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# Sustainable Procurement Strategy: A Joint City of Portland and Multnomah County Effort

Document Prepared by  
the Sustainable Procurement Steering Committee  
March 20, 2002

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# 1

## *Executive Summary*

Prompted by a need to cut costs or by a desire to respond to community concerns or external political forces, public and private organizations are increasingly driven to evaluate the environmental, social, and economic impacts of the purchases they make. Local government, in particular, is expected to make purchasing decisions that support publicly stated values.

Sustainable procurement is the process of integrating these environmental, social, and economic factors into purchasing decisions. This Strategy provides a blueprint to implement sustainable procurement at the City of Portland and Multnomah County. It will move local government beyond the current state of ad hoc, often contradictory, inconsistently applied policies. It will move local government toward purchasing decisions that promote the long-term interests of the community.

Beyond this Executive Summary, the Strategy is divided into in five sections:

**Introduction:** Explains **why** sustainable procurement is needed, providing both background and problem statement.

**Guiding principles:** Describes **what** the sustainable procurement strategy seeks to achieve, and what values and strategic considerations will guide the process. These Guiding Principles articulate the vision and mission, governing values, goals, operating guidelines and roles and responsibilities to guide the actions of the City Council, Board of Commissioners, City and County staff as well as vendors and contractors.

**Strategy:** Outlines **how** the program will be implemented. The Strategy establishes a Process Description to implement the Guiding Principles. To prevent needless bureaucracy, the Process Description has been developed as an overlay to the current City and County procurement process. Although ongoing improvements in the procurement process will occur, the overlay approach of the Sustainable Procurement Strategy will allow this process to continue and/or change easily as well.

**Workplan:** Provides a timeline, showing **when** specific implementation steps will be implemented and completed.

**Funding & staffing:** This section explains **who** will complete the work. Acknowledging the current scarcity of resources, the Workplan calls for no additional staff or funding at this time.

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# 2

## *Introduction*

### **Background**

With annual procurement decisions of State and local governments estimated at over \$250 billion, governments wield monetary and symbolic influence, and bear responsibility to ensure that purchasing practices support public values. These values include an open and fair procurement process, best values for taxpayers, and reducing negative impacts on the environment or on specific community groups or neighborhoods. Sustainable procurement is an integrated approach, identifying how purchasing can best support long-term interests of the community.

The City of Portland and Multnomah County have worked hard to set a direction for more sustainable focused practices and policies, both within the community and within government operations. For example, the adoption of a joint Local Action Plan on Global Warming in April 2001 highlights what can be done to reduce the impacts of global warming. Other efforts include the City/County benchmarking effort, Portland's Sustainable City Principles, Portland's Sustainable Infrastructure work and efforts to provide on-line contracting. Most recently, in December 2001, the City of Portland and Multnomah County re-established the Sustainable Development Commission to increase the public's ability to assess the sustainability practices of local government.

At the same time, the City and County have been working hard to grow minority-owned, women-owned and emerging small businesses. This effort to ensure that the procurement process includes a segment of the population that has historically been locked out of business opportunities is key to the health of the local economy. Both the City and County are interested in how best to improve contracting practices without negatively impacting small business.

Finally, as with any public procurement, the goal is to have a process that is fair, efficient, effective and accountable. Practices and policies must be written in such a way that one interest group cannot unfairly influence or impact how a purchase is made.

It is the balance or integration of these components that defines the parameters of a Sustainable Procurement Strategy, ensuring the best long-term value for the community.

### **Problem Statement**

Why is a Sustainable Procurement Strategy necessary? What value does the institutionalizing of a process provide?

While the Strategy attempts to address and work within existing organizational and legal structures, it is quickly obvious that these very structures can often provide or result in barriers to improving sustainable procurement policies and practices.

- ◆ **Need to examine cost-savings**

A core concept of sustainable procurement is to look beyond initial costs to weigh all product costs: extraction of raw materials, handling, shipping, storage, maintenance, operations, and disposal. Some products even require increased training requirements. This long-term perspective offers a new lens for identifying saving opportunities for local government. It requires a team approach including staff involved in buying, using, and disposing of products.

- **Complexity of the Issues and Number of People Who Must Understand**

The key to sustainability is to make our actions environmentally and socially beneficial while also being economically intelligent. While the purchase and use of a product must be economically responsible and cost competitive, it is important to find those products and services that have positive impacts on the community and the environment. The ability to understand and evaluate these often-competing factors is very complex.

