seven times the amount retained as loan loss reserves.

In addition to providing financial support, the microlender program also offers education and training to help put businesses on the path to success. Both new entrepreneurs and established business owners alike need additional training and assistance to strengthen operations. In addition to ongoing business coaching and counseling, instruction on the following topics was offered:

- Business plan writing
- Cash flow projections
- Accounting and marketing

Two Microlending firms were selected and provided a total of \$150,000, Micro Enterprise Services of Oregon and Mercy Enterprise Corporation.



### **Library Mailing Services – Embracing IT Solutions**

Multnomah County Library, with its Central Library and 18 additional branches, has the second-highest circulation of any public library in the United States. With over 430,000 cardholders, the Library circulates 24 million items a year and fills 2.7 million hold requests. Over 5.5 million people a year visit Multnomah County Library. With this volume of business, expecting in-house library staff to manually process all overdue notices, hold pick up notices, and also bill for overdue materials at an average of 200 mailed notices per day was no longer feasible given existing staffing levels.

As part of the challenge, the successful vendor had to have the capability to interface with the County's existing database system while not creating additional work for Library staff. The vendor had to be able to use the national database to verify and update addresses before all mailings while also sharing any address corrections with the Library for updating.

Additionally, the vendor had to print notice text in multiple languages, specifically English, Spanish, Russian, Chinese and Vietnamese, using a standard script provided by the Library. Perhaps most importantly, the selected

vendor had to ensure the confidentiality, security and safety of all library files, documents, records, and names of library users along with their addresses and any information about library materials they may have borrowed.

Unique Management was selected for this work at an estimated price of \$75,000 per year. This award allowed the library to move forward with highly automated mailing services to:

- Save time, create efficiencies, and modernizes systems
- Eliminate the need for staff increases

### **Latino Youth Treatment Services – Leveraging Community Input**

The Department of County Human Services' Mental Health and Addiction Services Division, as part of their efforts to analyze results over the previous five years, engaged the Latino community to solicit input. After holding in-depth discussions with providers, schools, religious leaders and community advocates, it was advised that the current treatment model needed more family focus—particularly for services provided in the home and the community—with less emphasis on traditional brick and mortar treatment centers.



After listening to the community, a Request for Programmatic Qualifications was released to procure family-focused, culturally informed alcohol and drug treatment to Latino youth that included both in-home and community-based services. While the Latino population has traditionally been underserved in Multnomah County, a disproportionate number of Latino youth continue to enter the criminal justice system. Addiction drives many people to commit crimes to pay for drugs and alcohol. Giving young people better access to the help they need will help keep them out of the criminal justice system.

This program, developed in close partnership with the community, should yield higher success rates and favorably reduce the Hispanic youth criminal justice involvement rates. In addition, it will serve as a model to those working to improve addiction programs and better serve additional underserved communities.

### **Rotary Aerial Larvicide – Getting after those Bugs!**

The Vector Control program of the Multnomah County Health Department has been pursuing various strategies to control persistent infestations of mosquitoes throughout all of Multnomah County. Although helicopters have been used previously, the program sought to improve practices to better meet the County's geographical needs.

Since the initial employment of helicopters, the community had not yet dealt with the West Nile virus, a mosquito-borne illness that represents a major threat to human health and well-being. Following the emergence of the virus throughout the US and recently in the near West, it became clear that new systems and better approaches for vector control were needed.

A solicitation was issued, calling for the application of a wide variety of larvicides and insecticides. In addition, partners needed the capacity to meet any foreseeable suppression within Multnomah County, provide unparalleled flexibility, immediate response and capacity to Vector Control.

Finally, based on best practices, the County changed the pricing structure to allow for a much wider range of applications. This new pricing allowed for applications precisely tailored to specific need, that also minimized both cost and prevented unnecessary use of chemicals.

Applebee Aviation was selected as the low bid vendor with:

- Annual cost savings of 30% and \$300,000
- Integrated best practices for application
- Reduction in application, larvicides used, and geographical areas exposed to chemicals

## Contract System Improvements

For more than two years, Purchasing led a multi-departmental team and implemented numerous improvements to the County's contracting framework through the creation of the Contract System Redesign (CSR). These Board approved activities were completed in 2011.

Last year, Purchasing took a leadership role in implementing the CSR. Four distinct CSR-related training classes were designed. Program staff at various levels of the organization were assisted in planning, executing and administering high risk contracts.

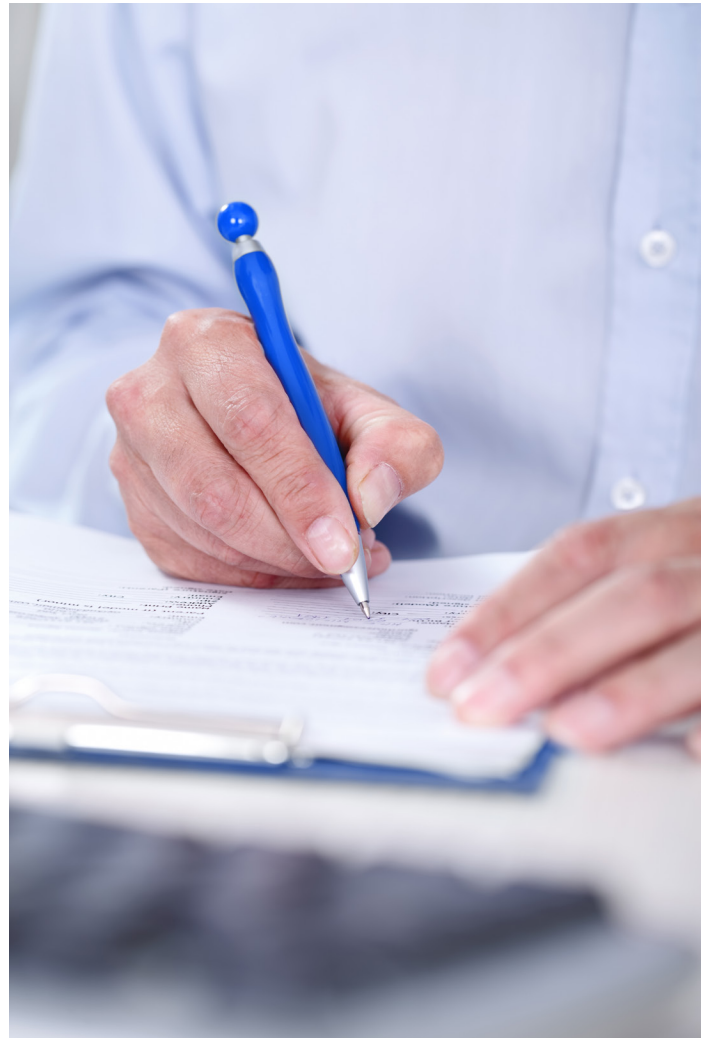
Featured training over the last year included multiple classes on managing risk in human services contracts, contract management techniques and practices, using performance measures to develop and monitor contractor performance, plus employing appropriate contracts sanctions when Contractor performance does not meet requirements. These classes provided the basis for implementation of CSR best practices in the management of contracts throughout their life cycle.

## Strategic Sourcing

Purchasing played a major role in the initiative, supporting the implementation of the strategic sourcing tool called Multco Marketplace. This new tool allows employees to purchase at their desks the various supplies needed to provide services. The supplies are then delivered directly from the vendor to the work site, eliminating the County's need for a storage warehouse.

Purchasing's role included the planning and development of the transition from the central warehouse to the Marketplace, vendor selection functions, strategic partnering with the State and its data system, as well as the development and delivery of training to over 195 County employees on strategic sourcing concepts and Multco Marketplace use.

The switch to Multco Marketplace will save the County \$1.2 million initially and \$500,000 annually while leveraging the County's purchasing power to support organizational goals such as sustainability, buying local goods, and utilizing local vendors.



## MWESB & SOCIAL EQUITY

At Multnomah County, social equity is deeply imbedded into our policies, contracting efforts, sponsorships, and regional partnerships. Small businesses account for 95% of all businesses in the County—they are vital to our economic and community development efforts.

Through a number of existing programs, Multnomah County directs financial support to help implement business and workforce development training for MWESBs and their employees, along with individuals seeking to enter the construction industry. Together, these efforts make a positive contribution towards the success and growth of a diverse vendor pool and workforce.

## ECONOMIC & COMMUNITY DEVELOPMENT

Last year Multnomah County sponsored a number of existing business and workforce development programs. Each of the following organizations offer programs designed to support small businesses and help individuals obtain the skills they need to obtain meaningful employment in the construction trades.

To strengthen the local economy and community, Multnomah County provided financial support to these organizations as well staff participation and hands-on business and workforce training opportunities.



## SPONSORSHIPS

The following programs provided over 11,720 hours of hands-on training to 323 participants.



### Turner School of Construction Management

The Turner School of Construction Management is committed to expanding the opportunities available to minority and women owned businesses. In an effort to strengthen MWESB owners in the construction industry, Turner offers a ten-week course for participants to learn about a variety of topics—from developing effective business plans, marketing strategies and performance measures, to conducting financial management, estimates, and, risk management. In FY 2012, Multnomah County supported the school by providing financial support and conducting seminars to improve partnerships among MWESBs and public agencies. A total of 35 MWESB owners and employees graduated from the Turner School of Construction over the last fiscal year.

### Constructing Hope

Constructing Hope is a nonprofit pre-apprenticeship training program committed to rebuilding lives through training and career placement in the construction industry. The program is focused on providing training for low-income individuals. In 2012, Constructing Hope enrolled 61 individuals, graduated 45, with many of those gaining employment shortly after graduation. These low-income women and men received hands-on training in: resume writing, interviewing techniques, financial management, blueprint reading, construction math and sustainable building techniques.



### Sellwood Bridge Workshops

The Sellwood Bridge construction project set out to provide increased opportunities for minority-owned contracting firms. Three technical assistance classes were offered to Disadvantaged, Minority, Women or Emerging Small Businesses to prepare firms for work available with construction of the bridge. A total of 126 attendees participated, receiving over 300 hours of training.

### **Oregon Association of Minority Entrepreneurs' Youth Academy**

The Oregon Association of Minority Entrepreneurs (OAME) promotes and develops entrepreneurship and economic development for ethnic minorities in Oregon and Southwest Washington. For the past 13 years, OAME has hosted a Youth Academy with more than 600 high school students participating. The event aims to engage young people in business practices through a variety of speakers, activities, videos and presentations. The 2012 Youth Academy provided approximately 400 hours of training to 50 young emerging entrepreneurs of tomorrow. Jeff Cogen, Chair of the Board of County Commissioners, served as the keynote speaker at this event.



### **Oregon Tradeswomen, Inc.**

Oregon Tradeswomen, Inc. (OTI) is dedicated to promoting success for women in the trades through education, leadership and mentorship. Multnomah County sponsored OTI's Building Girls Summer Camp for low-income middle and high school girls to explore the variety of exciting, high-paying careers available in the trades. The County also sponsored OTI's Trades and Apprenticeship Career Class to help women prepare for a high skill, high wage career in construction. As a result of the County's support, a total of 22 low-income women and 20 high school girls received training. Historically, many graduates of OTI's training programs go on to enroll in apprenticeship programs and later become Journey level trades people.



### **University of Washington Minority Business Executive Program**

The University of Washington's Michael G. Foster School of Business is designed to assist minority and women business leaders navigate current and future business challenges. A total of 25 minority-owned businesses received training on key topics including finance and accounting, brand management strategy, leadership, entrepreneurship and innovation, marketing strategy, human resource management, and business ethics. Participants returned to their business with new skills, a renewed personal energy, and an invaluable network of fellow minority and women business leaders.



