

2020 DIVERSITY IN CONTRACTING ANNUAL REPORT

PortGen: Construction and Small Works Meet and Greet





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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

2020 WMBE Results

The Port of Seattle's Annual Divisional Goals are established using "Non-Public Works." 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 and Non-Public Works (Port-wide)

Category	WMBE	Total	%WMBE of Total
Public Works (Construction)	\$42,540,667	\$495,708,130	8.6%
Non-Public Works (Consulting, Goods & Services)	\$33,241,321	\$199,865,542	16.6%
Total	\$75,781,987	\$695,573,672	10.9%

By Division (non-public works spend only)

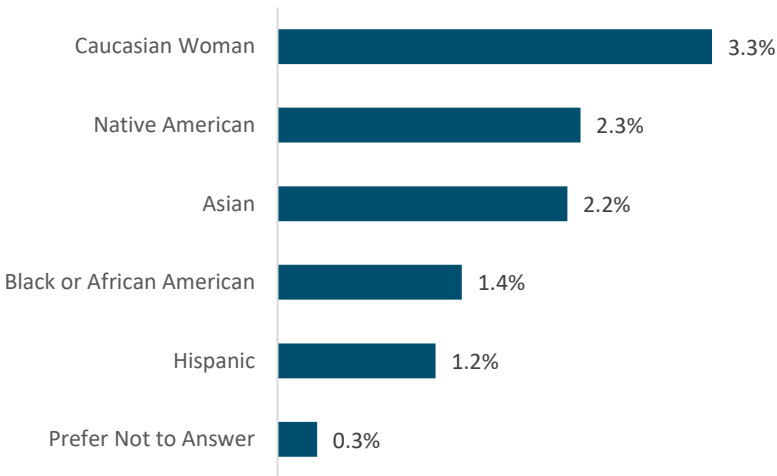
Division	WMBE	Total	%WMBE of Total
Aviation (AV)	\$23,256,420	\$135,779,054	17.1%
Corporate	\$4,780,519	\$32,934,255	14.5%
Economic Dev. (EDD)	\$429,630	\$2,752,428	15.6%
Maritime (MD)	\$3,922,997	\$24,579,489	16.0%
NWSA	\$851,756	\$3,816,797	22.3%
Total	\$33,241,321	\$199,865,542	16.6%

(Note: Northwest Seaport Alliance (NWSA) is part of a larger partnership with the Port of Tacoma. WMBE utilization results are only for Port of Seattle controlled procurement.)

2020 Ethnicity Baseline Results

Minority Share of Total Port Spend: 7.1%

Number of WMBE Firms: 325**



Ethnicity	Firms
Caucasian Woman	124
Asian	49
Hispanic	30
Black or African American	23
Native American	16
Other Minority*	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.



2021 Division Goals

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

WMBE aspirational goals for construction are not included within the table stated below. However, WMBE aspirational goals are set for construction, on a contract by contract basis with the exception of small works. The table below illustrates the 2020 Port-wide WMBE attainment, and 2021 aspirational goals for individual divisions and departments.

Division	2021 Projected Overall Spend	2021 Projected WMBE Spend	2021 WMBE Goal %	2020 WMBE Attainment %
Aviation	\$63,136,847	\$10,101,895	16%	17.1%
Economic Development	\$4,596,651	\$597,564	13%	15.6%
Maritime	\$4,464,575	\$669,686	15%	16%
Corporate	\$29,294,647	\$5,247,688	18%	14.5%
Total	101,492,720	\$16,616,834	16%	16.6%



2021 Outreach and Training Plan

The Diversity in Contracting Department (DC) is providing the following to assist departments and divisions in attaining their aspirational goals.

Port of Seattle's Small Business Generator Program (PortGen)

The PortGen program will continue to provide basic and advanced workshops, outreach communication to WMBE firms tailored towards those department/division's opportunities, prime to WMBE meet and greet sessions, and the expansion of the number of WMBE businesses within VendorConnect.

External Training Video Library for Primes and WMBE Firms

In 2020 Diversity in Contracting started the process of publishing videos on the Bid Opportunities section of the Port of Seattle website. These videos educate businesses on how to do business with the Port of Seattle as it relates to Construction, Consulting, and Goods and Services. Diversity in Contracting will continue to produce training videos to guide businesses through the Port of Seattle's Diversity in Contracting Program and contracting process in 2021.

Community Organization and Government Partnerships

Diversity in Contracting Department staff have an ongoing partnership with community organizations and outside government agencies to promote and expand the WMBE pools for our agencies to utilize. These strategic partnerships allow for business development and growth.