In addition, decision making is decentralized. Many employees have procurement cards; others have contracting authority, while others have policy/decision-making authority for large projects involving millions of dollars. Much of the design work for City or County projects is contracted out to architects and engineers. In this decentralized environment, individual staff, project managers, designers, and contractors are not always familiar with the use of recycled and other environmentally preferable products or even the policies that would allow them to make informed decisions. Sustainable procurement decisions require a team effort of not only the purchasing professionals, but the people who decide what products will be purchased, end users and the vendors who supply the goods and services.

- **Current Procurement Practices**

The City and County buy goods and services through various mechanisms. Most often, the price and type of good or service being purchased determines which mechanism to use. Purchasing mechanisms include procurement cards, purchase orders, request for proposals and invitations to bid. Oregon Revised Statutes Chapter 279, as well as City or County code, charter and administrative rules guide the procurement process.

Currently there is an effort by an interim Legislative Committee to rewrite ORS 279. It is hoped that one result of the rewrite will be to clarify the ability of the local government to choose the procurement mechanism that balances price, environment and societal concerns.

- **Data Collection and Monitoring**

Developing and administering the data-collection and monitoring procedures to obtain information on sustainable purchasing can be time-consuming and complex. Neither the City nor the County currently has the ability to track purchases of a particular item on an organizational-wide basis. Without that data, it will continue to be difficult to know what products are being used and the impact of the changes in purchasing products believed to be more sustainable.

## **Partners**

The Sustainable Procurement Strategy was developed as a cooperative effort between the City of Portland and Multnomah County. It is intended that both City and County staff participate in the development of individual recommendations for changes in policies and procedures. It is, however, recognized that because of differences in governmental structure, variations in the implementation of the recommendations may occur.

The Sustainable Procurement Strategy also recognizes and will incorporate and build on similar work being done by the State of Oregon. City and County representatives served on the commodity task forces convened by the State. It is the intent of this Strategy to start with information and recommendations submitted by the State Sustainable Supplier Council and build on that effort. Continued coordination between State, local and regional agencies is assumed in this Strategy.

In addition to the cooperation with other governments, it is expected that efforts will be made to include or expand partnerships with other private or commercial efforts to introduce the use of sustainable products into the community. For example, it may be possible for the City and/or County to pilot certain new products on the market. Without entering into a long-term or costly commitment, the agencies may be able to assist with market transformation.

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# 3

## *Guiding Principles*

These Guiding Principles serve as a policy foundation to increase the amount of sustainable procurement by the City of Portland and Multnomah County. In broad terms, the Guiding Principles tell the City and County where they are headed in their efforts to balance environmental issues with economic and equity issues in the expenditure of public funds.

### *Vision*

Through their procurement of goods and services, the City of Portland and Multnomah County seek to promote actions which are environmentally, and socially beneficial while also being economically intelligent. Specifications, contracts and purchases made by the City of Portland and Multnomah County will demonstrate a commitment to this vision.

### *Mission*

The procurement system of the City of Portland and Multnomah County is fair, efficient, effective, and accountable to all, while ensuring citizens have the best quality products and services at the lowest total cost. The procurement system achieves the greatest common good, protects the environment, and assures that future generations have the resources needed to sustainably maintain healthy and productive societies.

### *Values*

#### *Environmental Quality*

The City of Portland and Multnomah County value procurement actions that are beneficial for the environment and the natural resource capital base as well as for the health and safety of employees and the public.

#### *Diversity*

The City of Portland and Multnomah County value an open and friendly community that is free from bigotry and intimidation. The City and County value a procurement system that does not burden or unfairly impact any one sector of the community.

#### *Economic Vitality*

The City of Portland and Multnomah County value a strong, varied, adaptive, and diverse contracting economy that provides employment and training for all individuals, in particular those excluded from the economic mainstream.

### *Personal Accountability*

The City of Portland and Multnomah County value customer, employee and corporate success and seek to create a procurement environment in which all stakeholders have the opportunity to flourish. Personal responsibility and accountability on the part of individuals and the ability of the vendor, supplier or contractor to establish independent profitable business relationships is valued. In addition, Portland and Multnomah County are committed to progress measurements that demonstrate improvements in the amount of sustainable purchasing decisions.