## Outreach

Throughout the year, Multnomah County staff attended more than 90 community meetings and events to market construction contracting as well as personal services opportunities available to the small business community. Attending these events allowed the County to support and strengthen partnerships with diverse organizations and communities. Some of the meetings and events attended in FY 2012 include:

- African American Chamber of Commerce meetings
- Asian American Pacific Islander Small Business Conference
- Oregon Association of Minority Entrepreneurs meetings and annual tradeshow
- National Association of Minority Contractors of Oregon monthly meetings
- National Institute of Government Purchasing Chapter meetings
- Native American Chamber of Commerce monthly meetings
- Oregon Public Purchasing Association Reverse Vendor tradeshow
- Philippine American Chamber of Commerce monthly meetings
- Urban Entrepreneurs Network annual Urban Summit



## REGIONAL LEADERSHIP

The collaboration and alignment between business and government in Oregon is exceptionally strong. Multnomah County has taken a leadership role in coordinating regional public sector partners to improve policies and support the growth and development of MWESBs. The following two initiatives helped strengthen partnerships among MWESBs and public agencies across the State of Oregon.

## MWESB Summits

Since February 2010, over 20 public agencies at the local, state, and federal level have participated in quarterly meetings, including leadership from Portland Area Minority Chambers of Commerce along with other small business organizations.

The goal of the MWESB Summit meetings is to share information and collaborate on new and existing policies to where ever possible align MWESB practices more consistently among different government agencies.

Each Summit is led, facilitated, and co-sponsored by Multnomah County. Since the first Summit meeting in 2010, subsequent meetings have focused on specific topic areas ranging from workforce development, technical assistance, policies, and mentoring. By providing regional leadership, Multnomah County is bolstering economic and community development beyond the geographical boundaries of Multnomah County and ensuring the long-term success of MWESBs across the State of Oregon.



## Executive Leadership Summits

In January 2012, Multnomah County collaborated with the Governor's Office and the Oregon Association of Minority Entrepreneurs (OAME) to convene business leaders from diverse industries along with elected officials from the local, state and federal level. The Summit was designed to open a dialogue on how to support the growth and development of small businesses in the State of Oregon. Governor Kitzhaber cosponsored the meeting and a subsequent meeting was scheduled for October of 2012.

The goal of the Summit was to identify areas for collaboration and improvement in four areas:

- Access to capital
- Procurement
- Internships and mentoring,
- Partnering with community and MWESB organizations

Leaders will continue to meet annually with Governor Kitzhaber to report back on successes, new initiatives, and lessons learned. From healthcare and construction to higher education and utilities—work groups with representatives from various industries will provide input for potential inclusion in the Oregon Business Plan. This strategy is intended to grow Oregon's economy with good jobs in every corner of the state.



## WORKFORCE DEVELOPMENT

To ensure projects in Multnomah County offer equal opportunity employment in the construction trades, the County requires workforce training on all large construction endeavors. Prime contractors with contracts of \$200,000 and greater, along with subcontractors with contracts of \$100,000 and greater, are required to ensure 20% of their workforce hours, per trade, are performed by State-registered apprentices. Contractors are also required to make efforts to ensure their workforce is reflective of the diversity of Multnomah County. As a result, the County is helping to set the standard within the industry and creating a positive effect on apprenticeship demand to help drive opportunities for tomorrow's workforce.

Apprenticeships typically last between two to five years and involve both classroom and on the job training. Participants typically begin their apprenticeship earning 50% of a journey worker's rate of pay. As they progress through the apprenticeship, their wages typically increase 5% every six months until they reach the journey worker status.

Over the past fiscal year, the majority of training was provided in support of the East County Courts Project. Three additional large projects met the program requirements and presented meaningful training opportunities for apprentices. These projects include:

- The Inverness Jail Roof Restoration Project
- The Mead Building Notifier Upgrade/Replacement Project
- The Mid-County Health Clinic HVAC Upgrade Project

A combined 44% apprenticeship participation was realized on these three projects, equaling 1,817 hours of training. Minority male apprentices performed 61% of those 1,817 hours. Of the 4,208 total hours (journey and apprentice) worked on these three projects, 9% (362) were performed by women and 33% (1,384) were performed by minorities.



Ethnic and gender diversity will continue to be a central focus of the County's workforce training efforts. County staff attendance at pre-bid and pre-construction meetings helps convey to the contractor community the Workforce Training and Hiring Program requirements and objectives. Particular emphasis is placed on the program's diversity component – the requirement for contractors to make reasonable efforts to ensure their workforce reflects the diversity (ethnic and gender) of Multnomah County. More detailed information on the County's Workforce Training and Hiring Program and related efforts is available in the Workforce Training and Hiring Program Fiscal Year 2012 Annual Report at [www.multcopurch.org](http://www.multcopurch.org) (see Related Documents).



## CONTRACTING

Entering contracts with MWESBs continues to be a top priority for the County. From the largest formal construction contract to the smallest material purchase, and every contract opportunity in between, the Purchasing team works to identify and engage MWESBs in our contracting processes.

## LEVERAGING LARGE PROJECTS

With two of the County's largest projects occurring in 2012—the Sellwood Bridge Project and the East County Courts Project—the County had a unique opportunity to maximize MWESB participation. For both projects, the County utilized a Construction Manager/General Contractor (CM/GC) contracting method, which applies a more holistic approach by actually integrating the contractor into the project team. CM/GC is considered to be the best value contracting method because it takes into account cost and other considerations such as the contractor's past experience, value engineering innovations, sustainability, and MWESB utilization.

Purchasing moved swiftly to leverage these CM/GC projects. We implemented best practices and proven strategies to secure MWESB participation. Some of these efforts included: assigning evaluation points for current and past MWESB utilization; establishing workforce diversity targets; providing technical assistance to subcontractors; as well as mentoring and youth development efforts. Upon contract award, Purchasing also required a detailed Subcontracting Plan, outlining the concrete steps and actions to be taken to maximize MWESB participation prior to and during construction.

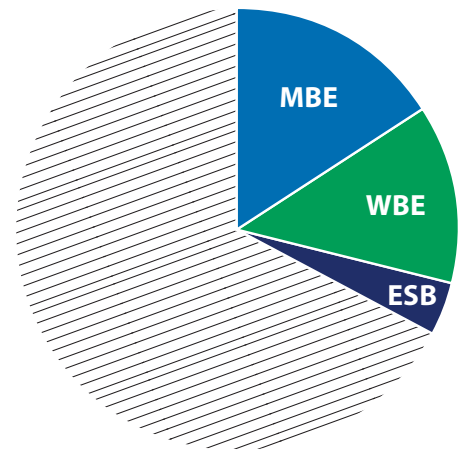


## EAST COUNTY COURTS

Fiscal Year 2012 brought the completion of Multnomah County's newest courthouse, the East County Courts. The County used a CM/GC approach to select Howard S. Wright. Upon contract award, Purchasing collaborated with Howard S. Wright to develop a Subcontracting Plan.

The project's Subcontracting Plan was built into the procurement and contract negotiation process. The plan established an aspirational 20% MWESB utilization goal and laid out a roadmap to achieve that goal. Four categories for awarding subcontracts were established, with each category tied to a specific procurement method and subcontract value range. This approach allowed the contractor to maximize MWESB opportunities and participation for all smaller dollar value bid packages.

The detailed approach resulted in \$5,622,437 in MWESB participation at project completion, equating to 33.2% of the project's \$16,954,411 construction costs. Not only was the 20% goal exceeded by 13%, but also the utilization value and percentage actually increased over the course of construction. By bringing on several additional MWESB firms throughout the course of the project, Howard S. Wright built on initial success.



**MBE=\$2,632,307 (15.9%);**  
**WBE=\$2,274,867 (13.4%)**  
**ESB=\$654,071 (3.9%)**

**Total=\$5,622,437 (33.2%)**

Purchasing collaborated with Howard S. Wright, County project staff and workforce consultant, Group AGB, to ensure a minimum of 20% apprenticeship training was achieved by the CM/GC contractor and those subcontractors with subcontracts of \$100,000 and greater. A total of 19 contractors were required to meet the workforce program requirements, which included Howard S. Wright.

At monthly project meetings, the County tracked project goals. Apprentices on this project performed a total of 20,754 hours or 29% of the total workforce hours, significantly exceeding the project's 20% apprenticeship participation goal.

Throughout the duration of the project, Purchasing staff performed site visits to interview apprentices and gain insight into their experiences working on the project. A total of 12 apprentices and five subcontractors were interviewed. The apprentices indicated the project was a valuable learning and training opportunity while all reported that working for Howard S. Wright and their respective subcontractors was a positive experience. One apprentice on the project, Carla McHargue shared her experience working on the project:

*"I started working on the East County Courts project for Howard S. Wright in April. Over the last nine months, I've learned more on this project than the rest of my apprenticeship combined."*

In addition, she also had the following to share about her role in supporting diversity efforts and being a female apprentice:

*"I would love to see more women in the trades and I hope I can be a role model for other women who are considering a career in the trades. I think being a female apprentice helped get my foot in the door on this project, but I know my hard work and desire to learn new things is what has allowed me to continue on the project."*





In addition to the significant social equity accomplishments realized on this project, sustainability was also a prominent component. The project met Leadership in Energy and Environmental Design (LEED) Gold Certification standards for sustainable construction. It also met the Architecture 2030 Challenge, which calls for construction of facilities that use little or no fossil fuels. Some of the many sustainable features incorporated into the project include: roof top solar cell array; geothermal ground source heat pump; Clean Diesel Program for off road vehicles; recycled 95% of deconstruction material; heat recovery from the data center used to warm the building and walkways; built in rainwater harvesting for on-site non potable water use; on-site storm water management system; and 20% recycled material integrated into the project.