PortGen Accelerator (Pilot)

The Port of Seattle's Business Accelerator Program will be used to select and engage businesses in the environmental, travel, and airport-related industries (especially those owned by women and people of color) to assist the Port in its mission to protect the environmental lands in and around SEA Airport and support sustainability all while staying committed to the economic vitality of the Puget Sound region. The Accelerator program is slated to begin by the end of second quarter of 2021.

Internal and Community Engagement

In 2020, the COVID-19 pandemic impacted our engagement efforts by necessitating a switch to virtual events. Nonetheless, community engagement and partnership with WMBE businesses and organizations proved even more paramount to the success of the Diversity in Contracting Program. The Diversity in Contracting Department developed a Community Engagement Plan to let the WMBE community know the Port is using more WMBEs on Port contracts. Toward that end, we encourage all WMBE businesses to identify themselves by signing up on VendorConnect.

A key component of our community engagement in 2020 was COVID relief. We held 11 informational workshops that provided extensive information about relief programs available and application processes. We saw over 150 participants in our COVID events and will continue offering them in 2021.

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DIVERSITY IN CONTRACTING ANNUAL REPORT

POLICY OVERVIEW

The Diversity in Contracting Program has made, and continues to make, great strides in its ongoing efforts to increase WMBE hiring on Port of Seattle contracts and within Port departments. As the following Annual Report shows, the Diversity in Contracting Policy, Resolution 3737 is a success. It drives the programs actions to achieve equity and addresses historical disparities in women and minority business enterprise (WMBE) participation in Port contracting.

The Resolution requires the Executive Director to develop a 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 policy 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 total dollars spent on WMBE contracts from 5.3% by 2023

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;

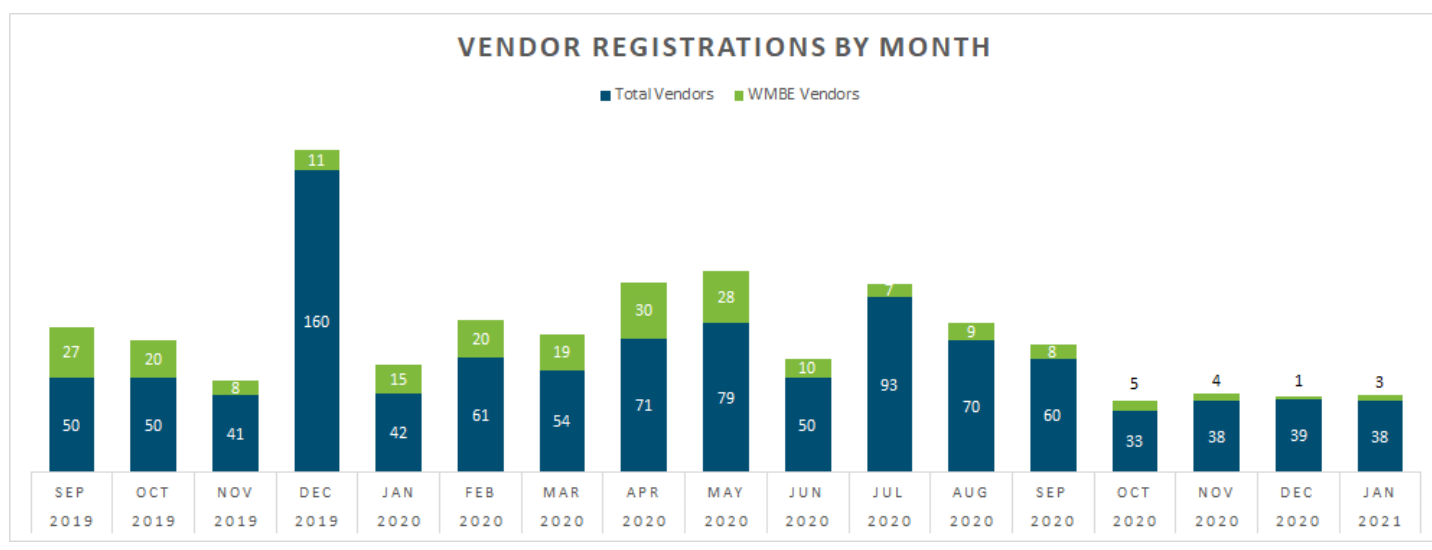
- C. Take affirmative efforts to assure equality of contracting opportunity through the development and application of Inclusion Plans or other tools as necessary; and
- D. Expand opportunities for WMBE firms across Port functions, wherever practicable.

