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DIVERSITY IN CONTRACTING ANNUAL REPORT



March 2019



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DIVERSITY IN CONTRACTING ANNUAL REPORT

EXECUTIVE SUMMARY

On January 9, 2018, Port Commissioners adopted a new Diversity in Contracting policy, Resolution 3737 that drives equity in Port contracting. The new policy addresses historical disparities in women and minority business enterprise (WMBE) participation in Port contracting.

The Resolution requires:

- Annual Division/Department goal setting that feeds into annual DC plan
- Key Employee Diversity in Contracting Performance goals
- Annual report to Commission
- Inclusion Plans/Planning
- Outreach/Technical Assistance
- Dedicated WMBE liaison for each division

Goals and Five Year Benchmarks:

- Triple the number of WMBE firms doing business with the Port
- Increase to 15% the amount of spend on WMBE contracts within five years

2018 WMBE and Ethnicity Results

The tables below provide Port-wide WMBE utilization percentages for public works and non-public works projects, WMBE utilization per ethnicity breakdown, and the number of firms utilized per ethnicity.

Public Works / Non-Public Works (Port-wide)

| Category | WMBE | Total | %WMBE |
|------------------|---------------------|----------------------|--------------|
| Public Works | \$65,271,888 | \$516,504,619 | 12.6% |
| Non-Public Works | \$15,558,976 | \$166,257,078 | 9.4% |
| Total | \$80,830,864 | \$682,761,697 | 11.8% |

By Division (non-public works spend only)

| Division | WMBE | Total | %WMBE |
|---------------------|---------------------|----------------------|-------------|
| Aviation (AV) | \$5,584,823 | \$58,421,047 | 9.6% |
| Corporate | \$7,419,467 | \$90,467,613 | 8.2% |
| Economic Dev. (EDD) | \$297,036 | \$3,597,330 | 8.3% |
| Maritime (MD) | \$1,285,382 | \$9,086,471 | 14.1% |
| NWSA | \$972,267 | \$4,684,618 | 20.8% |
| Total | \$15,558,975 | \$166,257,079 | 9.4% |

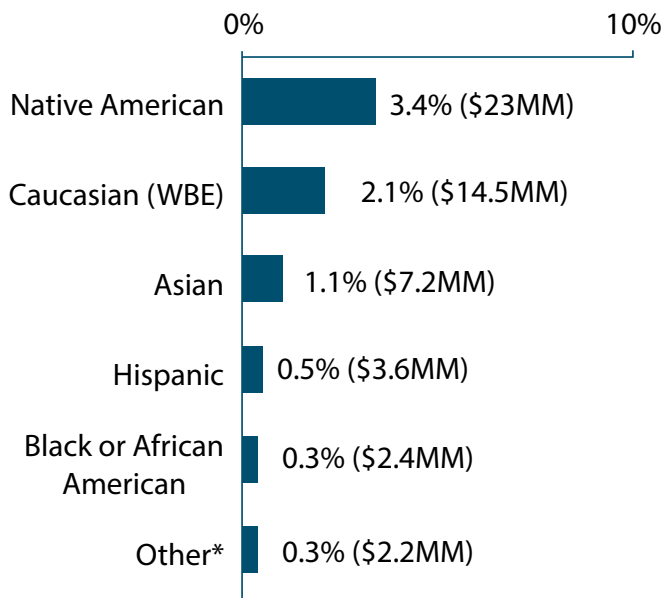
**Does not include P-Card Data*

**Data includes ~\$27MM in WMBE spend with no ethnicity data*

(Please Note: Northwest Seaport Alliance (NWSA) is part of a larger partnership with the Port of Tacoma.

WMBE utilization results are only for those Port of Seattle controlled procurements.)

2018 Ethnicity Baseline Results



Number of WMBE firms: 258**

| Ethnicity | Firms |
|---------------------------|-------|
| Caucasian | 73 |
| Asian | 31 |
| Hispanic | 16 |
| Black or African American | 15 |
| Native American | 10 |
| Other* | 2 |

* Respondents stated they are a minority, but did not specify ethnicity. Ethnicity data for WMBE firms only.