# SELLWOOD BRIDGE PROJECT

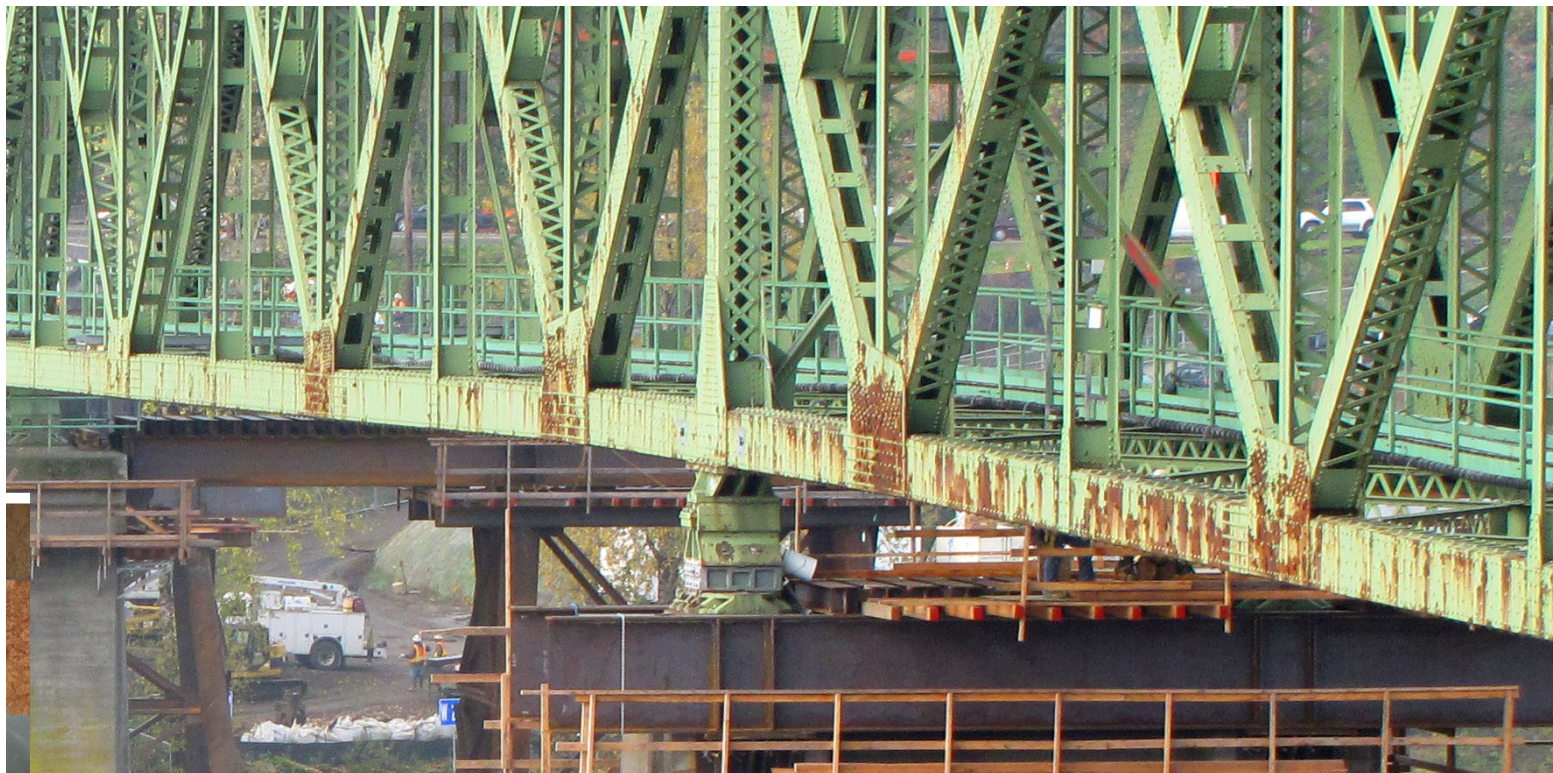
## BUILDING ON PAST EFFORTS

Together with the Department of Community Services Bridge Shop, Purchasing embarked on replacing the 90-year old Sellwood Bridge—the busiest two-lane bridge in Oregon. Due to the complexity of the project and the critical need to contain costs, the County used a Construction Manager/General Contractor (CM/GC) approach to:

- Influence pre-construction design and planning efforts
- Maximize value-engineering cost savings, select the lowest risk options, and expedite the schedule
- Integrate sustainability into the project
- Maximize opportunities to involve MWESB businesses throughout the project

In addition to being only the second CM/GC bridge project ever conducted in the State of Oregon, this was the County's largest project to date.

Building upon the accomplishments of the East County Courthouse, Purchasing developed and implemented a robust subcontracting and economic development plan for the project, which exceeded past efforts. Purchasing collaborated with the selected Engineering Services contractor and CM/GC contractor to integrate a multi-tiered diversity approach into every contracting and workforce aspect of the project. This included the involvement of Disadvantaged Business Enterprise (DBE) as well as MWESBs, collectively referred to as DMWESBs.



### Sellwood Engineering Services

Working with the selected Engineering Services contractor, T.Y. Lin International, Multnomah County achieved unprecedented DMWESB participation levels. Twenty DMWESB sub-consultants were awarded more than \$2.1 million—15% of the overall contract value.

Beyond contract awards, Purchasing collaborated with T.Y. Lin International to establish mentoring and technical assistance efforts, including one-on-one mentoring opportunities and three workshops.

As part of one-on-one mentoring offered to DMWESBs, seven active mentor protégée teams were formed. During monthly meetings, mentors discussed progress made towards advancing business development goals, which included developing marketing plans, making improvements to accounting systems, implementing Human Resources, conducting strategic planning and more.

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*“There are two kinds of organizations. Those who simply state they are going to increase the participation of minority-owned, women-owned and small businesses in their mission statement.*

*And those who actively do the outreach needed to engage minority-owned, women-owned and small businesses. Multnomah County is one of those organizations that truly pursues the participation of these businesses that are so critical to our local economy”*

**Rajiv Ali, Principal Engineer, Rhino One, LLC**





*"Unlike the "bridge to nowhere" the Sellwood Bridge Replacement project proved to be a "bridge to prosperity" for us. However, more importantly, it offered us a seat at the table with larger companies. It helped us add jobs, increase our capacity and confidence to pursue similar opportunities outside the Portland area."*

**Vijay Deodhar, CEO, 3D Infusion Inc.**

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In addition, one-on-one technical mentoring was also conducted with two DMWESBs. Rhino One received technical mentoring in geotechnical design while Mainline Design, Inc., a landscape design firm, received mentoring focused on irrigation design. Both firms identified these technical skills as critical to the growth of their business. By working shoulder to shoulder with T.Y. Lin and their project partner, CH2M Hill, these smaller firms gained unique insights into the design requirements of a major infrastructure project, which will benefit their companies for years to come.

Finally, three additional technical assistance workshops were offered to DMWESBs and local businesses not actively involved in the project. These classes focused on topics related to marketing, ethics, and sustainability. A total of 126 attendees participated with over 300 combined hours of training received. Workshop participants valued these classes because they received the training needed to grow and develop their business.

These efforts set a new standard, not only for Multnomah County, but also for the region. Multnomah County is the first public agency in Oregon to establish such efforts for MWESB engineering firms.

### **Sellwood Construction**

For the Sellwood Bridge Project, Purchasing collaborated with the selected CM/GC, Slayden-Sundt Joint Venture (Slayden-Sundt JV) to establish a robust Subcontracting Plan, which included subcontracting opportunities, mentoring, youth development, workforce development, and community engagement. Multnomah County also worked with the Oregon Department of Transportation (ODOT) to incorporate their Disadvantaged Business Enterprise (DBE) program into the project's overall diversity initiative. The DBE program and MWESB program have many similar objectives and are often referred to as DMWESB.



### **Sellwood Early Phases**

The detailed strategy mapped out in the Subcontracting Plan along with the multi-tiered approach was key to the early success of DMWESB participation in the project. Key elements included breaking up large bid packages into smaller scopes of work for greater small business opportunity, selecting two DMWESB contractors to mentor in the CM/GC contracting method, targeting local DMWESBs for contract opportunities, incorporating DMWESB participation into the best value scoring criteria for larger scopes of work, and providing on-going technical assistance to DMWESB subcontractors. Maximizing DMWESB participation throughout contracts of all sizes was a critical component of the Subcontracting Plan.

Once construction began, County staff began holding weekly meetings with Slayden-Sundt JV to track progress towards diversity objectives. The early phases of the project have accounted for a little over \$15 million worth of subcontracting opportunities. Through the end of June, \$8,179,454 was awarded to DMWESB subcontractors, accounting for more than 50% of all subcontracting.

### **Sellwood Small CM/GC Mentoring**

One unique element to the Sellwood Bridge Subcontracting Plan was the CM/GC's commitment to mentor and develop two DMWESB contractors in the CM/GC approach. The selected mentee contractors were each given responsibility for distinct scopes of work within the larger project and expected to use the same methodology guiding Slayden-Sundt JV's subcontracting efforts. Slayden-Sundt JV will provide mentorship throughout the project. Additionally, each of the Small CM/GC's will be expected to mentor another MWESB during the final year of the project.



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*"As a small business, we would not have had the chance to grow if Multnomah County hadn't reached out to us. By reaching out to minority contractors, Multnomah County is building on its effort to reach out to minority communities."*

**Mark Mathews, President,  
Pacific Mark Construction**

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This approach is similar to the one-on-one technical mentoring highlighted above for the design phase of the project. However, the two selected mentees participated in all phases of the construction and management of the project related to their Small General Contractor scopes of work. They will gain valuable experience with the CM/GC approach including outreach, contract negotiation, scope of work negotiation, project management, scheduling, and other related disciplines.

The two Minority-owned contractors selected for the Small CM/GC program were Pacificmark Construction and McDonald Excavating, Inc. Each will go through the same bidding, negotiating, coordinating, scheduling and project management exercises as Slayden-Sundt JV—only on a smaller scale. Through this process, they will gain first-hand knowledge and experience to allow them to pursue CM/GC projects for the first time in the future.

Pacificmark Construction has been working closely with Slayden-Sundt JV as a CM/GC. As such, Pacificmark awarded 23 subcontracts and has been managing all aspects of the project as a CM/GC. Seventeen of the 23 subcontracts were awarded to DMWESBs. This is another illustration of successful collaboration among Multnomah County, Slayden-Sundt JV and Pacificmark and to exceed past performance.

Through June of 2012, Pacificmark has been paid \$3,386,799 for the work as a small CM/GC.

McDonald Excavating's Small CM/GC scope of work will begin in 2013; however, they have been working on early phases of the project.

By mentoring small CM/GC Minority-owned firms, the Sellwood Bridge Project is building the long-term capacity of these firms and coaching them to compete as CM/GC contractors in their own right.



---

*"The project has been going great.  
The apprenticeship program has literally  
changed my life... for the first time in my  
working career I look forward to  
coming to work everyday."*

**Amy Hamilton, Apprentice, Pacific Mark Construction**

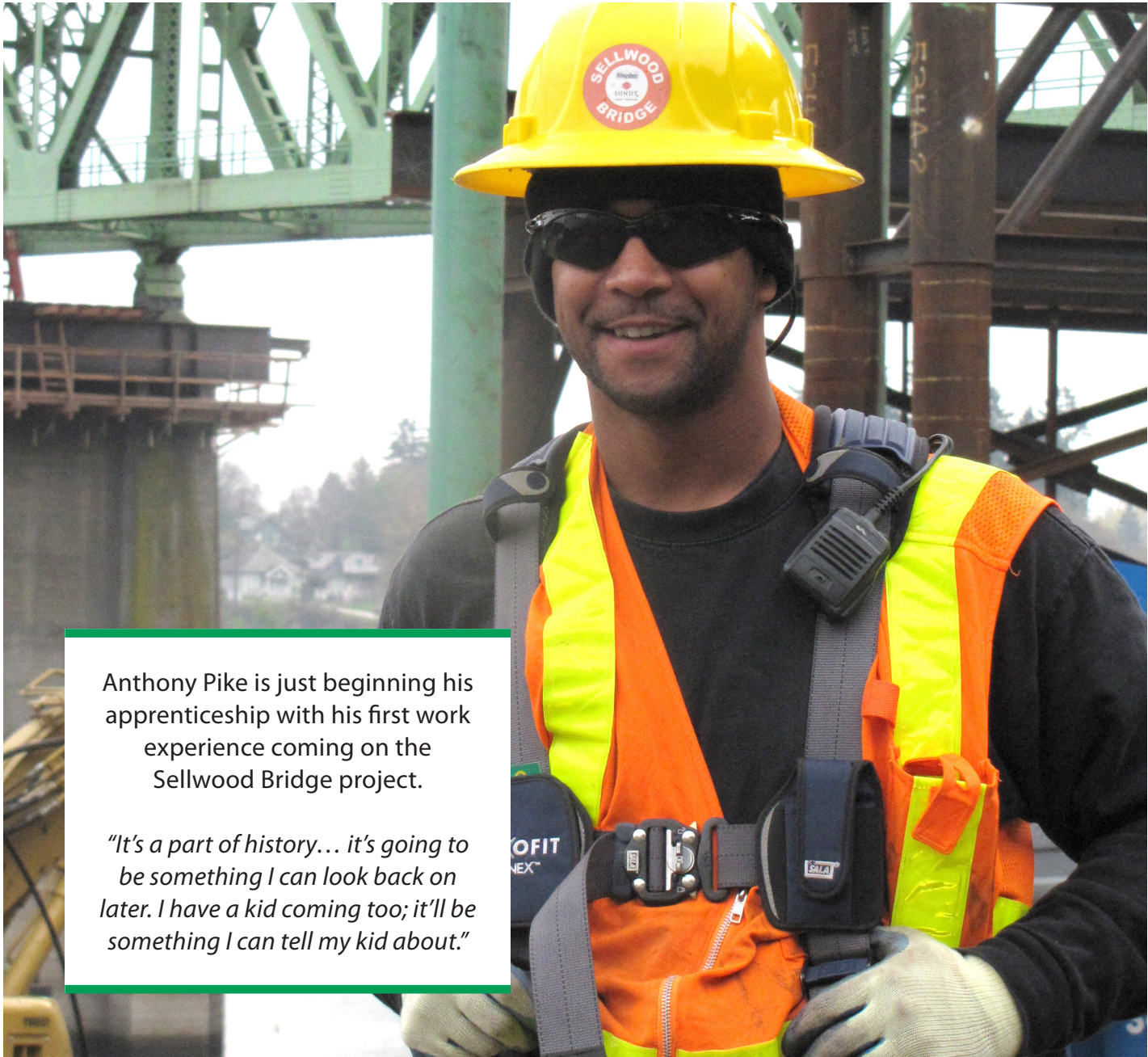
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### **Sellwood Workforce Development**

Goals and strategies designed to strengthen workforce development in the construction industry were also integrated in the Sellwood Bridge Subcontracting Plan. Slayden-Sundt JV implemented a program similar to the County's Workforce Training and Hiring Program, along with some ODOT requirements. The modified Workforce Training and Hiring Program requirements prioritized the hiring of local trades people to work on the project.