PLANNING AND ANALYTICS

As the Diversity in Contracting program matures, leveraging data will remain at the forefront of decision making. The Port's Planning & Analytics team continues to improve both the accuracy and literacy of WMBE data. This includes new monthly reports distributed to divisional leaders providing valuable information on how their contracts are performing against the contract goals.

The Port's supplier database (VendorConnect) launched in September 2019 has made contracting with the Port more accessible to small/WMBE businesses. Since its launch 1,029 vendors have registered, including 225 WMBE firms. Finding businesses in the database has never been easier. In addition to the traditional NAICS codes users can use to search for firms, VendorConnect also allows the user to filter by their business certification, work type tag, or even zip code. These new features provide greater visibility to the WMBE firms that want to do business with the Port.

Not only does VendorConnect allow the Port to find new WMBE firms, it makes doing business with them easier by integrating new outreach tools that allow us to more easily promote upcoming Port events and business opportunities. The VendorConnect database also allows external vendors and public agencies to access to our entire listing of registered firms. This provides additional opportunities for our vendors to promote their businesses.



Inclusion Plans and WMBE Aspirational Goal Development (2020)

In 2020, the Port began its second year of establishing WMBE Aspirational Goals on Service Agreements and Construction contracts. Establishing WMBE aspirational goals is a tool to ensure that efforts are made to include WMBE firms on our contracts. This year we began adding WMBE Aspirational Goal and Inclusion Plans on applicable Purchasing contracts.

The WMBE contract goal setting process begins during the “pre-procurement” phase with the Diversity in Contracting Department reviewing scope and researching availability of WMBE firms to determine the appropriate WMBE Aspirational goal. Once a goal has been established, each contract type takes its own path to evaluate efforts and ensure the WMBE Aspirational Goal is met.

Diversity in Contracting Inclusion Plans

Service Agreements

Each year the Port of Seattle executes several Personal and Professional Service Agreements to design and plan projects across the Port. We continue making strides leveraging Inclusion Plans as a tool to increase the utilization of WMBE firms on our Personal and Professional Service Solicitations. In 2020, the Port spent approximately \$74.3 million on Personal and Professional Services with \$14 million or 18.8% going to WMBE firms.

Construction

Construction contracting continues to be a primary driver in WMBE Utilization. In 2020, the Port spent \$495 million on Construction projects, of which \$42.5 million or 8.6% went to WMBE firms. Small Works WMBE utilization accounted for \$1.3 million, while Major Construction WMBE utilization was \$41.2 million.

Purchasing: Direct Buy Purchases (P-Card)

Port staff recognize that small dollar value contracts offer a great opportunity to directly encourage the use of WMBE firms. Use of the P-Card as a tool to maximize WMBE participation in Port purchasing opportunities is now a fundamental of the Port’s required training for all new P-Card holders. As such, the Port encourages staff to provide opportunities to WMBE firms when soliciting quotes for goods and services under \$150,000. In 2020, of the \$10.7 million of the Port’s P-Card spend, 6.12% was with WMBE firms.

Purchasing: Goods and Services Procurements

In late 2019 and early 2020, the Port began setting WMBE Aspirational Goals for the first time on Purchasing Contracts. Examples of these types of contracts are goods, supplies, material and non-credential required services. Highlighted below are two examples of this new process.

Contract Name	Estimated Contract Value	WMBE Aspirational Goal
Custodial Services Zone 5	\$22,000,000	20%
Consolidated Customer Support Services	\$7,000,000	10%

Disadvantaged Business Enterprise Program

The Diversity in Contracting Department has two distinct programs: The Women and Minority Business Enterprise (W/MBE) Program and the Disadvantaged Business Enterprise (DBE) Program. The DBE Program is the federal arm which was established in accordance with the U.S. Department of Transportation (DOT) regulations 49 CFR Part 26. The Federal Aviation Administration (FAA) falls under the USDOT; thereby FAA funds are received and allocated for specific Port projects unlike WMBE projects which are not funded by federal funds.

What Is a Disadvantaged Business Enterprise (DBE)?

An individual who is socially and economically disadvantaged with at least a 51% interest in a business in which they have control of management and the daily business operations. Also, the individual/majority owner must have a personal net worth less than \$1.32 million.

Individuals must be of the following ethnicities: African American, Hispanic, Native American, Asian-Pacific Islander, or Subcontinent Asian American. Women (overall) are presumed to be socially and economically disadvantaged.