** Includes P-Card purchases which are not broken down by ethnicity.



2019 Division Goals

The Diversity in Contracting (DC) policy directive required department/division directors to develop WMBE aspirational goals, and to conduct affirmative efforts to achieve the set goals as part of their annual performance evaluation. The table below illustrates the 2019 Port wide WMBE aspirational goal of 12.4%, individual division/department WMBE goals, and percent points change from 2018 actuals.

| Division | Projected WMBE spend | Projected 2019 Spend | %WMBE | | Change vs. 2018* |
|---------------------|----------------------|----------------------|-------------|--------------|------------------|
| | | | 2018 Actual | 2019 Goal | |
| Aviation (AV) | \$6,213,963 | \$51,783,025 | 9.6% | 12% | +2.4 |
| Economic Dev. (EDD) | \$942,589 | \$7,877,047 | 8.3% | 12% | +3.7 |
| Maritime (MD) | \$872,919 | \$4,364,595 | 14.1% | 20% | +5.9 |
| Corporate | \$5,445,004 | \$44,892,566 | 8.2% | 12.1% | +3.9 |
| Total | \$13,474,475 | \$108,917,233 | 9.4% | 12.4% | +3.0 |

* In percentage points

(Please Note: WMBE aspirational goals for Public Works are not included within the stated goals above; however, WMBE aspirational goals are set contract by contract with the exception of small works.)

2019 Outreach and Training Plans

In support of the department/division WMBE goals, the Diversity in Contracting Department (DCD) is providing the following efforts to assist the department/divisions obtain their aspirational goals.

Port of Seattle Small Business Generator Program (PortGen)

The PortGen program provides workshops, outreach communication to WMBE firms tailored towards those department/division's opportunities, prime and WMBE meet and greet sessions, and the expansion of the number of WMBE businesses within the Port's new Supplier Database.

External Procurement Training Videos for Primes and WMBE firms

Training videos will be developed to guide future businesses on how the Port of Seattle procures within the construction, consulting, and goods & services categories. These videos will also explain how the Diversity in Contracting program is embedded within each procurement along with each department/division WMBE goals.

Community Organization and Government Partnerships

Diversity in Contracting Department staff is continuing to support and partner with community organizations and outside government agencies that have similar goals in supporting WMBE growth, and expanding the WMBE pools for our agencies to utilize.

Mentor Protégé Program

In support of Small and WMBE business development, the Diversity in Contracting Department is evaluating the need for a “Mentor Protégé” program to help grow and support future businesses targeting the Port as a client. This program will especially concentrate on those Architecture and Engineering firms.

Procurement Pilots

In 2018, the port piloted two consulting service procurements and one construction pilot contract with the new Diversity in Contracting process. The pilot procurements provided the opportunity to identify process gaps and adjust for full implementation starting January 2019. All three procurements were successful in meeting or exceeding the aspirational goals. Purchasing developed guidance documents and conducted six Port-wide training sessions to encourage staff to provide opportunities to WMBE firms when utilizing the P-card, Direct Buy, and 3-Quote procurement process.

Supplier Database Development

Beginning in 2017 the Central Procurement Office, Diversity in Contracting Department (DCD), and the Information Communication and Technology (ICT) teams began work on creating a new supplier database and procurement system. The team initially explored 3rd party vendors to support this project; however it was ultimately decided to bring the project in-house allowing the Port to have control over the look, feel, and content of the database. When launched the new database will provide better search capabilities, a more robust list of WMBE firms (including ethnicity), and an updated solicitation layout.

In 2019 the P&A team is collaborating with the Business Intelligence (BI) and Information Communication and Technology (ICT) teams to develop a shared data warehouse. This warehouse will take information from the Port’s systems and collect it in one centralized location. This will increase the accuracy and efficiency of the Port’s reporting process and will allow analysts from across the Port to access the same information.

Internal and Community Engagement

Community engagement and partnership with WMBE businesses and organizations is paramount to the success of the Diversity in Contracting program. A Community Engagement Plan was developed to help promote and to inform the WMBE community of the Port’s focus to increase WMBE utilization on the Port’s contracts. With a call to action for that WMBE business to identify themselves by signing up on the Port’s Supplier Database. Conversely, an internal engagement strategy has been developed to support the Commission and Executive Leadership Team’s efforts to encourage staff to take affirmative steps to aspire to include WMBE businesses in their procurement efforts. These affirmative steps will help achieve that department/division’s aspirational goals.

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DIVERSITY IN CONTRACTING ANNUAL REPORT

POLICY OVERVIEW

On January 9, 2018, Port Commissioners adopted a new Diversity in Contracting policy, Resolution 3737 that drives equity in Port contracting. The new policy addresses historical disparities in women and minority business enterprise (WMBE) participation in Port contracting.