Essential elements of the program included:

- 20% apprenticeship participation per contractor, per trade, for the general contractor and every subcontractor with a subcontract of \$100,000 or greater
- Female workforce participation goal of 14%
- Minority workforce participation goal of 20%



Anthony Pike is just beginning his apprenticeship with his first work experience coming on the Sellwood Bridge project.

*"It's a part of history... it's going to be something I can look back on later. I have a kid coming too; it'll be something I can tell my kid about."*

While fewer than 9,000 hours had been performed up to the end of the fiscal year, with a projected estimated of 1.2 million hours to complete, minority workforce participation accounted for 25% (2,213 hours) of the workforce hours. By the time this project is complete, apprentices will have performed thousands of hours, obtaining essential training as what's already proven to be a diverse workforce. As the project moves forward, we will continue to report on the number of apprentices who complete their apprenticeship by working on the project and continue on to become journey workers in the construction industry.



## Sellwood Youth Development

Providing opportunities for young people is another important component of the project's Subcontracting Plan. By offering internships on the Sellwood Bridge Project, a number of students will be provided the opportunity to learn about bridge construction while earning money and gaining valuable work experience. Other students will earn scholarships through a number of local non-profit organizations to further their education.

A total of eight college students will earn paid internships over the course of the project. Additionally, 24 scholarships totaling \$48,000 will be provided to college students through existing community scholarship programs including the African American Chamber of Commerce, Hispanic Chamber of Commerce, Asian Reporter Foundation, Native American Chamber of Commerce, The Skanner Foundation, and the Oregon Association of Minority Entrepreneurs' Youth Summit.

While these scholarships and paid internships provide education and training for the students, they also deliver strong benefits to both the project and the community. Interns bring new ideas, unique perspectives and a strong work ethic to the project. In addition, many of the scholarship recipients and interns will one day return to work in our community, serving as the next generation of entrepreneurs and supporting our local economy.

# PERFORMANCE MEASURES

**COMBINED EFFORTS  
AWARDED MWESBs  
OVER \$22 MILLION**



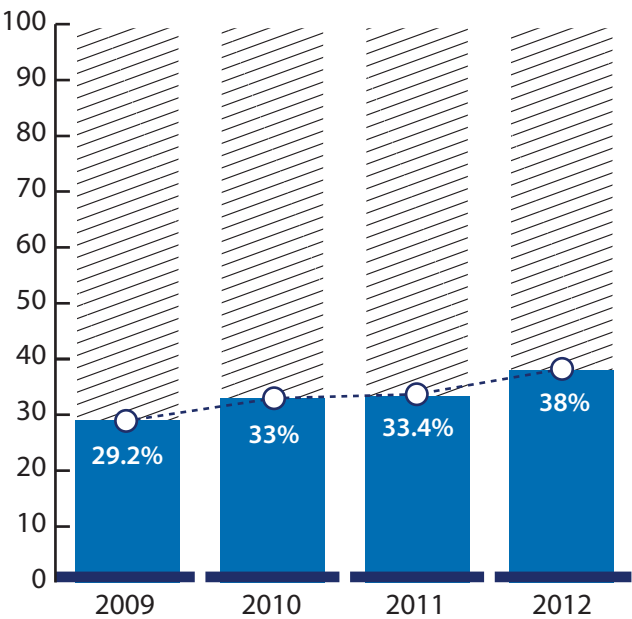
## CONTRACT AWARDS

Purchasing staff supported departments throughout the County in purchasing products and services in construction, health and human services, materials, and both professional and non-professional services. In 2012, Multnomah County awarded 24% fewer contracts from the previous year. Additionally, the total dollars awarded through contracts to vendors decreased by 34%. Despite these downward trends, contracts awarded to MWESBs increased for the fourth consecutive year to reach an all-time high of 38%, up from 34.3% in FY 2011.

### Combined Efforts

The East County Courthouse project awarded \$5,561,245 to MWESBs. The Sellwood Bridge Project awarded \$2.1 million to MWESB engineering firms and \$8,179,454 to MWESB construction firms working on early phases of the project. With the inclusion of contract awards from two of the County largest projects to date, the collective total of contract awards exceeded \$22 million at \$22,478,384.

CONTRACTS AWARDED TO MWESBs



## SUSTAINABLE PURCHASING

The County's Sustainable Purchasing and Social Equity policy provides a critical framework for staff to make buying decisions while integrating social and environmental considerations into purchases of services and goods. Multnomah County seeks to conduct business with vendors who demonstrate responsible business practices through sustainability and social equity innovations across the purchase of goods and services.

### Sharing Expertise

Through a collaborative process with departments, Purchasing continues to make significant improvements to existing tools, resource materials, and website updates. Lessons learned are shared with other public agencies interested in sustainability and social equity innovations.

The County's innovative approach to sustainable purchasing and social equity has garnered support from the National Institute of Government Purchasing (NIGP) and the National Association of Counties (NACo). Last year, Purchasing staff was asked to provide training at the NIGP and NACo Annual Conferences. More than 100 individuals and elected officials from across the US received our training.

By sharing knowledge with national organizations and public agencies seeking to adopt social equity and sustainability innovations into their purchasing policies and business practices, Multnomah County is leveraging government purchasing power beyond our region.



## COLLABORATIONS WITH THE OFFICE OF SUSTAINABILITY

### Surplus

The Office of Sustainability and Purchasing began a pilot project in FY 2012 to investigate alternatives that will streamline and simplify the process for repurposing or donating surplus property. Purchasing and the Office of Sustainability settled on a tiered online auction platform, govdeals.com, as an easy-to-use and convenient tool to repurpose surplus items within the County, donate items to a non-profit, or liquidate assets in an open marketplace.

The County elected to set-up three tiers: Multnomah County employees, non-profits and other governments, and the open market. When an item is "sold" on one of the first two tiers, the County receives no financial compensation, rather the County either reallocates or donates the item. For items sold in the open market, the County generates revenue.

In FY 2012, there were 23 successful, non-profit tiered, auctions. With the closure of the County's central warehouse, surplus items such as shelving, carts, cabinets, and other supplies were donated to the Habitat for Humanity ReStore. Prior to donating these items, Facilities and warehouse staff worked with every county department to repurpose the vast majority of items from the warehouse. Additionally, the County was able to successfully liquidate six items, generating a small amount of revenue.



## Sustainable Jails

Multnomah County is actively working to green our jails. In 2012, the Multnomah County Sheriff's Office launched the Sustainable Jail Project—a formal effort to incorporate sustainable decision-making and practices into Multnomah County jail facilities, operations, and programming.

The Sheriff's Office worked with the Multnomah County Office of Sustainability to develop the project plan and identify areas for operational savings. The project lays out eight goals, including reductions in energy and water consumption, waste generation and the use of toxic chemicals, along with an increased commitment to local food purchasing. These goals align with the County's 2008 Green Building Policy, 2009 Climate Action Plan, and 2010 Sustainable Purchasing and Social Equity Policy. In 2011, the Sustainable Jail Project saved over \$400,000 and this number is projected to grow.

The Sheriff's Office has also worked closely with Facilities and Property Management to implement energy savings upgrades throughout their correctional facilities.

Specific to the Inverness Jail, energy savings have been achieved through some of the following efforts:

- Chiller upgrade resulting in 30% energy savings
- Laundry facilities updated with hot water heat recovery, reducing energy consumption by 50%
- Inefficient lighting replaced
- Facilities consolidated
- Fuel efficient vehicles purchased

# PURCHASING PROGRAM & STAFF

## Leadership

County Purchasing is actively involved with the National Institute of Governmental Purchasing (NIGP) and it's two local chapters—the Columbia Chapter and the Oregon Public Purchasing Association (OPPA).

The NIGP is a professional organization that supports and promotes the public procurement profession through education, research programs, professional support, technical services and advocacy initiatives.

By teaming up with the two local chapters, Multnomah County is able to provide additional training resources, learn best practices from other agencies, as well as identify upcoming legislative issues that impact the County's business operations.

During FY 2012, Purchasing staff served on both NIGP Chapters, OPPA and Columbia Chapter, governing boards and committees:

**Brian Smith, served on the Legislative Committee of OPPA**

**Brian Smith, chaired the Professional Outreach Committee of OPPA**

**Barry Zimmerman, chaired the Program Development Committee of OPPA**

**Gerald Jelusich, co-chaired the Reverse Vendor Trade Show Committee of OPPA and Columbia Chapter**

**Lawrence Russell, served as Secretary of Columbia Chapter**

**Sherry Taylor, served as Membership Director of Columbia Chapter**

**Kathi Braeme-Burr, served as ProD of Columbia Chapter**

Additionally, staff participated on other boards including:

**Sophia Cavalli, served on National Association of Counties, Green Purchasing Task Force**

**Sophia Cavalli, served on Oregon Association of Minority Entrepreneurs Advisory Board**

**John Classen, served on Constructing Hope's Workforce Advisory Team**

## Awards

During 2012, Purchasing received several national awards for excellence in contracting and process improvements.



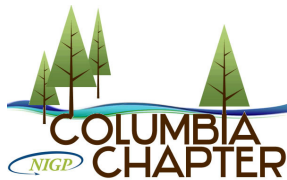
The NIGP Innovations Award recognizes member agencies that have enacted policies or practices that have enhanced the efficiency and effectiveness of their agency. During 2012, NIGP awarded Multnomah County the Innovations in Public Procurement Award for the development of an in-house, low-cost computer-based training platform.

The National Association of Counties (NACo), a professional organization that represents United States county governments, has a national achievement award program to recognize innovative county government programs. In 2012, Multnomah County Purchasing received two of these prestigious awards.

- Award for Development of Computer-based Learning Systems In-House -This computer-based learning system was developed to achieve better overall business planning, procurement, contracting, and business administration throughout the County. As a result of the new computer-based learning system, the county achieved a 62% savings over contracting out this work.
- Award for Using Continuous Improvement to Create an Electronic Processing System - This effort resulted in significant reduction in the amount of time the County spends processing contracts. By moving to an electronic contract system, the County was able to reduce the time required to process contracts from 20 days to 5-1/2 days within a six-month time frame. Implementing these efficiencies reduced direct costs by over \$11,000 annually.