### *Disclosure*

The City of Portland and Multnomah County value integrity and full disclosure of results. The City and County do not cover up bad news. While failure is never a desired outcome, learning from previous mistakes is valued in order to make better decisions in the future.

### *Quality and Efficiency*

The City of Portland and Multnomah County value a public contracting environment that is demonstrably effective in its ability to balance social objectives, economic realities and environmental vitality.

### *Achievability*

The City of Portland and Multnomah County value a process that results in Sustainable Procurement recommendations that can be implemented within legal and organizational constraints.

## *Strategy Goals*

- § Complete a review and procurement policy update of at least 3 to 5 major commodity areas annually for the next five years resulting in improvements in 15 to 25 major commodity areas. Each review and update should result in commodity or contract specific guidelines and/or specification, policy, rule and/or code changes.
- § Monitor sustainable product availability within select commodity areas and rigorously address possible opportunities for use by the City of Portland and Multnomah County.
- § Design and implement an employee education program in conjunction with the City of Portland Office of Sustainable Development and Multnomah County Department of Business and Community Services.

## *Operating Guidelines*

The Sustainable Procurement Strategy calls for the City and County to review and make recommendations for changes in how particular commodities are purchased. The following Operating Guidelines are intended to provide some direction for decision making and evaluation of alternatives by City and County staff involved in the implementation of this Strategy.



- *Support and use third-party certifications*  
 Where a consistent, recognized third-party certification exists, it should be reviewed as a possible standard for product selection. The cost and impact of the certification on businesses should be evaluated before being used as a standard.
- *Support and encourage life cycle assessment and/or analysis*  
 Wherever possible, the life cycle costs and benefits, not just the simple purchase price should be considered in the evaluation of goods and services. For larger purchases, the manufacturer may be required to provide a life cycle assessment that takes into account the upstream and downstream costs of the offered product or service. For smaller purchases, or where a full assessment is not available, it may be possible to consider transportation impacts (e.g., the environmental impacts of transporting a product to the Northwest that could be obtained locally), disposal or other significant life cycle costs and impacts. The cost and impact of the assessment or analysis on small business should be evaluated before being used as a standard, but where feasible, purchasing requirements should encourage all providers to make life cycle data available.
- *Support and encourage partnerships with others*  
 The City and County should take every opportunity to be part of larger sustainability efforts with other public or private groups as long as that participation is both beneficial and cost effective.
- *Best value for the community*  
 All decisions should be evaluated with the standard of investing funds wisely today and in the future, taking into account all costs associated with the investment over its lifetime. Lowest price is not necessarily best value and should not be equated to least cost.
- *Leverage existing efforts*  
 Every effort should be made to reflect City and County environmental or sustainability related policies already completed (e.g. Green Building, Global Warming, Sustainable Infrastructure Report, etc.) as well as the best practices of other jurisdictions. Whenever possible, any recommended procurement process should build upon and assist in the implementation of these completed efforts.

## *Roles and Responsibilities*

Procurement responsibilities for the City of Portland are defined by the City Charter (Sections 8-104, 8-105) and the City Code (Sections 3.100.80, 3.34, 5.01, 5.32, 5.68) and delegate authority to the Bureau of Purchases to manage purchasing for the City.

Procurement responsibilities for Multnomah County are defined in the Public Contract Review Board (PCRB) Rules, Division 15 and delegate authority to the Central Procurement and Contract Administration (CPCA) Manager to manage purchases for the County.

The Office of Sustainable Development supports the City's energy policy, the Sustainable Development Commission, and solid waste and recycling programs. The responsibility to administer and monitor programs in support of sustainable development principles has been delegated to this office by the City Code (Section 3.111). In addition, Ordinances #608, 614 and 635, Resolution #96-153 and PCRB Rule 10.136 specifically address the County's sustainable procurement requirements.

In addition, each City Bureau or Office has the responsibility to coordinate its actions related to this Strategy with the Bureau of Purchases and to assist in executing this Strategy.

The Department of Business and Community Services supports the County's energy program, sustainability initiative, and future pollution prevention program. The responsibility to administer and monitor programs in support of sustainability principles has been delegated to this Department by ordinance as reflected in MCC Chapter 7. In addition, each County Department or Division has the responsibility to coordinate its actions related to this Strategy with the Central Procurement & Contract Administration section of the Finance Division.