The Resolution required that the Executive Director shall “within 120 days of passage of this policy directive, develop Diversity in Contracting (DC) Program that identifies affirmative efforts to afford women and minority businesses the maximum practicable opportunity to meaningfully participate on Port contracts and to achieve the Port-wide goals.” This new policy also directs the establishment of:

- Executive level accountability that drives performance across the Port
- Port-wide goal setting and reporting processes, requiring Divisions/Departments to establish Annual WMBE Plans that set aspirational goals and performance targets
- Clear lines of responsibility and accountability for implementation with designated WMBE liaisons for each division
- Enhanced compliance and tracking of key performance objectives and incorporation of WMBE goals into the Port’s Long Range Plan
- Categories of contracts where inclusion plans and other tools will be used
- Implementation and monitoring procedures to ensure prompt payment and change order processes
- Expanded technical assistance for WMBE firms, coordination with external partners, and support for internal training to Port staff

The Port Commission also established utilization goals for both the amount of contracting dollars paid to WMBE firms as well as the number of WMBE firms under contract to the Port:

Five Year Goals

1. Triple the number of WMBE firms that contract with the Port from 118 to 354
2. Increase to 15% the percentage of dollars spent on WMBE contracts from 5.3%

Additional Century Agenda goals are to increase WMBE utilization in all Port Contracts and to:

- A. Incorporate these WMBE goals into the Port’s Long Range Plan to the fullest extent reasonable, including incorporation into Long Range Plan scorecards, reports, and Long Range Plan updates. Further, the Executive Director shall prepare and publish an annual report each year titled Diversity in Contracting Annual Report;
- B. Improve inclusion and outreach to sustain and improve WMBE participation and to reduce disparity in Port contracting;

- C. Take affirmative efforts to assure equality of contracting opportunity through the development and application of Inclusion Plans or other tools as necessary; and
- D. Expand opportunities for WMBE firms across Port functions, wherever practicable.

Policy Development (Timeline and Buckets of Work)

To implement the Diversity in Contracting (DC) program, Port leadership and staff developed a general guide to help focus the Port’s 2018 efforts in accomplishing the Diversity in Contracting policy directive. This timeline and guide was to help with the timely establishment of WMBE aspirational goals per division/department.

Path to Implementation



This Annual Report provides the results and efforts of the 2018 piloting year within the Diversity in Contracting program, 2019 WMBE aspirational goals per division, and efforts to support the division’s 2019 WMBE goals.

PLANNING AND ANALYTICS

As the Port moves forward with the Diversity in Contracting program leveraging our data will become paramount in making decisions. Currently the Port's Planning & Analytics (P&A) team has identified two areas of opportunity (consistency and efficiency) and is currently working to ensure the Port is able to make more data driven decisions.

Barriers to Consistency and Efficiency

The current data environment is complex, with multiple systems that have limited connections to each other making it difficult to report within the current reporting platform. As a result, the reports may not provide adequate detail for deep dive investigations.

Since the multiple systems utilized by the Port do not "talk" to one another Port staff are required to enter the same information into each system. This process not only creates duplicative work, but leads to inconsistencies in the data from system-to-system (e.g., contradictory certification records within and across the systems). This also requires a higher degree of scrutiny on the background data to ensure the information we are presenting is accurate.



How are we going to solve our problem?