## Professional Awards and Certifications

Three Purchasing staff members earned local and national recognition at NIGP Chapters (OPPA and Columbia), and the Hispanic Metropolitan Chamber of Commerce of Oregon:



**Brian Smith, was selected as Manager of the Year by both OPPA and NIGP Columbia Chapter, and was a top three finalist for NIGP's National Manager of the Year**

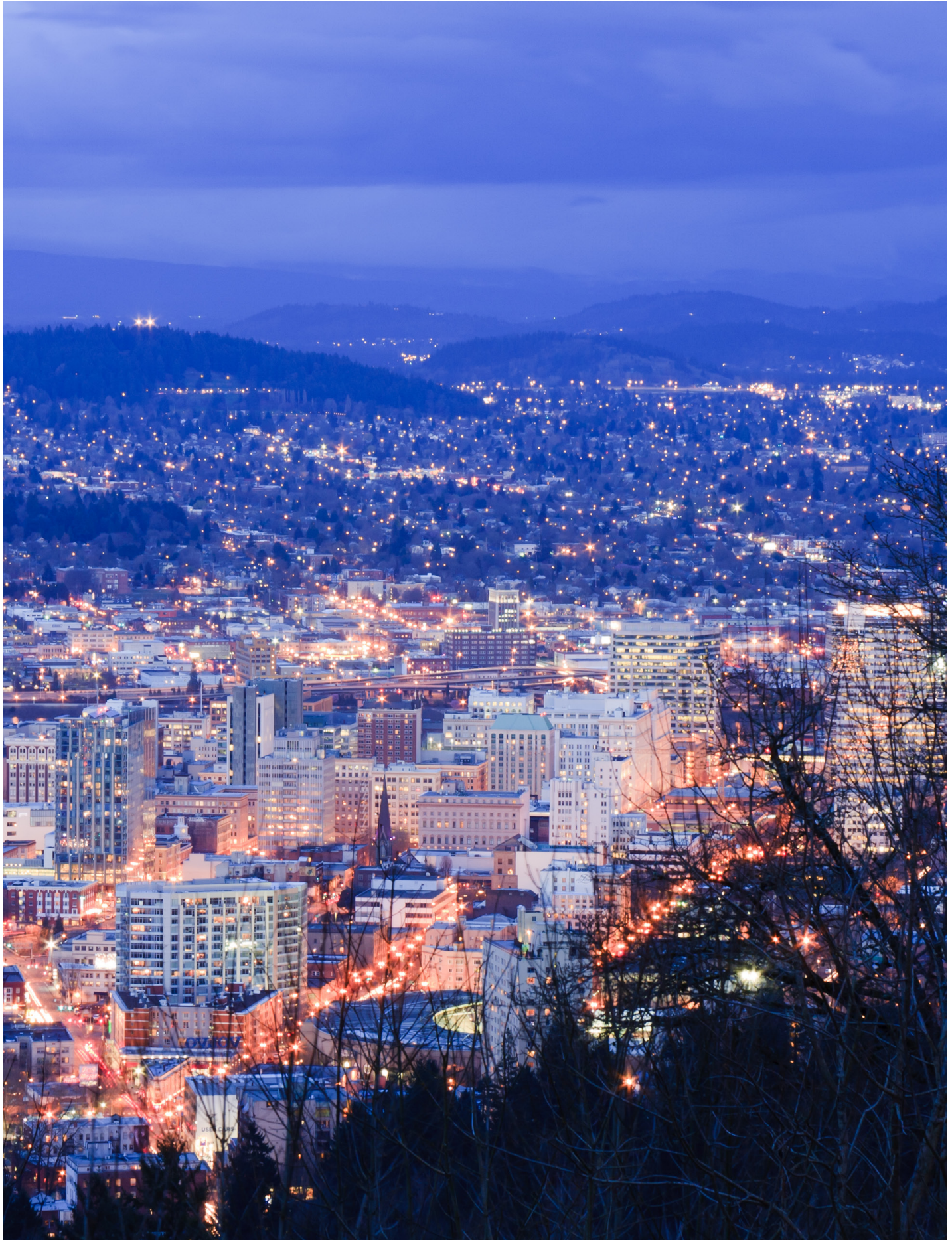
**Gerald Jelusich, was selected as Buyer of the Year by OPPA**

**Barry Zimmerman, was selected Volunteer of the Year by OPPA**

**Sophia Cavalli, received a Leadership Award from Portland Hispanic Chamber of Commerce**

During the fiscal year, Purchasing staff dedicated many hours of study and preparation to pursue professional certifications. As of June 30, 2012, 78% of Purchasing's staff held professional certifications.

Ongoing professional education, training and volunteer efforts performed by Multnomah County's purchasing professionals reflects their commitment to excellence, professional development and service to the community. Likewise, the professional awards and recognition received by Multnomah County purchasing staff helps to strengthen the community's trust in the County as effective stewards of taxpayer dollars.





**\$217,980,386**  
GOOD AND SERVICES PURCHASED

**679**  
CONTRACTS AND AMENDMENTS  
PROCESSED

**\$6,637,608**  
DOLLARS AWARDED TO  
MWESBs

**2,360**  
TRAINING HOURS PROVIDED  
TO MWESBS AND FUTURE  
ENTREPRENEURS GOOD AND  
SERVICES PURCHASED

**6**  
BUSINESS AND  
WORKFORCE  
DEVELOPMENT  
PROGRAMS  
SPONSORED

**38%**  
CONTRACTS AWARDED  
TO MWESBs



# 2012

# IN REVIEW

**2096**

TRAINING HOURS PROVIDED TO  
COUNTY STAFF

**60**

CONTRACTS  
AWARDED TO  
MWESBs

**9,360**

TRAINING HOURS PROVIDED  
TO INDIVIDUALS INTERESTED IN  
CONSTRUCTION

**282**

TRAINING HOURS  
PROVIDED TO COUNTY  
PARTNERS

**78%**

STAFF WITH  
PROFESSIONAL  
CERTIFICATIONS

**323**

BUSINESS AND  
WORKFORCE PARTICIPANTS  
TRAINED

# MWESB PARTNERS



*"We learned a great deal on our weatherization contracts. It has been a good experience for us to grow our business, and a good experience working for the County"*

**Val Solarzano, President, Chick of All Trades, MBE**

*"Our firm has enjoyed a collaborative and rewarding working relationship with members of the County's IT and Office of Emergency Management teams. We specialize in developing web and mobile applications that integrate mapping, and the County engaged us to create a software tool called "Bridge." Bridge provides county staff and regional emergency management professionals with a suite of map-based planning and emergency response capabilities. Working on this project was an excellent opportunity for us - one we are very thankful for."*

**Bryce Gartrell, President, The Gartrell Group, LLC, ESB**



*"We most recently provided signage for the Multnomah County East County Courthouse project. We had an excellent experience working on the East County Courts project and we look forward to working on additional County projects in the future. Our design, fabrication, and installation experience allow us to offer creative solutions at the best value to our clients."*

**Christine Mosher, President, Sign Wizards, WBE**



*"By providing a variety of services including training, facilitation, consulting and coaching, I have a unique opportunity to interface with different departments and individuals from all levels of the County. As I have worked with County employees, I have been continually inspired by the people, their dedication and commitment to their work and clients. I am gratified to serve the greater community and the community that I live in."*

**Kristen Lensen, President, Kristen Lensen Consulting, MBE**

*"We have been working for Multnomah County for a number of years. Their project managers and building engineers are always a pleasure to work with. They are professional, knowledgeable and helpful. We've completed a number of projects this last year for Multnomah County and look forward to many more in the coming years."*

**Eric Schilling, President, Vane Axial Fans Mechanical, Inc., ESB**



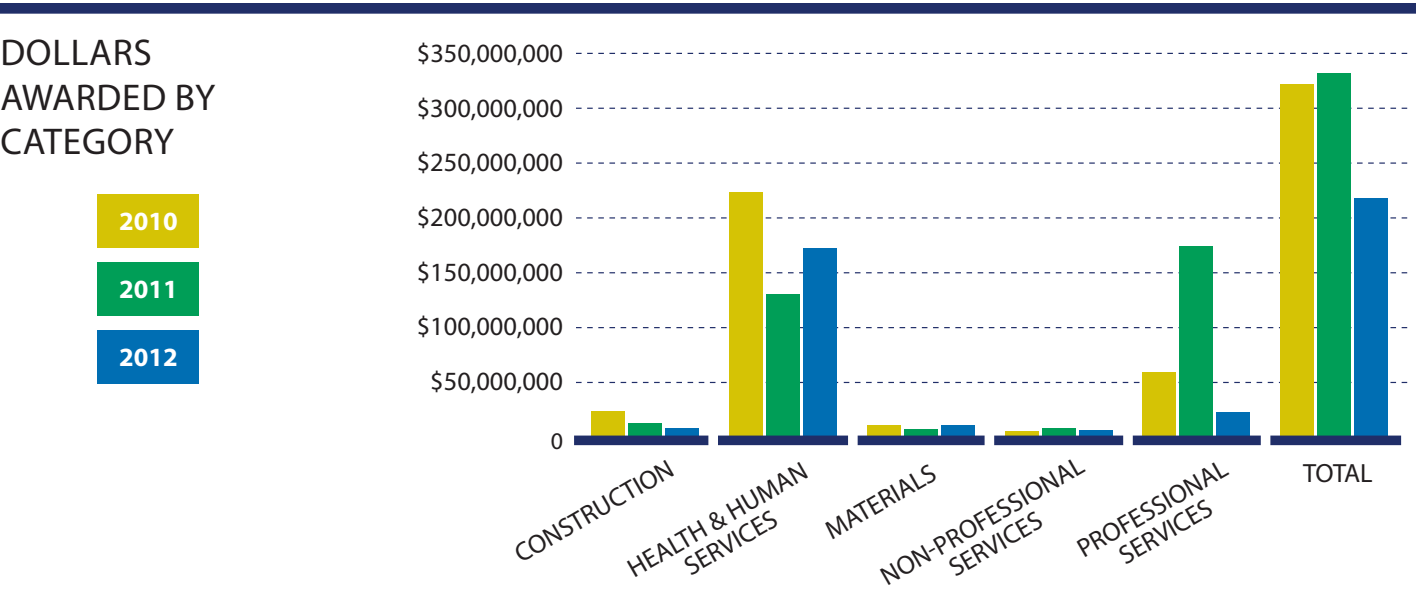
*"Multnomah County creates opportunities for MWESB firms by requiring their staff and general contractors to look for ways to work with small and minority contractors. By having the customer, Multnomah County, be the driving force for change we are seeing true growth and opportunities in our marketplace. Classique Floors was selected as the flooring contractor for the Multnomah County Courthouse, one of the largest projects we have worked on. The County is leading the way, helping contractors like Classique Floors become a viable contender for work in our community."*

**Judith E. Huck, President, R & L Classique Floors, Inc., WBE**

# PERFORMANCE MEASURES

During the last year, Purchasing staff supported departments to purchase a wide range of goods and services. This included the processing of hundreds of contract renewals and amendments.