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# 4

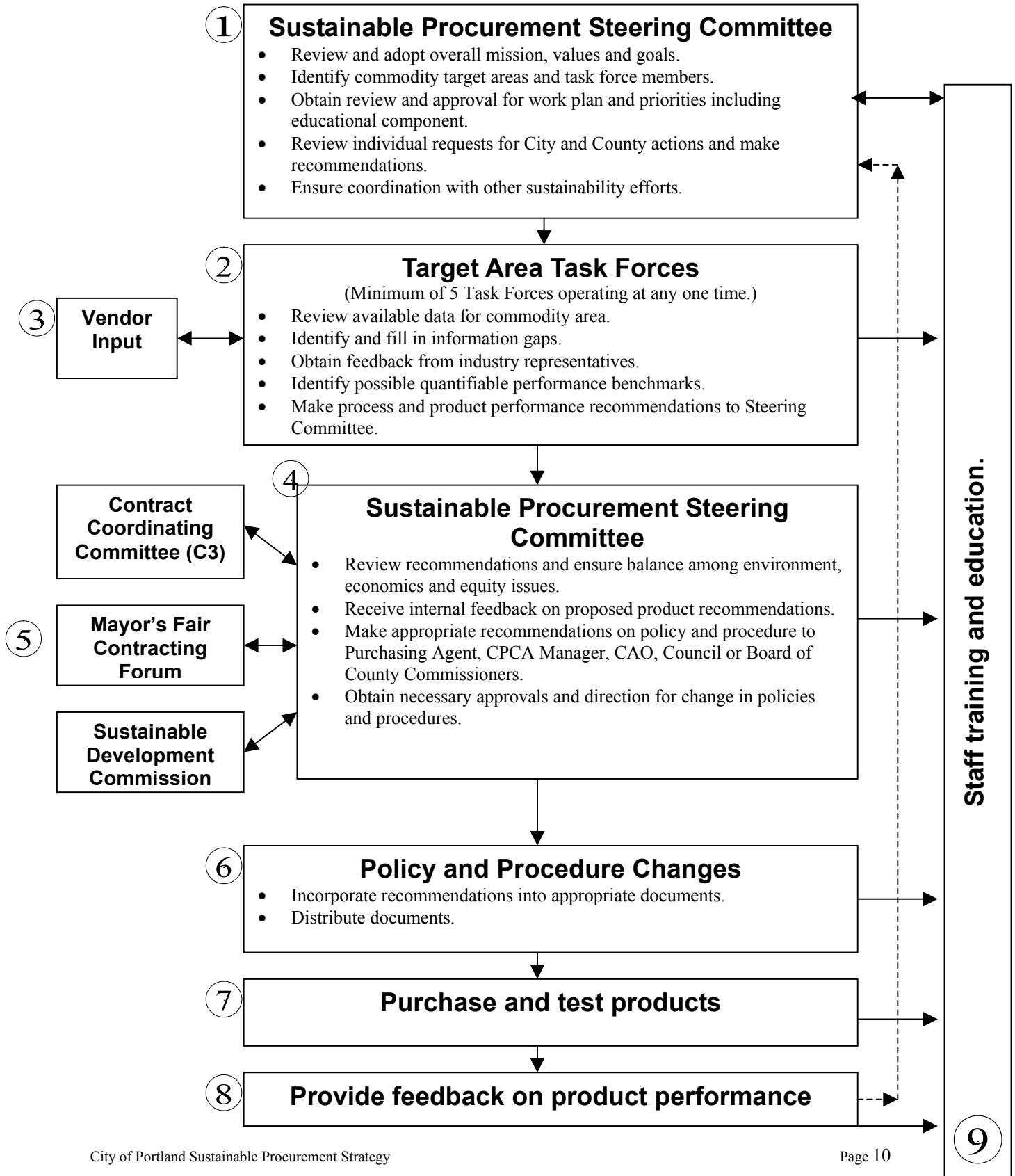
## *Sustainable Procurement Strategy*

### *Overview*

While the Strategy's Guiding Principles outline where we are headed in our efforts to increase the procurement of sustainable goods, the Sustainable Procurement Program is a blueprint of how we are going to get there. It is a plan for implementing the Guiding Principles on an enterprise-wide level. The Sustainable Procurement Program is an overlay of the City's and County's basic procurement process and other Council directed initiatives, such as the Fair Contracting and Employment Strategy or the Multnomah County Formal and Informal Sheltered Market Program.