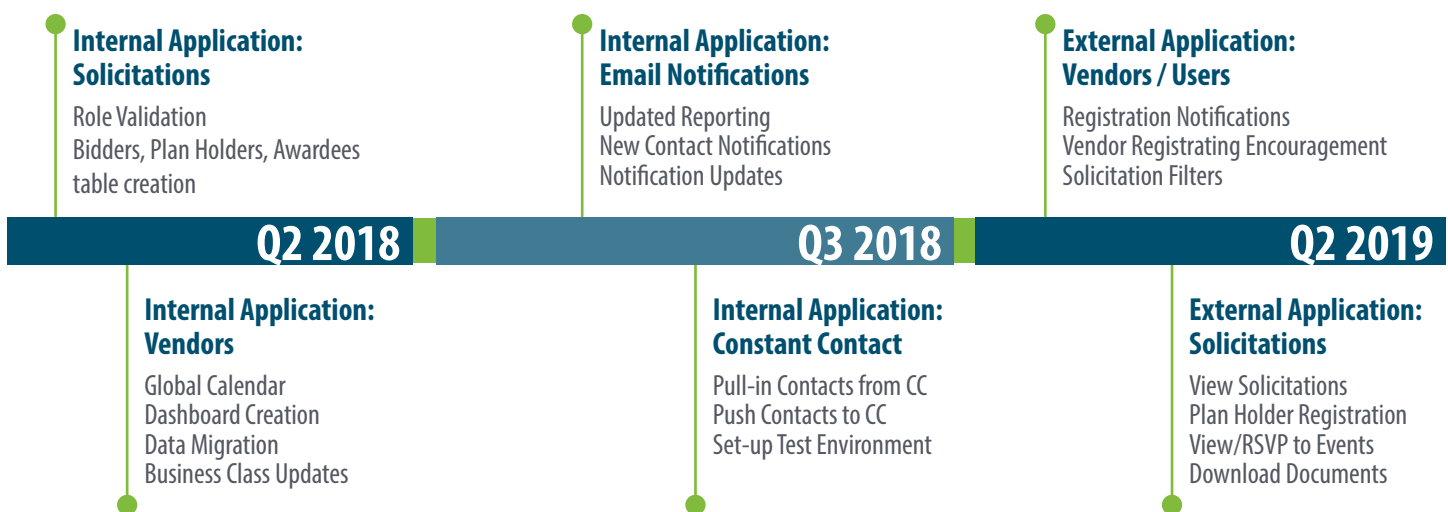
A continued culture of “just show me the numbers” without a deeper understanding of how those numbers are derived will lead to confusion. The P&A team is creating an internal “shared” basic language between those with organizational knowledge to those with knowledge of the data. This will help the understanding of the data from all parties, which will help with the decision making processes.

In 2019 the P&A team is collaborating with the Business Intelligence (BI) and Information Communication and Technology (ICT) teams to develop a shared data warehouse. This warehouse will take information from the Port’s systems and collect it in one centralized location. This will increase the accuracy and efficiency of the Port’s reporting process and will allow analysts from across the Port to access the same information.

Supplier Database Development

In January 2017 work began on the Supplier Database project. This new application will increase the visibility of WMBE firms, boost the Port’s outreach capabilities, and replace the Port’s aging procurement roster management system (PRMS). The team consists of members from the Central Procurement Office (CPO), Diversity in Contracting (DC), and Information Communications Technology (ICT). Initially the team explored third party vendors to build the database, however it was ultimately decided to bring the project in-house. This decision enables the Port to have control over the look, feel, and content of the database along with the ability to integrate it with other Port-built systems.

The timeline below details the development work that has been done on the internal site. Currently the internal site is near completion with the external site development beginning in February 2019. We will engage external stakeholders to test and use the system as it’s developed. When launched the new database will provide better search capabilities, a more robust list of WMBE firms (including ethnicity), the ability to push information into other Port systems, and an updated solicitation layout. This project has been a true joint venture between CPO and the DC teams, with each department providing input at each phase of the project.



INCLUSION PLANS AND WMBE ASPIRATIONAL GOAL DEVELOPMENT (2018)

In preparation for the full launch of the Port of Seattle’s Diversity in Contracting program for 2019, the team developed an inclusion plan which documents a proposer’s affirmative efforts to meet the aspirational goal. For service agreements, proposers will be required to submit an inclusion plan as part of their proposal submittal. For low bid construction, it is required the contract be awarded to the lowest-price bidder submitting a responsible bid. An inclusion plan will be required and evaluated as part of the responsibility review. Once awarded a contract, the inclusion plan is built in to the contract which documents the aspirational commitment to use WMBE firms. This inclusion plan provides guidance for attainment during the life of the contract.

Pilot projects were executed to help determine the appropriate solicitation language, reviews, and goal setting processes. These pilot procurements encompass services agreements, construction, and goods and service efforts (P-Cards) that support the affirmative efforts to achieve the Port’s WMBE aspirational goals.