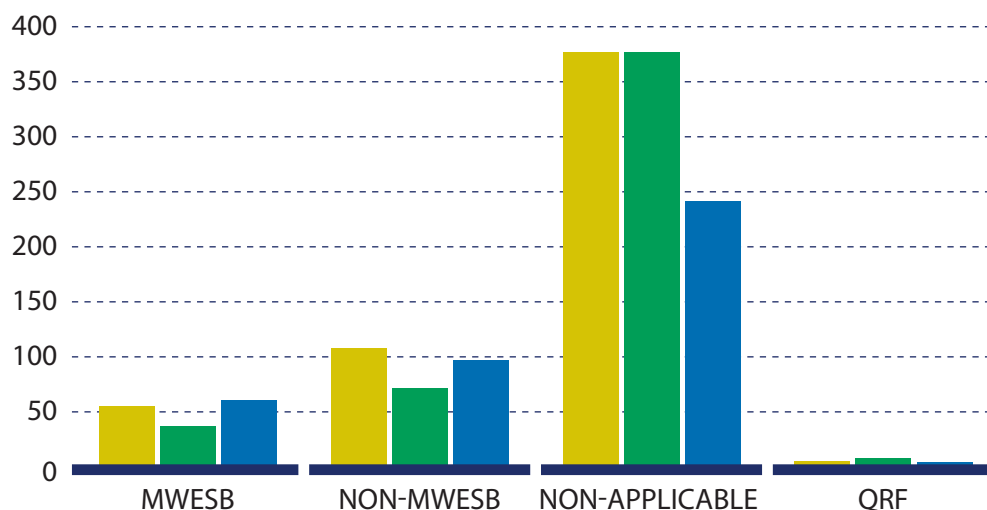
In FY 2012, the largest percentage of all dollars was awarded through contracts for health and human services and professional services, at a combined 89%. Construction contracts represented 3%, while materials and non-professional services were each awarded 7%. In comparison, the County awarded 92% of all contract dollars in 2011 to health and human services and professional services. Construction contracts represented 4%, while materials and non-professional services each awarded 2% of dollars.



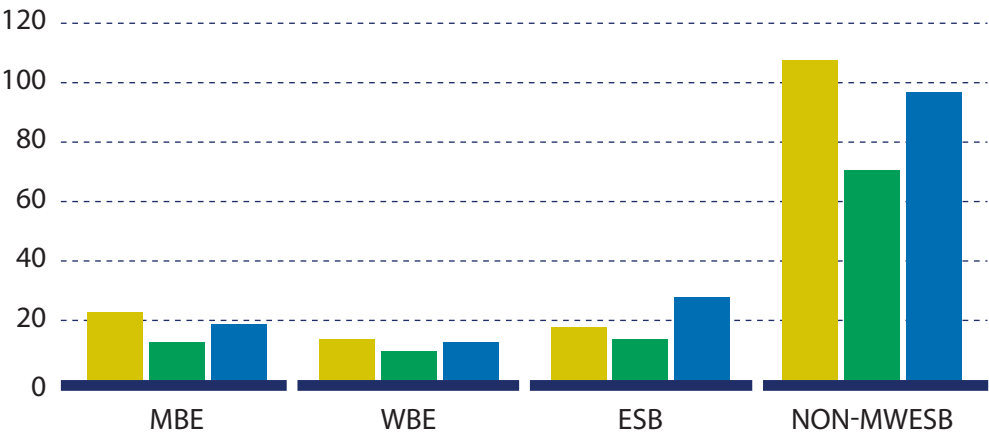
The charts on the following pages have organized contracts into three main categories:

- MWESB and Non-MWESB Awards—These are subdivided into Minority Business Enterprises, Women Business Enterprises, and Emerging Small Businesses (MWESBs) and Non-MWESB.
- Non-Applicable Awards—Vendors in this category are either ineligible for MWESB certification, or they chose not to apply for that status. They may be government agencies, non-profits, or other non-governmental organizations, such as utilities.
- QRF—Contract Awards Vendors who are Qualified Rehabilitation Facilities under the State of Oregon Product of Disabled Law (ORS 279.835-279.855).

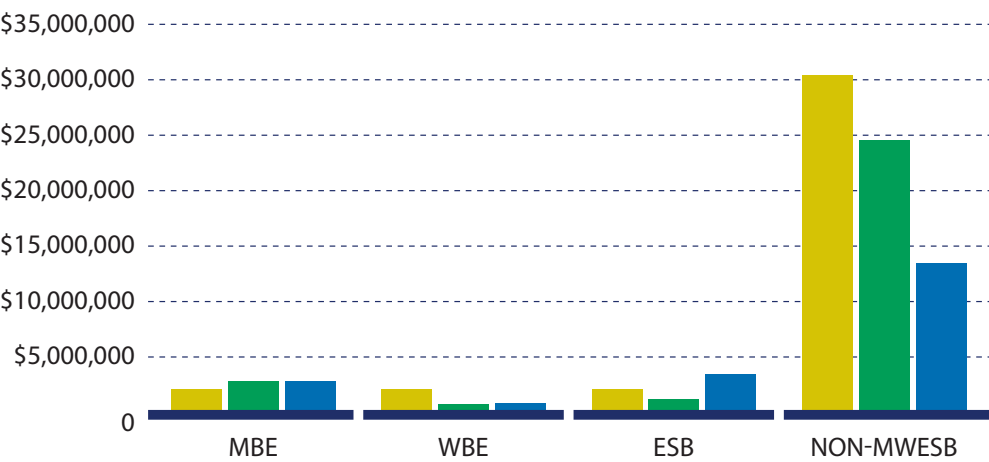
## TOTAL NUMBER OF CONTRACTS



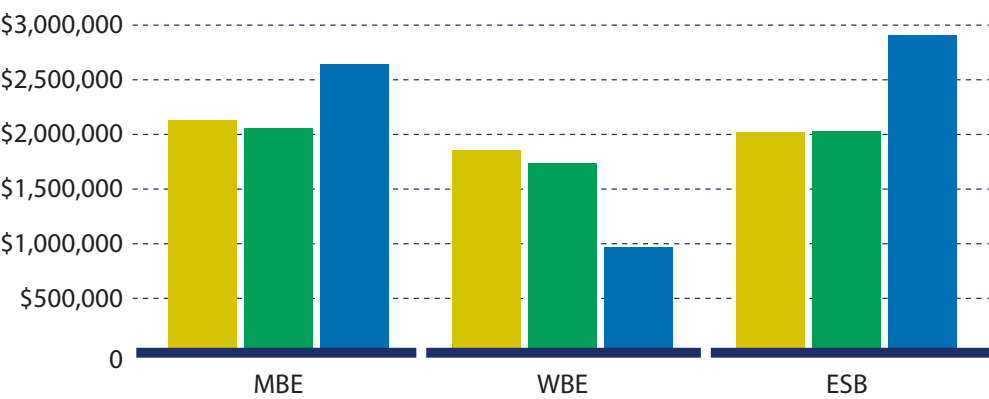
PRIME CONTRACT  
AWARDS



PRIME DOLLARS  
AWARDED



PAYMENTS TO  
MWESBs





Total dollars awarded through contracts to vendors decreased by 34%. Despite these declines in the number of contracts and dollars awarded, contracts awarded to MWESBs increased from 34.3% in 2011 to 38% in 2012.

Over the last four years, overall contract awards have varied. However, contracts awarded to MWESBs have increased each year. This positive trend demonstrates continued progress to increase MWESB access to contracting opportunities across the wide range of goods and services purchased by the County.

Another positive data trend is reflected in the increase of contracts awarded and payments made to Minority-owned business. Compared to 2011, MBEs were paid an additional \$660,781, representing an increase of 24%. In 2012, contract awards increased by 31%. See pages 44 and 45 for details.

The overall participation of MWESBs in county contracting opportunities continues to grow, with 38% of contracts currently awarded to MWESBs. In comparison, MWESBs were awarded 14.3% of contracts in 2007 and 29.2% in 2008. Since 2009, MWESB contracts have made up 29% or more of all county contracts.

## PRIME CONTRACT AWARDS

### FY2012 CONTRACT AWARDS

	# OF CONTRACTS	% OF CONTRACTS	\$ AWARDED	% OF \$ AWARDED
<b>MBE</b>	19	12.10%	\$2,646,879	13.18%
<b>WBE</b>	13	8.28%	\$714,123	3.56%
<b>ESB</b>	28	17.83%	\$3,276,606	16.32%
<b>MWESB TOTAL</b>	60	38.22%	\$6,637,608	33.05%
<b>NON-MWESB TOTAL</b>	97	61.78%	\$13,442,971	66.95%

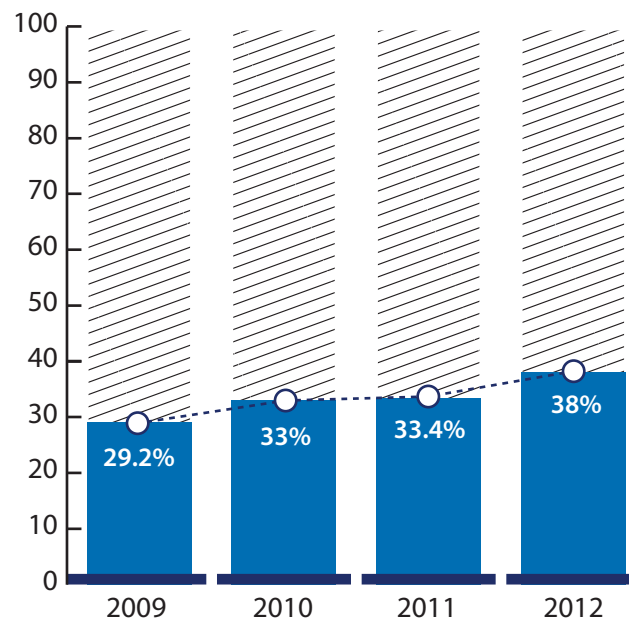
### FY2011 CONTRACT AWARDS

	# OF CONTRACTS	% OF CONTRACTS	\$ AWARDED	% OF \$ AWARDED
<b>MBE</b>	13	12.0%	\$2,672,637	9.3%
<b>WBE</b>	10	9.3%	\$596,349	2.1%
<b>ESB</b>	14	13.0%	\$1,017,596	3.5%
<b>MWESB TOTAL</b>	37	34.3%	\$4,286,582	14.9%
<b>NON-MWESB TOTAL</b>	71	65.7%	\$24,429,330	85.1%

### FY2010 CONTRACT AWARDS

	# OF CONTRACTS	% OF CONTRACTS	\$ AWARDED	% OF \$ AWARDED
<b>MBE</b>	23	14%	\$1,933,291	5.50%
<b>WBE</b>	14	9%	\$1,946,798	5.50%
<b>ESB</b>	18	11%	\$1,899,659	5%
<b>MWESB TOTAL</b>	55	34%	\$5,779,379	16%
<b>NON-MWESB TOTAL</b>	108	66%	\$30,296,119	84%

### CONTRACTS AWARDED TO MWESBs



## TOTAL PAYMENTS TO MWESB FIRMS

### FY2012

	\$ PAID	% OF TOTAL PAID	# OF VENDORS	% OF TOTAL # OF VENDORS
<b>MBE</b>	\$2,713,689	41.66%	34	32.08%
<b>WBE</b>	\$967,606	14.86%	32	30.19%
<b>ESB</b>	\$2,832,024	43.48%	40	37.74%
<b>TOTAL</b>	\$6,513,319	100%	106	100%

### FY2011

	\$ PAID	% OF TOTAL PAID	# OF VENDORS	% OF TOTAL # OF VENDORS
<b>MBE</b>	\$2,052,908	35.30%	31	29.60%
<b>WBE</b>	\$1,734,627	29.80%	37	35.20%
<b>ESB</b>	\$2,025,991	34.90%	37	35.20%
<b>TOTAL</b>	\$5,813,526	100%	105	100%

### FY2010

	\$ PAID	% OF TOTAL PAID	# OF VENDORS	% OF TOTAL # OF VENDORS
<b>MBE</b>	\$2,126,729	35.50%	38	5.50%
<b>WBE</b>	\$1,850,065	30.80%	35	5.50%
<b>ESB</b>	\$2,021,636	33.70%	31	5%
<b>TOTAL</b>	\$5,998,431	100%	104	100%

## NON-APPLICABLE AWARDS

YEAR	# OF CONTRACTS	\$ AWARDED
<b>FY2012</b>	241	\$197,316,226
<b>FY2011</b>	297	\$301,953,024
<b>FY2010</b>	377	\$285,349,945

## QRF CONTRACT AWARDS

YEAR	# OF CONTRACTS	\$ AWARDED
<b>FY2012</b>	2	\$583,580
<b>FY2011</b>	8	\$1,510,171
<b>FY2010</b>	3	\$193,136

## TOTAL AWARDS

### MWESB, NON-MWESB, NON-APPLICABLE AND QRF

YEAR	# OF CONTRACTS	\$ AWARDED
<b>FY2012</b>	400	\$217,980,386
<b>FY2011</b>	493	\$332,179,108
<b>FY2010</b>	543	\$321,618,581



# PCRB AND ORS REPORTING FY12

**Procurement Reporting:** This part of the report contains information pursuant to the following Public Contract Review Board Rules:

## Section 20-0025(d)

A listing of solicitations awarded through the solicitation process to contractors who did not score the highest evaluation or have the lowest responsive bid.