The program includes steps that are depicted in chronological sequence C that is, in the order in which they are to be performed in the Sustainable Procurement Strategy's proposed process. However, it is expected that the steps will be repeated as more and more commodities are reviewed and recommendations implemented. As Table A, "Sustainable Procurement Strategy Process Description" indicates, some steps are performed only by selected City and County staff and others are performed in conjunction with other partners.

**Table A  
Sustainable Procurement Strategy  
Process Description**



## *Sustainable Procurement Process – Narrative Description*

### **1. Sustainable Procurement Steering Committee (SPS)**

The SPS is a cross agency, multi-agency team of policy level staff. The initial role of the SPS is to:

- Review the proposed mission, values and goals for the Sustainable Procurement Strategy and finalize for future use.
- Identify those commodity target areas for review based on:
  - expenditure dollar volume,
  - contract timing,
  - product information and availability, and
  - Task Force member availability.

It is assumed that a minimum of 5 Target Area Task Forces would be working at any one time. As one group completes its recommendations, another commodity area would be identified by the SPS and formed.

- Obtain review and approval for work plan and priorities including educational component from Council and Board of County Commissioners.
- Review individual requests for City and County actions related to sustainability and make recommendations to the appropriate Council Offices, Bureaus or County Departments.
- Ensure coordination of the Sustainable Procurement Strategy with other sustainability efforts within the City and County.

The proposed members of the Steering Committee responsible for the implementation of the Sustainable Procurement Strategy are shown in Attachment I.

### **2. Target Area Task Forces**

Once a commodity area is identified for review by the SPS, a multi-agency Task Force would be formed. The Purchases Bureau and/or the Office of Sustainable Development would provide staff support for individual Task Force efforts.

The role of the Target Area Task Force would be to:

- Review available information about the specific commodity and obtain any additional information needed.
- Determine focus of group effort within commodity area. For example, because the area of “building materials” is so broad, it may be necessary to focus on carpet and wood products in the beginning and then move on to other products.
- Obtain feedback from industry representatives and/or subject matter experts about product availability, packaging, specifications, usage, disposal, or other aspects of a product’s life cycle.

- Identify possible quantifiable performance benchmarks that will allow the City and County to measure the increased sustainable procurement of the particular product(s).
- Produce written recommendations on how to increase sustainable procurement of the particular product(s) to the Sustainable Procurement Steering Committee.

Task Force members will be recruited and selected from various City Bureaus and County Departments that are the heaviest users of a particular commodity area.

Initial commodity areas recommended for review are those for which the Oregon Sustainable Supplier Council has completed recommendations. These include:

- Office Furniture
- Automotive Vehicles and Equipment
- Cleaning and Coating Products
- Building Materials
- Paper Products

These five Task Forces will consider reuse and disposal in their product selection. Following completion of the work products, it may be necessary to convene an additional Target Area Task Force to ensure that disposal practices are coordinated.

### **3. Vendor Input**

Vendors will be asked to assist in the discussion of commodity review. This will assist the City and County in better understanding how to communicate its desire for sustainable products, the current availability of alternative products, and the expected impact of recommendations on individual vendors or groups of vendors.

### **4. Sustainable Procurement Steering Committee**

At this phase in the process, the role of the SPS is to:

- Review the recommendations received from the Target Area Task Forces for a specific commodity and ensure that any expected implementation impacts have been reviewed for impact on cost, the environment and the contracting community.
- Receive internal feedback from existing groups that deal with contracting and procurement issues. (See #5 below.)
- Finalize recommendations on policy and procedure changes and obtain necessary approvals. (Note: Until recommendations are completed, it is unknown what approvals or approval process will be required.)
- Ensure that the approved recommendations are implemented. Recommendations may require action by individual Bureaus or Departments, the Purchasing Agent, CPCA Manager, the Chief Administrative Officer, Chief Operating Officer, Board of County Commissioners or the Council. It is the role of the SPS to follow-up and ensure that the changes are made in a timely fashion.