Diversity in Contracting Pilots

Service Agreements

In 2018, the Port of Seattle conducted two (2) WMBE pilot procurements within the Service Agreement section following the Diversity in Contracting (DC) guidelines. The key milestones below are for each pilot:

| Vertical Conveyance Design Services IDIQ | | | | | |
|--|---|---|--|--|--|
| PortGen Event September 2018 | Procurement Advertised 10/10/2018 | Shortlist of Proposers 11/21/2018 | Inclusion Plan Discussions 12/7/2018 | Notice of Selection Planned for 12/21/2018 | Contract Execution Planned for 3/21/2019 |

| Graphic Design Services IDIQ | | | | | |
|--|---|---|---|---|--|
| PortGen Event September 2018 | Procurement Advertised 10/23/2018 | Shortlist of Proposers 12/13/2018 | Inclusion Plan Discussions 1/7/2019 | Notice of Selection Planned for 2/22/2019 | Contract Execution Planned for 3/15/2019 |

Recognizing this was a new process for our consulting community, the team was intentional in how it implemented the program. First, the Service Agreements and the DC team partnered to create an outreach strategy to inform the contracting public of our new initiative and how proposals would be evaluated. PortGen events were held to introduce the Diversity in Contracting initiative, the inclusion plan, the evaluation process and an opportunity to ask questions. These events also allowed large and small contracting firms to meet and network.

The next step and a key element to ensure success was to conduct discussions with each proposer established within the competitive range during the procurement process. During discussions, the team provided material weaknesses found in the inclusion plan to each proposer. At the conclusion of the discussions, proposers were invited to submit a final revised inclusion plan.

It was during these discussions we learned our inclusion plan needed more clarity on how we would evaluate their affirmative efforts. The team redesigned the inclusion plan to include an opportunity for proposer’s to provide more robust answers on how they partner with a more diverse set of sub-consultants; their mentorship or technical assistance program for WMBE consultants; the prompt payment process; how they resolve disputes should they arise; and how they will monitor their utilization throughout the life of the contract.

Overall, Port staff considers the first two procurement pilots a success. For Vertical Conveyance Design Services IDIQ, the aspirational goal was 5% and the firm is committing to 10% (7% MBE and 3% WBE). One out of the two diverse firms is new to the Port. For Graphic Design Services IDIQ, the aspirational goal was 35%. We awarded three contracts with the following commitments: first contract with 50% WBE; the 2nd contract with 100% WBE; and the third contract with 8% MBE and 8% WBE. Two out of the four diverse firms are new to the Port.

Construction

Construction piloted one procurement with the following key milestones:

| Airline Office and Restroom Renovation Phase 2 | | | | | |
|--|---|--------------------------------|---|---|--|
| PortGen Event 11/1/2018 | Procurement Advertised 11/27/2018 | Bid Opening 1/8/2019 | Inclusion Plan Review 1/11/2018 | Notice of Intent to Award 1/14/2019 | Contract Execution 1/31/2019 |

This project included new procedures and contract specification developed in conjunction with WMBE program manager, Associated General Contractors of Washington (AGC), and various Port of Seattle stakeholders (including project management and construction management).

The Port incorporated a longer bid time to allow more opportunity for contractors to network and identify WMBE firms as partners. The pilot project was successful with 4 bidders responding, and all bidders meeting or exceeding the aspirational goal of 15%. The winning bid included a 30% WMBE commitment.

Restroom Phase 2 Advertisement 11/27/18 with a 15% Aspirational Goal

| Contractor | WMBE Commitment | Bid Amount |
|----------------------|-----------------|-------------|
| Optimus Construction | 30% | \$4,244,000 |
| Swinerton | 70% | \$4,260,000 |
| Western Ventures | 22% | \$4,793,000 |
| Osborn Construction | 15% | \$5,296,506 |

Overall, Port staff considers the construction process following the Diversity in Contracting program's affirmative efforts successful. Continued success will be dependent upon communication with industry organizations, and achievable WMBE aspirational goals.

Purchasing (P-Card) and Direct Buy Purchases

Port staff recognizes small dollar value contracts are the best opportunity to directly influence use of WMBE firms. One method to encourage the Port to use WMBE firms for Purchase Card and direct-buy purchases is by training. In 2018, Diversity in Contracting Department and the Central Procurement Office provided six training sessions to existing internal P-Card holders regarding the P-Card's utility with respect to meeting the intent of the Diversity in Contracting initiative. These trainings provided guidance on how P-Card purchasers can be influential in helping the Port reach our Diversity in Contracting goals, specifically tripling the number of women and minority business enterprises (WMBE) the Port does business with.