ID #	DESCRIPTION	VENDOR	CONTRACT #	DATES	AMOUNT
B12-10514	Rockwood Library Parking Lot Reconstruction	Silco Commercial Construction	4600008798	8/12/2011- 9/30/2011	\$224,338.00
B12-10549	Vote by Mail Envelopes for Multnomah County Elections Department	MacKay Mitchell	4600008883	12/01/2011- 12/01/2016	\$500,000.00

## Section 20-0025(e)

A listing of Contracts exceeding the dollar limited set forth in Rule 47-0270 (1), 49-0160 (1) as well as Formal personal services Contracts governed by Administrative Procedure PUR-1 for which only one bid or proposal was received.

ID #	DESCRIPTION	VENDOR	CONTRACT #	DATES	AMOUNT
B12-10668	Supply Traffic/Hwy Paint	Ennis Paint Company	46000009063	5/1/2012- 4/30/2017	\$2,300,000.00
P12-10627	Kiosk Units	Touch Legal	46000009046	4/16/12 – 4/15/2015	\$217,530.00

## CONTRACTS SUMMARY

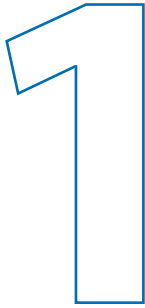
The following information is pursuant to PCRB rules 20-0025 (a) & (c), which require an index of contracts, contract price, and contractors, as well as a summary of contract totals by County Departments for the prior and current year.

In FY12, Multnomah County awarded contracts totaling \$217,980,386. The awarded amounts represent the total value of all contracts that have a start date between 7/1/2011 and 6/30/2012. The nature of multi-year contracts can cause awarded amounts to vary considerably from one fiscal year to the next. The following tables summarize these totals by County Department for FY12..

### Department FY12 Awarded Amount

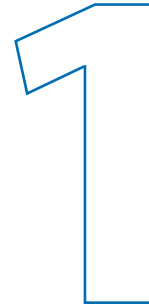
County Assets	\$19,687,978
Community Justice	\$13,083,070
Community Services	\$5,146,809
County Human Services	\$153,549,437
County Management	\$4,866,626
District Attorney	\$16,200
Health	\$8,915,704
Library	\$931,595
Non-Departmental	\$11,280,568
Sheriff's Office	\$502,396
<b>Totals</b>	<b>\$217,980,386</b>

# APPENDIX



## CONTRACT AWARDS TO MWESB VENDORS AND QRF FIRMS

VENDOR #	VENDOR NAME	\$ AMOUNT	CERTIFICATION
4600009013	APPLEXUS TECHNOLOGIES LLC	\$150,000.00	MBE
4600009011	APPLEXUS TECHNOLOGIES LLC	\$225,000.00	MBE
4600009071	APPLEXUS TECHNOLOGIES LLC	\$225,000.00	MBE
4600008819	BEACON SYSTEMS	\$74,965.00	MBE
4600008817	BEACON SYSTEMS	\$75,000.00	MBE
4600008818	BEACON SYSTEMS	\$75,000.00	MBE
4600008921	BEACON SYSTEMS	\$225,000.00	MBE
4600008982	BEAVERTON PLUMBING INC	\$46,000.00	ESB
4600008862	BOILER & COMBUSTION SERVICES INC	\$250,000.00	ESB
4600008833	CHEROKEE CONSTRUCTION SERVICES LLC	\$105,935.07	MBE
4400000027	CIPRIANO & SON CONSTRUCTION INC	\$27,777.88	ESB
4600008907	CLASSIQUE FLOORS INC	\$10,799.00	WBE
4600008849	CLASSIQUE FLOORS INC	\$29,555.00	WBE
4600008877	CLASSIQUE FLOORS INC	\$45,113.40	WBE
4600008943	CLEAN SERVICES NORTHWEST	\$150,000.00	ESB
4600008964	COLLINS MECHANICAL INC	\$88,676.35	ESB
4600008986	COLLINS MECHANICAL INC	\$578,546.50	ESB
4600008971	COMPLETE HEATING & COOLING	\$8,790.00	ESB
4600008776	COMPLETE HEATING & COOLING	\$44,741.88	ESB
4600008823	DECISIONS DECISIONS	\$48,982.09	ESB
4400000030	DEPAUL INDUSTRIES	\$28,125.00	QRF
4400000026	DONKIN CONSTRUCTION COMPANY	\$24,550.00	ESB
4600008778	DTS SYSTEMS INC	\$15,585.00	ESB
4600008969	EDGE-LEADERSHIP CONSULTING LLC	\$75,000.00	WBE
4600008806	EUROPEAN SECURITY & IRON SPECIALTIE	\$83,950.00	ESB
4600008901	EUROPEAN SECURITY & IRON SPECIALTIE	\$122,958.98	ESB
4400000098	FIGURE 8 CONSULTING LLC	\$75,000.00	WBE
4400000080	FORWARD MOTION FACILITATION LLC	\$75,000.00	ESB
4600008831	GARTRELL GROUP LLC THE	\$60,000.00	ESB
4600008958	GRASSROOTS NORTHWEST	\$1.00	ESB
4600008870	GRUPPO MARCUCCI LLC	\$80,000.00	WBE
4600008807	HALL ELINOR	\$30,000.00	WBE
4600008851	IN LINE COMMERCIAL CONSTRUCTION INC	\$33,766.00	MBE
4600008923	IN LINE COMMERCIAL CONSTRUCTION INC	\$83,436.00	MBE
4400000003	JAMA SOFTWARE INC	\$46,759.30	ESB
4400000060	KONELL CONSTRUCTION & DEMOLITION	\$34,773.00	ESB
4600008813	KONELL CONSTRUCTION & DEMOLITION	\$109,289.81	ESB
4600008973	KONELL CONSTRUCTION & DEMOLITION	\$246,586.47	ESB
4600008690	KRISTIN LENSEN CONSULTING	\$40,000.00	MBE
4400000051	KRISTIN LENSEN CONSULTING	\$75,000.00	MBE
4600008767	KRISTIN LENSEN CONSULTING	\$75,000.00	MBE
4600008825	KRISTIN LENSEN CONSULTING	\$150,000.00	MBE

**CONTRACT AWARDS TO MWESB VENDORS AND QRF FIRMS** (CONTINUED)**APPENDIX**

VENDOR #	VENDOR NAME	\$ AMOUNT	CERTIFICATION
4600009041	LINGUAVA INTERPRETERS	\$10,000.00	ESB
4600008962	MARY FORST ASSOCIATES	\$75,000.00	WBE
4600008968	NORTH STAR FACILITATORS	\$75,000.00	WBE
4600008945	NORTHWEST ELECTRICAL CONTRACTORS CO	\$750,000.00	ESB
4600008981	NORTHWEST SCAFFOLD SERVICE INC	\$150,000.00	ESB
4400000090	PACIFIC WINDOW TINTING INC	\$7,110.00	WBE
4400000022	PACIFICMARK CONSTRUCTION	\$49,777.00	MBE
4400000100	PACIFICMARK CONSTRUCTION	\$150,000.00	MBE
4600008955	PROGRESSIVE ELECTRIC INC	\$93,372.00	ESB
4600008960	REDDER CAMPBELL GROUP	\$16,921.00	WBE
4600009004	RIVER CITY GLASS	\$10,546.50	ESB
4600008815	ROCHE HECTOR	\$25,000.00	MBE
4600008879	SBS CONSTRUCTION LLC	\$143,440.00	ESB
4600009089	SERVICE-NOW.COM	\$555,455.00	QRF
4600008852	SIGN WIZARDS INC	\$150,000.00	WBE
4600008948	STRYKER CONSTRUCTION INC	\$5,210.00	ESB
4600008795	SUAREZ LUCRECIA V	\$344,000.00	MBE
4600008718	SUAREZ LUCRECIA V	\$465,000.00	MBE
4600008935	TEAM HR LLC	\$44,625.00	WBE
4600009003	VANE AXIAL FANS MECHANICAL INC	\$51,069.33	ESB
<b>TOTAL</b>		<b>\$7,221,188.56</b>	

## APPENDIX

# 2

### PAYMENTS MADE TO MWESB VENDORS

VENDOR #	VENDOR NAME	\$ AMOUNT	CERTIFICATION
49143	3-D ELECTRICAL SERVICES INC	\$18,602.96	ESB
62928s	AFFORDABLE FAMILY MEMORIALS	\$145.00	MBE
47510	AIR SYSTEMS SALES & RENTALS	\$3,290.00	ESB
55108	APPLEXUS TECHNOLOGIES LLC	\$174,467.50	MBE
62284	AVALON HEATING & COOLING INC	\$30,200.00	ESB
58961	BAY VIEW BUILDING MAINTENANCE INC	\$9,600.00	WBE
61093	BEAVERTON PLUMBING INC	\$46,000.00	ESB
62387	BEACON SYSTEMS	\$316,625.00	MBE
49842	BIO-MED TESTING SERVICE INC	\$4,573.00	WBE
52795	BLAZING STITCHES LLC	\$1,372.04	ESB
56816	BOANERGES GROUP LLC	\$6,795.00	MBE
20262	BOILER & COMBUSTION SERVICES INC	\$40,262.62	ESB
23657	BREMER KAMALA	\$8,452.50	WBE
22097	BRISTOL WOODWORKING & DESIGN INC	\$4,585.00	ESB
53247	BRUCE INTERNATIONAL INC	\$24,705.74	MBE
62410	BUDS EXPERT TREE CARE INC	\$52,128.50	ESB
52102	BUSINESS COURIER	\$10,336.71	MBE
28038	CAMPAGRAPHS INC	\$6,110.00	MBE
23949	CARLETON HART ARCHITECTURE PC	\$133,604.62	MBE
62897	CHEROKEE CONSTRUCTION SERVICES LLC	\$41,608.65	MBE
58753	CHICK OF ALL TRADES LLC	\$73,252.46	MBE
41159	CLASSIQUE FLOORS INC	\$115,927.80	WBE
63248	CLEAN SERVICES NORTHWEST	\$2,185.00	ESB
56027	COLLINS MECHANICAL INC	\$47,270.10	ESB
22884	COMPASS COMPUTING GROUP INC	\$269,026.25	ESB
53657	COMPLETE HEATING & COOLING	\$44,741.88	ESB
44915	COREY DAVID M PHD PC	\$34,042.18	ESB
10547	CORNYN FASANO GROUP THE	\$1,575.00	WBE
52171	CUSTOM IMPRINT	\$2,870.00	ESB
59149	DON BURKE EXCAVATION & CONSTRUCTION	\$300.00	ESB
58153	DONKIN CONSTRUCTION COMPANY	\$303,117.94	ESB
51383	DTS SYSTEMS INC	\$17,023.00	ESB
61001	EDGE LEADERSHIP CONSULTING	\$3,375.00	WBE
28554	ELITE SIGNS	\$302.00	MBE
55168	ENERGY COMFORT & CONSTRUCTION LLC	\$415,527.41	MBE
54334	ENSOFTEK INC	\$425,404.26	MBE
28468	EUROPEAN SECURITY & IRON SPECIALTIE	\$312,686.43	ESB
55358	EVEN FREE ADVERTISING SPECIALITIES	\$12,057.73	WBE
46692	EXCEL GLOVES & SAFETY SUPPLIES INC	\$82,432.88	MBE
63229	EXTREME PRODUCTS LLC	\$1,681.32	MBE