## 5. Recommendation Review and Input

As noted above, it will be the role of the Steering Committee to receive input and feedback on the proposed policy changes recommended by the Target Area Task Forces. The City currently has three existing groups that are involved in the review of either contracting issues or items related to sustainability:

- **Contract Coordinating Committee (C3)**  
The C3 is a recognized group of representatives from the larger operating Bureaus of the City, Multnomah County and PDC. The role of the C3 is to provide a conduit for review of proposed policy and procedure changes related to contracting and procurement. It is expected that the emphasis of this group will be to ensure that the recommended changes to policies and procedures are reasonable and can be implemented at the Bureau level.

The C3 meets every other month. The list of current C3 members is included in Attachment II.

- **Mayor's Fair Contracting and Employment Forum**  
The Forum has been appointed to advise the Mayor on issues related to contracting and procurement. The emphasis of this group will be to ensure those issues of equity and impact on minority, women-owned and small businesses are addressed prior to implementation.

The Forum meets quarterly. The list of current Forum members is included in Attachment III.

- **Sustainable Development Commission**  
The Sustainable Development Commission is advisory to the Council and the Board of County Commissioners. Its role is to develop and advocate for programs, policies, and actions by government, citizens, and businesses leading to sustainable communities in the Portland metropolitan area. This group will review the recommendations to ensure that the recommended actions protect the city's natural resources, provide for the efficient use of energy and water, protect the environmental quality of the built environment and promote a sustainable future.

The Sustainable Development Commission meets every month. The list of current members is provided in Attachment IV.

## 6. Policy and Procedure Change

Once the necessary approvals and direction for change have been obtained by the Steering Committee, the recommendations will be incorporated into the appropriate documents and distributed. (See discussion of education and staff training under Item 9 below.)

As noted above, the individual recommendations may result in changes to individual Bureau or Department documents, Purchasing Rules, administrative rules, City or County Code or other written materials. The recommendations from the Task Force and Steering Committee will need

to specify which documents will require change. It is the role of the SPS to follow-up and ensure that the changes are made in a timely fashion.

## **7. Purchase and Test Products**

## **8. Provide Feedback on Product Performance**

Each Task Force will include recommendations on how best to monitor the purchase and use of the specific products. A system to receive feedback on individual products will be included in the Task Force report.

Prior to the completion of the formalized feedback system, City and County buyers will continue to obtain product feedback on an informal basis.

## **9. Staff Training and Education**

A key component of the Sustainable Procurement Strategy is training and education. Staff training and education must occur simultaneously and consistently throughout the City and County for any change of procurement practices to be realized.

The Steering Committee, as part of the overall work plan shown in Table A, will complete the educational component during the first phase of the Strategy implementation. The educational component will integrate both existing and planned staff training and education on:

- Existing City and County purchasing policies and procedures;
- The concept of sustainability and why it is important;
- Sustainable procurement choices; and
- Other specific City and/or County efforts related to sustainability.

As noted, much of this work is already underway, but is not necessarily coordinated. This piece of the Sustainable Procurement Strategy is intended to coordinate those existing efforts and work to fill any existing gaps.



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# 5

## *Sustainable Procurement Strategy - Workplan*

Recognizing limited staff and financial resources, the work plan for the next 18 months places high priority on major work items described in the process description. Those key work items include:

1. Form the Steering Committee, determine its structure and develop operating principles;
2. Set into motion the work of the initial Target Area Task Forces; and
3. Prepare and plan the staff training and education plan.

*Table B - Sustainable Procurement Strategy  
Task Timeline*

Priority / Task	Jan 02	Feb	Mar	Apr	May	Jun	July 02	Aug	Sept	Oct	Nov	Dec	Jan 03	Feb	Mar	Apr	May	Jun	
Steering Committee																			
• Complete mission/values and goals	Project Start-up																		
• Council and Board approval of Strategy		Submit for review and approval																	
• Target Area Task Force Work		Identify staff.	Identify staff.	Design and hold initial training.					Monitor progress of Task Force effort.										Receive recommendations/ review/ receive input/ obtain approval.
• Educational component		Design training and education proposal. Review with committees																	Implement training plan
• City and countywide coordination																			Ongoing Activity
• Product feedback																			Ongoing feedback
• Monitoring																			Monitor implementation of policy and procedure changes
Target Areas Task Forces																			Complete commodity area review and recommendations
																			Receive introductory training
																			Complete commodity area review and recommendations

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# 6

## Funding and Staffing Plan

The City and County both are currently facing the reality of a funding shortfall and probable staffing reductions in many areas. It is understood that additional City and County resources to fund this Strategy are unlikely. Use of existing government resources is the basis of the funding plan for this Sustainable Procurement Strategy. If better utilization of existing resources does not cover the staffing costs identified in the Strategy, the Office of Sustainable Development, Department of Business and Community Services and the Purchases Bureau will jointly work to find outside funding from private or federal sources.