A major focus of the training revolved around the pilot program with Amazon Business. The P-Card pilot program began in June of 2018 that helped guide P-Card purchasers to potential WMBE firms. The pilot program provides the Port with detailed spending data along with a streamlined approval process.

Use of the P-Card as a tool to maximize WMBE participation in Port purchasing opportunities is now a basic portion of the Port's required training for all new P-Card holders. This training is offered no less than twice per quarter.

Direct Buy and Three Quotes

In 2018, the Central Procurement Office (CPO) worked with the legal team to develop guidance regarding WMBE utilization when pursuing Direct Buy and Three Quote opportunities. The new guidance encourages the staff to provide opportunities to WMBE firms when soliciting quotes for goods and services under \$150,000. As part of this guidance, when soliciting quotes, CPO staff is instructed to document their efforts in reaching out to WMBE firms in the contract file.

Division Goals

2018 WMBE and Ethnicity Results

Although 2018 was the pilot year in preparation for the full roll-out of the Diversity in Contracting (DC) program in 2019, it is necessary to identify what the Port accomplished in 2018 to help establish a baseline. The tables below provide Port-wide WMBE utilization percentages for public works and non-public works projects, WMBE utilization per ethnicity breakdown, and the number of firms utilized per ethnicity.

Public Works / Non-Public Works (Port-wide)

| Category | WMBE | Total | %WMBE |
|------------------|---------------------|----------------------|--------------|
| Public Works | \$65,271,888 | \$516,504,619 | 12.6% |
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By Division (non-public works spend only)

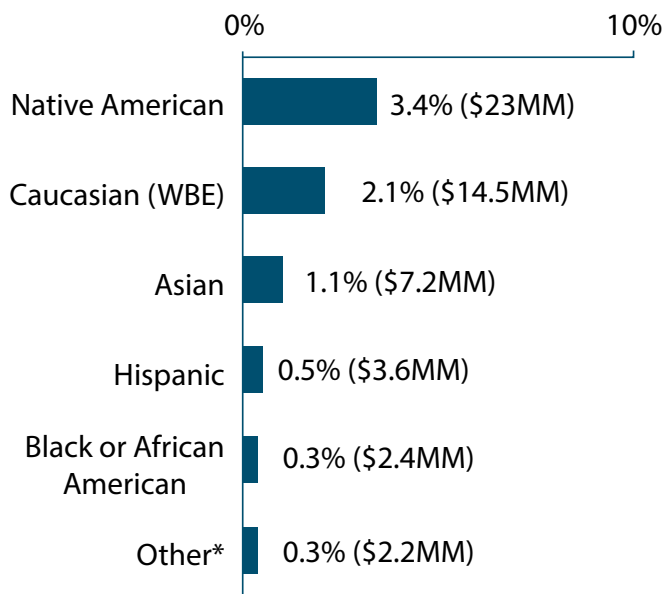
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WMBE utilization results are only for those Port of Seattle controlled procurements.)

2018 Ethnicity Baseline Results



Number of WMBE firms: 258**

| Ethnicity | Firms |
|---------------------------|-------|
| Caucasian | 73 |
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| Hispanic | 16 |
| Black or African American | 15 |
| Native American | 10 |
| Other* | 2 |

* Respondents stated they are a minority, but did not specify ethnicity. Ethnicity data for WMBE firms only.

** Includes P-Card purchases which are not broken down by ethnicity.

2019 Division Goals

The Diversity in Contracting (DC) policy directive required department/division directors to develop WMBE aspirational goals, and to conduct affirmative efforts to achieve the set goals as part of their annual performance evaluation.

To support the goal setting process, the Diversity in Contracting Department (DCD) developed suggested procedures to help leaders set their annual goals based upon their non-public works procurements (consulting and goods and services). These procedures required the department/division leaders review their following year's budget items and to identify all possible opportunities for WMBE utilization, asking themselves the basic questions of:

- Can this contract be led by a WMBE prime?
- Can a portion of the contract be subcontracted? Are there WMBE firms that can provide these services? (If so, highlight as a WMBE opportunity).
- If you know it can be performed by a certain small business, but unsure about WMBE out there, then highlight as a WMBE possibility
- Is there a WMBE already working on the contract?

These basic questions helped to identify those WMBE opportunities. Based upon the department/division leader answers to those contract opportunities, they were able to formulate a possible goal. As a result, the Port-wide WMBE aspirational goal for 2019 is 12.4%.