## PAYMENTS MADE TO MWESB VENDORS (CONTINUED)

VENDOR #	VENDOR NAME	\$ AMOUNT	CERTIFICATION
60257	FIELDS PARTNERS INC	\$26,042.05	WBE
25171	FIRST INC	\$126,040.34	MBE
58833	FLANNEL THOMAS	\$23,268.50	MBE
42867	FOX ARCHITECTURAL SIGNS INC	\$26,715.00	WBE
60840	GARTRELL GROUP LLC THE	\$182,162.50	ESB
63521	GRAND RENTAL STATION	\$12,843.00	ESB
24096	GRASSROOTS NORTHWEST	\$7,605.00	ESB
50518	GREEN TRANSPORTATION COMPANY LLC	\$34,495.90	MBE
60317	GROFF SOLUTIONS LLC	\$1,385.82	WBE
60158	GROUP AGB LIMITED	\$51,417.75	MBE
62947	GRUPPO MARCUCCI LLC	\$7,500.00	WBE
10677	HALL ELINOR	\$7,110.00	WBE
21820	HARRIS WORKSYSTEMS INC	\$89,629.00	WBE
61022	HODAIE ENGINEERING INC	\$3,400.00	ESB
50983	HOOD TO COAST RESTORATION INC	\$2,960.00	ESB
10421	IN LINE COMMERCIAL CONSTRUCTION INC	\$289,354.00	MBE
58014	JAMA SOFTWARE INC	\$94,006.80	ESB
56254	JUST IN TIME TRAINING	\$15,807.50	WBE
46411	KENNEY LORI	\$43,368.75	WBE
25267	KIPE & ASSOCIATES INC	\$120,816.00	WBE
61597	KONNELL CONSTRUCTION & DEMOLITION	\$280,299.49	ESB
50970	KRISTIN LENSEN CONSULTING	\$220,538.23	MBE
59889	LANGUAGES TRANSLATION SERVICES	\$2,190.00	MBE
62008	LINGUAVA INTERPRETERS	\$69,834.27	ESB
58001	MALDENS PAINTING	\$18,125.00	ESB
28101	MARCO IDEAS UNLIMITED	\$4,657.32	WBE
53029	MCCLINTOCK REBECCA C	\$55,450.00	WBE
46293	MECHANICAL INC	\$35,442.90	MBE
50233	NEWBERRY ENTERPRISES INC	\$4,508.62	ESB
53351	NORTH STAR FACILITATORS	\$7,025.00	WBE
56627	NORTHWEST ELECTRICAL CONTRACTORS CO	\$516,994.40	ESB
60289	NORTHWEST SCAFFOLD SERVICE INC	\$6,989.39	ESB
59317	NORTHWEST TECHREP INC	\$43,388.00	ESB
55136	OH PLANNING & DESIGN LLC	\$61,837.80	WBE
24491	OMEGA CREMATION & BURIAL SERVICE	\$10,755.80	WBE
53142	OMNI INTERIORS INC	\$1,762.00	ESB
60110	ONEILL ELECTRIC INC	\$1,788.00	MBE
43891	PACIFIC COAST AIR BALANCE CO	\$300.00	ESB
28854	PACIFIC WINDOW TINTING	\$4,025.00	WBE
46135	PACIFICMARK CONSTRUCTION	\$56,098.00	MBE
25189	PASSPORT TO LANGUAGES	\$178,241.25	WBE

## APPENDIX



## APPENDIX

# 2

### PAYMENTS MADE TO MWESB VENDORS (CONTINUED)

VENDOR #	VENDOR NAME	\$ AMOUNT	CERTIFICATION
10009	PORTLAND OBSERVER INC	\$1,585.71	WBE
50337	PROFESSIONAL MINORITY GROUP INC	\$35,277.00	MBE
63275	PROGRESSIVE ELECTRIC INC	\$75,757.00	ESB
28203	PROMOTIONAL CONCEPTS	\$167.58	MBE
56071	RIVER CITY GLASS	\$88,166.94	ESB
61300	ROCHE HECTOR	\$9,740.00	MBE
53779	SBS CONSTRUCTION LLC	\$143,440.00	ESB
52447	SCHILLER GRAPHICS CORPORATION	\$4,724.98	WBE
55759	SIGN WIZARDS INC	\$33,820.50	WBE
58797	SOLID GROUND CONSULTING	\$16,662.50	ESB
57492	STEWART MARKETING GROUP LLC	\$5,722.20	MBE
22480	STORIE & ASSOCIATES	\$4,895.00	WBE
47345	STRYKER CONSTRUCTION INC	\$12,409.00	ESB
22889	SUAREZ LUCRECIA V	\$101,089.83	MBE
56138	TAP RESOURCES	\$3,999.75	MBE
24220	TEAM HR LLC	\$11,900.00	WBE
47704	TECHKNOWSOLVE INC	\$150.15	WBE
63087	TITAN UTILITIES LLC	\$17,303.00	ESB
25579	TRI PHASE ELECTRIC	\$67,492.19	WBE
24601	TRIAD TECHNOLOGY GROUP INC	\$1,624.00	MBE
20377	TRI-STAR DETENTION INC	\$25,076.07	WBE
22211	TURTLE MOUNTAIN CONSTRUCTION COMPANY	\$2,370.00	MBE
59976	VANE AXIAL FANS MECHANICAL INC	\$3,402.58	ESB
20383	WACO SCAFFOLD COMPANY INC	\$66.53	MBE
42444	WEST COAST AIR PRODUCTS INC	\$2,034.00	WBE



## APPENDIX

# 3

## DEFINITIONS

### Emerging Small Business

Emerging Small Business (ESB) certification applies to firms that meet the following criteria:

- Principal place of business located in Oregon
- Average annual gross receipts over the past three years not exceeding \$1 million for construction companies and \$300,000 for all other businesses
- Fewer than 20 employees
- Properly licensed and legally registered in Oregon

For more information on criteria for becoming ESB certified with the State of Oregon, check with the OMWESB website at: [www.oregon4biz.com/Grow-Your-Business/Business-services/MinorityOwned-Business-Certification/](http://www.oregon4biz.com/Grow-Your-Business/Business-services/MinorityOwned-Business-Certification/).

### Formal Procurement

Formal procurements are those with a value exceeding \$150,000. They are described in Appendix 4 Competitive Threshold Guide.

### Informal Procurement

Informal procurements have a value between \$5,000 and \$150,000. They are described in Appendix 4 Competitive Threshold Guide.

### Minority Business Enterprise & Women-Owned Business Enterprises

Certification given by the State of Oregon to a Minority Business Enterprise (MBE) or a Women-Owned Business Enterprise (WBE) pursuant to ORS 200.055:

**Ownership** - minority or woman interest must own at least 51 percent of the business

**Independence** - the minority or woman-owned firm must not be inextricably associated or dependent upon a non-disadvantaged firm or individual(s)

**Control** - minority or woman interest must have managerial and operational control over all aspects of the business

**Contribution of capital by minority or woman owners** - one or more minority or woman business owners must have made a real and substantial contribution of capital or expertise to the business, commensurate with their ownership interest

**Business size** - firms must not exceed the size standards as defined by the North American Industry Classification System (NAICS) Codes.

For more information on criteria for becoming MBE or WBE certified with the State of Oregon, check with the OMWESB website at: [www.oregon4biz.com/Grow-Your-Business/Business-services/Minority-Owned-Business-Certification](http://www.oregon4biz.com/Grow-Your-Business/Business-services/Minority-Owned-Business-Certification)

### Non-Applicable

Vendors that include other government agencies, non-profit organizations and utilities. All other vendors are considered MWESB eligible.

### Non-MWESB

Non-MWESB vendors include firms who are eligible to be certified as MWESB firms in accordance with definition numbers one (1) and five (5) of this appendix, but have chosen not to be certified.

### Non-Profit Organizations

Non-profit organizations are agencies registered with the State of Oregon's Corporation Division for the purpose of public benefit. [www.filinginoregon.com/pages/business\\_registry/nonprofit.html](http://www.filinginoregon.com/pages/business_registry/nonprofit.html)

### Public Contract Review Board

The Public Contract Review Board (PCRB) is represented by the Multnomah County Board of Commissioners acting as the local contract review board pursuant to ORS 279.A.060.

### Qualified Rehabilitation Facility

Qualified Rehabilitation Facility (QRF) is an activity center or rehabilitation facility, certified as a community rehabilitation program or as a vocational service provider through the State of Oregon's Department of Human Services, as determined by the State Procurement Office. <http://oregon.gov/DAS/SSD/SPO/qrf-menu.shtml>

## APPENDIX


# 4

### COMPETITIVE PROCUREMENT THRESHOLDS—QUICK GUIDE

THRESHOLD	RULE SET	TITLE (IF ANY)	COMPETITION REQUIRED
\$5,000 or less	PCRB 47-0265 Goods & Services	Small Procurements	No—quotes where practicable
\$5,000 or less	PCRB 49-0160(4) Construction	No Title	No—quotes where practicable
Over \$5,000 and less than or equal to \$75,000	PCRB 49-0160 Construction	Informal Quotes for Public Improvements	Yes—informal quotes
Over \$5,000 and less than or equal to \$75,000	PCRB 49-0160 Transportation	Informal Quotes for highways, bridges and other transportation	Yes—Informal quotes
\$5,000 or less Per Division, Per Vendor, Per Fiscal Year	PCRB 47-0265 Goods & Services FIN-16	Direct Pay, LPO	No
Over \$5,000 and less than or equal to \$75,000, Per Division	PUR-1 V PCRB-47-0270	Contractor Selection Oral Quote	Yes—Informal request for proposals
Over \$5,000 and less than or equal to \$150,000	PCRB 47-0270 Goods & Services	Intermediate Procurement	Yes—Informal price quotes or competitive proposal quotes
Over \$75,000 and less than or equal to \$150,000	PUR-1 V	Intermediate Procurement Written/ RIP	Yes
\$10,000 or less	PCRB 48-0200 A&E Related Services	Direct Appointment	To the extent practicable
Over \$10,000 and less than or equal to \$150,000	PCRB 48-0210(2) A&E Related Services	Informal Selection	Yes—Informal proposals
Over \$75,000	PCRB 49-0200 49-0620 49-0650	Invitations to Bid, *Alternative Contracting Methods—Contact Purchasing to Discuss	Yes—Formal Bids *ALL require Board exemption
Over \$150,000 Per Division, Per Vendor, Per Fiscal Year	PUR-1 VI	Request for Proposal (RFP) and Request for Programmatic Qualification (RFPQ)	Yes—Formal RFP or RFPQ
Over \$150,000	PCRB 47-various	Competitive, sealed bids or proposals, competitive-range and multi-tiered proposals. Goods & Non-Personal Services	Yes—Formal Bids and RFPs
Over \$150,000	PCRB 48-0220 Architects, etc.	Formal selection procedure	Yes—Formal Request for Qualification to RFP, or direct to RFP

*\* County practice, not required by rule.*



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# MULTNOMAH COUNTY PURCHASING