Implementation of this Strategy will, however, result in an impact in two major areas - staffing and short-term costs.

### **Staffing Impact**

As detailed in the Work Plan, it will be necessary to provide staff for the Steering Committee and the Target Area Task Forces. It is the intent that joint staffing from the Bureau of Purchases and the Office of Sustainable Development will support these committees. This is new work that is not currently assigned.

In addition to OSD and Purchases being impacted, staff from other Bureaus and Departments will need to be assigned and committed to work at either the Steering Committee and/or the Task Force level. It is expected that Bureaus and Departments will assign staff and that employees will assume these duties as part of their daily work. It is not the intention of the Strategy to require “volunteer” employees to do this work on their lunch hour.

### **Short-Term Costs**

The current literature suggests that procurement decisions, which move from the current practices of “low bid” to a method of lowest total cost, may increase initial costs. For example, the initial purchase price of a hybrid car is more than the cost of buying an equivalent conventional gas-powered automobile. The long-term cost, including the cost of fuels, maintenance and the impact on the environment, however, is likely to be less. Making decisions based on total costs reflects the need to account for effects on the environment, the short- and long-term economics of the purchase and any appropriate equity issues.

**Attachment I**  
**Sustainable Procurement Steering Committee**  
**Current Members - March 2002**

First Name	Last Name	Bureau
SUE	KLOBERTANZ	BUREAU OF PURCHASES - CHAIR
ART	ALEXANDER	BUREAU OF INFORMATION TECHNOLOGY
TOMMY	BROOKS	MAYOR'S OFFICE
EDDIE	CAMPBELL	COMMISSIONER SALTZMAN
MATT	EMLIN	OFFICE OF SUSTAINABLE DEVELOPMENT
JORDAN	EPSTEIN	BUREAU OF FINANCIAL PLANNING
GREG	KELLER	FIRE BUREAU
BOB	KIETA	BUREAU OF GENERAL SERVICES
AMY	JOSLIN	MULTNOMAH COUNTY
FRANNA	HATHAWAY	MULTNOMAH COUNTY
KATHLEEN	HINICK	BUREAU OF PURCHASES
MARY	HUFF	PARKS
DON	HOLMES	WATER BUREAU
DARIN	MATTHEWS	MULTNOMAH COUNTY
NANCY	McPHERSON	POLICE BUREAU
MARGARET	NOVER	BUREAU OF ENVIRONMENTAL SERVICES
DEBORAH	SIEVER MORRIS	BUREAU OF TRAFFIC ENGINEERING
WILLIE	WASHINTON	BUREAU OF MAINTENANCE