By Division (non-public works spend only)

| Division | Projected WMBE spend | Projected 2019 Spend | %WMBE | | Change vs. 2018* |
|---------------------|----------------------|----------------------|-------------|--------------|------------------|
| | | | 2018 Actual | 2019 Goal | |
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* In percentage points

(Please Note: WMBE aspirational goals for Public Works are not included within the stated goals above; however, WMBE aspirational goals are set project by project with the exception of small works.)



2019 OUTREACH AND TRAINING PLANS

In support of the department/division's WMBE goals, the Diversity in Contracting Department (DCD) is providing the following efforts to assist the department/divisions obtain their aspirational goals.

Port of Seattle Small Business Generator Program (PortGen)

PortGen program provides workshops, outreach communication to WMBE firms tailored towards those department/division's opportunities, prime and WMBE meet and greet sessions, and the expansion of the number of WMBE businesses within the Port's new Supplier Database.

Included within the 9 workshops, there will be 3 advanced training sessions. The advanced training sessions will be for major construction, small works, and consulting (Architecture and Engineering (A&E) services. This type of training will help answer the question of how to survive the process after contract award.

Of the eight workshops there will be four divisional workshops hosted by Port divisional leaders from Corporate, Aviation, Maritime, and Economic and Development Division. This gives an opportunity for the WMBE audience to learn about the division itself, and what types of business opportunities are specific to the division.

Mentor Protégé program

In support of Small and WMBE business development, the Diversity in Contracting Department evaluating the need to a "Mentor Protégé" program to help grow and support future businesses targeting the Port as a client. This program will especially concentrate on those Architecture and Engineering firms.

External Procurement Training Videos for Primes and WMBE firms

Training videos will be developed to guide future businesses on how the Port of Seattle procures within the construction, consulting, and goods and services categories. These videos will also explain how the Diversity in Contracting program is embedded within each procurement along with each department/division WMBE goals.

Community Organization and Government Partnerships

Diversity in Contracting Department staff is continuing to support and partner with community organizations and outside government agencies that have similar goals in supporting WMBE growth, and expanding the WMBE pools for our agencies to utilize.

Community Engagement and Internal WMBE Campaign

External Community Engagement

The goal of this Community Engagement plan is to inform WMBE firms of this program, grow the Port's supplier database, and increase diversity in Port contracting efforts. February 2019 is when the program will be finalized and rolled out, with most of the consultant and construction contracts having WMBE aspirational goals associated with Port procurements.

Goals of the Diversity in Contracting program laid out in the approved Port Resolution #3737 are to:

- Triple the number of WMBE firms that contract with the Port
- Increase the percentage of dollars spent on WMBE contracts to 15% within five years of program implementation

Audiences

The community engagement plan will be more focused, targeted and strategic than previous plans that marked broad awareness in the general community with several targeted efforts. The target audiences for this outreach are:

Primary: WMBE firms in the Greater Puget Sound area.

Secondary: Economic development experts and community advocates who work with underrepresented communities to expand economic opportunity and equity.

Tertiary: General business owners in Washington State including primes

Community Engagement Goals

Primary goal

Increase WMBE participation in the Port's Diversity in Contracting (DC) program. Participation is defined as: sign up to receive notices through our PRMS, attend events like PortGen, actively pursue business at the Port, sign up for mailing lists, and participate as a prime or subs on contracts.

Depending upon the creative, the calls to action are to:

- Sign up for the mailing list
- Attend events like PortGen
- Register their business in PRMS

Secondary goal

Enlist economic development experts and economic equity advocates from the Port of Seattle to help share the news of the new Diversity in Contracting efforts, encouraging more WMBE companies to consider the Port as a source of opportunity.

Tactics

- Schedule speaking opportunities for Port experts to evangelize the Diversity in Contracting program
- Produce written content to appear on newsletters or websites — on the Port blog and Puget Sound community media blogs
- Develop a robust ethnic and diversity media campaign including multi-language ads, as appropriate
- Produce DC video clips on how to do business with the Port that will be housed on the Port's YouTube channel

Messaging Points

Before public launch, one primary need is to define the messaging points for the Port's program to facilitate continuity and consistency of messaging. The messages that are currently developed:

- The Port of Seattle spends millions of dollars a year. All businesses, particularly women and owned businesses should look at the Port as a source of opportunity.
- As a public agency, the Port believes that all communities should benefit from our public investment.
- The Port of Seattle is committed to selecting and increasing the utilization of WMBE businesses in its contracting process.
- The Port provides training for WMBE businesses to learn how to do business with a complex organization like the Port through events like PortGen.
- The Port of Seattle is committed to the aspirational goal of tripling the number of WMBE firms that contract with the Port of Seattle, and to increase to 15% the amount of spend on WMBE contracts within five years of program implementation.

