

Disadvantaged Business Enterprise Program

Continuing a legacy of innovation

TriMet continues its national, award-winning model for involving small and emerging businesses owned by people of color and women that began with the Interstate MAX Light Rail Project in 2000. TriMet is partnering with its prime contractors, subcontractors and other agencies to remove barriers for disadvantaged business enterprise (DBE) firms to compete and work on the Portland-Milwaukie Light Rail Transit Project. Through this partnership, prime contractors provide mentoring and access to apprenticeship programs (union and open shops) to help small and emerging firms build capacity and expertise in new trades.

Building capacity

With a focus on creating opportunities that incorporate sustainability and inclusion, TriMet and its prime contractors are taking the following steps to help DBEs build business capacity:

- Providing technical and business assistance to DBEs and other small businesses to ensure they are able to provide contracted work. Such assistance includes marketing support, fringe benefit package management and safety training.
- Dividing scopes of work into smaller packages to encourage DBE contractors to bid and work along side larger firms as the smaller firms build capacity.
- Rotating contracting opportunities created within a division of work.



- Assisting contractors to ensure their workforce reflects the community.
- Providing technical assistance and training on estimating, financing, business development and job performance.
- Providing assistance on contract performance, bonding issues, DBE and EEO certification and OCIP forms.
- Facilitating relationships with organized labor in all crafts, bringing experienced workers and formalized apprenticeship programs to DBE contractors.
- Facilitating relationships with financial institutions and advancing resources to improve cash flow for DBE contractors.
- Creating opportunities for promising new companies to have on-the-job general contractor experience by managing multiple subcontractors for a complete portion of the work.



See where it takes you.

Expanding expertise

Similar to previous rail projects, prime and subcontractors are mentoring firms to teach new skills and recruiting new DBEs to the marketplace.

- C.O.A.T. Flagging was recruited from the private sector to provide traffic management services for the Portland Mall project.
- Affordable Electric was recruited from the private sector to help bring additional diversity to the electrical trades and provide track conduit installation.
- Raimore Construction was recruited to perform concrete and brick flatwork and assist with diversifying the trades.

Additionally, prime contractors are creating opportunities for promising new companies to have on-the-job general contractor experience by managing multiple subcontractors for a complete portion of the work. Two include:

- Pacificmark performed turnkey design/build work for building expansion and improvements.
- Liberty Steel Erectors was a prime contractor on the Steel Bridge retrofit for the I-205/Portland Mall Light Rail Project.

Breaking down barriers

Past practices discouraged DBE firms and workers from joining trade unions. TriMet's projects have helped open the door for more diversity in union ranks, with trades fully embracing diversity and providing access to their apprenticeship programs. The DBE program has partnered with local union halls to provide one-



job agreements to DBE contractors. As a result, unions are providing:

- Employees with benefits and pension plans.
- DBEs with another avenue of continued employment.
- Formal apprenticeship programs that benefit labor from communities of color.
- Experienced craftsmen to build the capacity to work on diverse scopes of work.
- Marketing for contractors on other projects.
- Partnerships with union halls rather than adversity.

Marketing and management support

TriMet developed an online directory to help DBE firms market themselves to prime contractors. The DBE directory highlights each firm's expertise, experience on similar projects, insurance and business philosophy. These small businesses are included in the directory. In



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addition, a new integrated web-based reporting program, called Elation Systems, has been implemented. This software provides real-time data on DBE and diverse workforce usage and payroll, and recalculates DBE involvement as change orders are implemented, making diversity tracking a truly measurable deliverable.



Together, and in partnership with all of its prime contractors, TriMet continues to expand the model that builds capacity in an inclusive and sustainable manner within

the DBE community, as well as the small and emerging business community.

For more information

For more information, contact TriMet's Office of Diversity and Transit Equity at 503-962-2808.



Prime Contractors by Project

Portland-Milwaukie Light Rail Transit Project

	Total Payments*	DBE Payments	DBE Percentage	Number of DBE Firms
Construction contracts				
Kiewit Infrastructure West	\$164,801,432	\$22,464,016	13.8%	20
Final Design contracts				
David Evans & Associates	\$11,156,818	\$2,011,160	18.0%	17
CH2M Hill, Inc.	\$4,882,761	\$1,071,754	22%	12
HNTB Corporation	\$4,606,628	\$86,222	1.9%	3
LTK Engineering Services	\$2,255,260	\$540,664	24%	41
PB Americas, Inc.	\$1,592,670	\$336,888	21.5%	6
Preliminary Engineering contracts (completed)				
CH2M Hill, Inc.	\$2,702,796	\$209,908	7.8%	7
Hatt Mott MacDonald	\$3,384,070	\$420,851	12.4%	10
LTK Engineering Services	\$1,589,519	\$68,977	4.4%	4
Totals	\$196,971,954	\$27,210,440	13.8%	68**

* Includes contracts of more than \$1 million as of January 2012

** Some DBE firms are working for multiple contractors

I-205/Portland Mall Light Rail Project (completed September 2009)

	Total Contracts	DBE Contracts	DBE Percentage	Number of DBE Firms
South Corridor Constructors	\$164,359,666	\$26,297,547	16.0%	64
Stacy and Witbeck/Kiewit Pacific	\$157,496,442	\$29,980,000	19.0%	40
Howard S. Wright	\$15,521,551	\$1,444,106	9.3%	9
Teufel Nursery	\$2,190,868	\$56,303	2.6%	1
Willis of Portland	\$400,000	\$22,574	5.6%	1
Totals	\$339,968,527	\$57,800,530	17.0%	115

Washington County Commuter Rail (completed in January 2009)

	Total Contracts	DBE Contracts	DBE Percentage	Number of DBE Firms
Stacy and Witbeck, Inc.	\$61,965,852	\$10,252,372	16.5%	22
URS	\$5,579,835	\$1,524,785	27.3%	13
Rail System Solutions	\$18,513,774	\$2,516,905	13.6%	1
Aadland Evans Cisneros	\$4,980,773	\$967,903	19.4%	1
Totals	\$91,040,234	\$15,261,965	16.8%	37