**Attachment II**  
**Contract Coordinating Committee (C3)**  
**Current Members – January 2002**

First Name	Last Name	Company
SAM	ADAMS	MAYOR'S OFFICE - Chair
TONI	ANDERSON	CITY AUDITOR'S OFFICE
LINDA	ANDREWS	PDC
JEFF	BAER	BUREAU OF PURCHASES
RON	BERGMAN	BUREAU OF GENERAL SERVICES
TRICIA	BERGMAN	PURCHASES
DIANE	BETCHER	CITY AUDITORS OFFICE
TERESA	BLIVEN	CITY OF PORTLAND BUREAU OF PURCHASING
HERMAN	BRAME	MULTNOMAH COUNTY
EDWARD	CAMPBELL	COMM SALTZMAN'S OFFICE
MARY ELLEN	COLLENTINE	WATER BUREAU
HOWARD	CUTLER	BHCD
SUSAN	DESCAMP	COMM HALES' OFFICE
DENISE	DIETRICH	TRANSPORTATION CIVIL DESIGN
JAMAAL	FOLSOM	COMM STEN'S OFFICE
CRISTINA	GERMAIN	COMM FRANCESCONI'S OFFICE
TIM	GREWE	OFFICE OF FINANCE & ADMINISTRATION
FRANNA	HATHAWAY	MULTNOMAH COUNTY CENTRAL PROCUREMENT
ANNE	HAWLEY	BUREAU OF PURCHASES OPERATIONS
TONY	JONES	HOUSING DEVELOPMENT CTR
DE ANN	KAMISH	CITY OF PORTLAND
SUE	KLOBERTANZ	BUREAU OF PURCHASES
KAREN	KRAMER	BGS
MARK	LANDAUER	GOVERNMENT RELATIONS
HARVEY	LOCKETT	BES
CATRIONA	MADILL	MAYOR'S OFFICE
CATHLEEN	MASSIER	BUREAU OF PURCHASES
BRENDA	NELSON	WATER BUREAU
ANGELA	PACK	BUREAU OF PURCHASES CDD
ANNETTE	PALMER	CITY OF PORTLAND PURCHASES
JOHN	PERSEN	BUREAU OF PURCHASES
KAREN	PRIMEAU	BUREAU OF PURCHASES CDD
WILLETTE	RASMUSSEN	BUREAU OF PURCHASES
BILL	RYAN	BES
RUTH	SPETTER	CITY ATTORNEY'S OFFICE
JOHN	THOMAS	MULTNOMAH COUNTY
KEVIN	TOLSON	CITY OF PORTLAND PURCHASES
JIM	VAN DYKE	CITY ATTORNEY'S OFFICE
STAN	VANDEBERGH	WATER BUREAU
FREDA	WALKER	BES
RILEY	WHITCOMB	PARKS
ROSIE	WILLIAMS	WORKSYSTEMS INC
LORETTA	YOUNG	BUREAU OF PURCHASES CDD

**Attachment III**  
**Mayor's Fair Contracting and Employment Forum**  
**Current Members – January 2002**

First Name	Last Name	Company
TED	AADLAND	FE WARD INC
SAM	ADAMS	MAYOR'S OFFICE
MARCELA	ALCANTAR	ALCANTAR AND ASSOCIATES
CONNIE	ASHBROOK	OREGON TRADESWOMEN INC
JEFF	BAER	BUREAU OF PURCHASES
SAMUEL	BROOKS	OAME
JAMES	CASON	JEC MECHANICAL
CYNTHIA	CATTO	ASSOC GENERAL CONTRACTORS
FRED C	COOPER	FRED COOPER CONSULTING ENG
JAMES	EWALD	CAMPBELL GALT & NEWLANDS
TIM	GREWE	OFFICE OF FINANCE & ADMINISTRATION
WILLIAM	HART	CARLETON HART ARCHITECTURE
FRANNA	HATHAWAY	MULTNOMAH COUNTY CENTRAL PROCUREMENT
RHONDA	HERSCHELL	CHEROKEE GENERAL CORPORATION
SUE	KLOBERTANZ	BUREAU OF PURCHASES
JAIME	LIM	FIRST UNTIED ENGINEERING
KAREN	PRIMEAU	BUREAU OF PURCHASES CDD
PEGGY C.	ROSS	P.C.ROSSGROUP
BOB	SHIPRACK	OR STATE BUILDING TRADE COUNCIL
KEVIN	SPELLMAN	EMERICK CONSTRUCTION
KATHLEEN	THOMAS	THOMAS/WRIGHT INC
JIM	VAN DYKE	CITY ATTORNEY'S OFFICE
BRENT	WARREN	KEY BANK
BRUCE	WATTS	TRI-MET

**Attachment IV  
Portland-Multnomah  
Sustainable Development Commission  
Current Members – March 2002**

First Name	Last Name	Company
NANCY	BOND	PORTLAND PUBLIC SCHOOLS
BRIAN	CARLTON	CARLETON HART ARCHITECTURE
ROSEMARIE	CORDELLO	
TIM	CRUMP	UNIVERSITY OF PORTLAND, NURSE PRACTITIONER
PATRICK	DRISCOLL	CONTRACTOR
JOHN	ECHLIN	SERA ARCHITECTS
JOHN	HAINES	SHOREBANK PACIFIC
THOR	HINCKLEY	PORTLAND GENERAL ELECTRIC
ALLEN	LEE	XENERGY
PAULETTE	ROSSI	METRO
KENT	SNYDER	KENT SNYDER & ASSOCIATES
YUMEI	WANG	DEPT. OF GEOLOGY AND MINERAL INDUSTRIES
BOB	WISE	CONSULTANT