WMBE Calls to action from all stories:

- Sign up for the PRMS vendor list
- Contact the Port WMBE program for more information
- Attend a PortGen event
- Host a Port speaker at your community event
- Share your story about the process of doing business with the Port

Speaking Engagements

Port of Seattle staff should attend the following events to educate the community about the revamped program.

| Event | Timing | Location |
|--|---------------------|----------------------|
| MLK Day Celebration | January 2019 | Garfield High School |
| A Port of Seattle sponsored event at P69 for the Coalition of Ethnic Chambers | March or April 2019 | Pier 69 |
| Tabor 100 monthly meetings (last Saturday of every month). | Ongoing | |
| Monthly meetings of the Washington Association of Minority Contractors | Ongoing | |
| The annual Regional Contracting Forum of Public Agencies | April | |
| Port of Seattle outreach event focused on maritime and corporate services | May | Pier 69 |
| Port of Seattle outreach event focused on airport opportunities in all areas (construction, services, concessions) | June | Sea-Tac Airport |



Launch Plan

Phase I: Program Kickoff - Q1 2019 to Q2 2019

Formal program launch: February 2019

- Finalize program messaging
- Banner ads on PSBJ to announce the new program. Call to Action: sign up for email
- Banner ads on all relevant ethnic media outlets announcing the new program (native language translation where appropriate). CTA: sign up for email
- Banner ads on Seattle Times announcing the new program. CTA: sign up for email
- Develop a quarterly events schedule and kickoff meetings to educate on the new program guidelines and procedures
- Blog post about the revised program
- Blog posts and paid banner ads with South King Media (B-town blog, B-Town Blog, Waterland Blog, SeaTac blog and four other local blogs)
- Revise program pages on the website
- Events pages on the Port website
- Speaking engagements at community meetingsLaunch an application process that includes a brief biography and photo through a questionnaire with permission for the Port to highlight the business in promotions

Phase II: Q2-Q3 2019

- Establish referral program tactics: provide an email template to new registrants that they can send to their fellow WMBE businesses
- Create a mechanism (online form or email address) to request a Port speaker at events and community organizations

Internal Education and Training

This Internal Education and Training Plan is intended to reinforce the Diversity in Contracting policy to broadcast an internal awareness to staff as it relates to the Commission and Executive Leadership Team’s efforts to establish true affirmative efforts to increase WMBE utilization on port’s procurements. The following is the internal engagement plan:

| Category | Strategy |
|---|--|
| Target Audience | <ul style="list-style-type: none"> • Port of Seattle buyers and Port Employees • Port of Seattle leadership that influences buying decisions |
| Key Messages | <ul style="list-style-type: none"> • “Diversity in contracting will help give underrepresented entrepreneurs an opportunity to build a successful business.” • “One contract can be a gateway to growing a successful business for a small and diverse business owner.” • “Working with diverse suppliers can inject competition, innovation and efficiencies into the Port’s supply chain.” |
| Content and Communication Channels | <ol style="list-style-type: none"> 1. Email to employees from leadership 2. Create 1 article in 2019Q1 and create 8-9 articles in 2019Q2-Q4 <ol style="list-style-type: none"> a. Articles posted on Compass homepage and social media b. Articles posted on Portseattle.org/bid-opportunities and social media 3. Video message delivered by Commission, community members, and Diversity in Contracting Director. Video will be shared on multiple communication channels. |
| Service Plan | <ul style="list-style-type: none"> • Create a dedicated Office 365 resource page with supplier database and buyer resources. • Use required Port Procurement P-Card trainings to educate P-card holders. • Port of Seattle Diversity in Contracting staff will be resources for buyers and leadership. |
| Other types of engagement | <ul style="list-style-type: none"> • Quarterly, internal “Champion of Inclusion” recognition. |

APPENDICES

Diversity in Contracting Policy Document

For the full document please see our website at:

www.portseattle.org/page/diversity-contracting-creating-opportunities





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