It is the policy of the Port of Seattle to ensure that DBEs, as defined in 49 CFR Part 26, have an equal opportunity to compete for contracts, subcontracts, and agreements in the award, participation, and administration of USDOT–assisted contracts.

DBE Program Updates

In 2020, The Port conducted various internal and external DBE trainings. To comply with state and local guidelines and protect our guests, DBE trainings were conducted virtually. While this required considerable changes to the format of our training, virtual events allowed more individuals to participate and protected Port staff, event participants, and the surrounding community. The PortGen workshops geared toward DBE subcontractors/firms were met with great interest with over 150 individuals attending. The workshops included Getting Certified (as a DBE), DBE Compliance Training (Do's and Don'ts), Good Faith Efforts, and Prime Contractor Responsibilities.

DBE firms were paid over \$4.4 million dollars for work performed on FAA funded Port projects. The projects included the AOA Perimeter Fence Line, 2020 Airport Pavement Replacement Project, Restroom Renovation Project – Phase 4, and Residential Sound and Condo Noise Project.

Upcoming for 2021

The focus of the DBE Program will be the following:

1. Increase DBE Participation on FAA funded Port projects
2. Conduct informational sessions for upcoming DBE projects
3. Collaborate with state and local transportation agencies to increase technical assistance training for DBEs

2020 WMBE 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.

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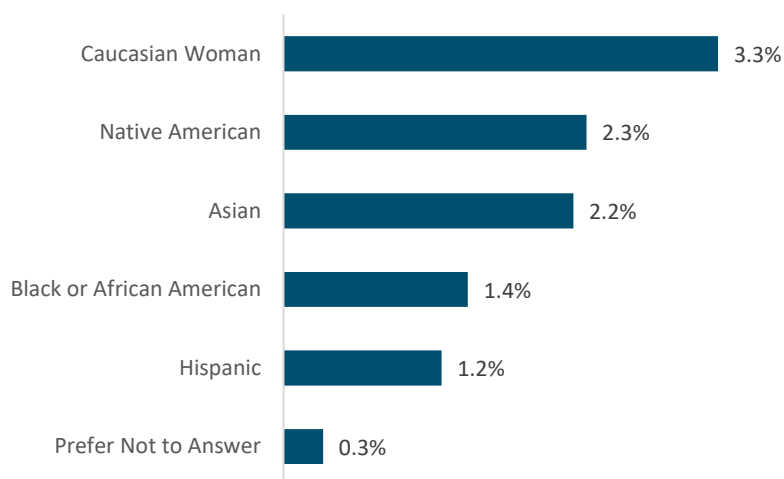
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*Respondents stated they are a minority but did not specify ethnicity. Ethnicity data for WMBE firms only.

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

WMBE Utilization	2016	2017	2018*	2019*	2020
Percentage	5.3%	8.8%	8.9%	10%	10.9%
Number of Firms	118	200	258	296	325

*2018 and 2019 reflect an update to WMBE Utilization as a result of a change in WMBE status.



2021 Division Goals

The Diversity in Contracting (DC) Policy Directive requires 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 DC Department 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 a portion of the contract be subcontracted? If so, are there WMBE firms that can provide these services?
- Is there a WMBE already working on the contract?
- Can this contract be led by a WMBE prime?

These basic questions assist in establishing a WMBE division/department goal for the upcoming year. As a result, the Port-wide WMBE aspirational goal for 2021 is 16% for Non-Construction dollars spent.

By Division (non-public works spend only)

The table below illustrates the 2021 aspirational goals for individual divisions and departments.

Division	2021 Projected Overall Spend	2021 Projected WMBE Spend	2021 WMBE Goal %	2020 WMBE Attainment %
Aviation	\$63,136,847	\$10,101,895	16%	17.1%
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Corporate	\$29,294,647	\$5,247,688	18%	14.5%
Total	101,492,720	\$16,616,834	16%	16.6%

(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.)

2020 Corporate Department WMBE Goals

Executive Leadership Department Name	Total Outside Services Spend	WMBE Goal%
Police Department	\$50,419	10%
Human Resources	\$908,960	16%
External Affairs	\$3,274,898	13%
Office of Strategic Initiatives	\$29,500	50%
Internal Audit	\$1,588	0%
Labor Relations	\$2,000	12%
Equity, Diversity and Inclusion	\$1,976,844	20%
Environmental Department	\$11,368,910	16%
Chief Operating Office	\$1,020,032	10%
Legal Department	\$810,161	5%
Finance and Technology	\$9,390,335	24%
Commission Office	\$10,000	8%
Total	\$29,294,647	18%



2021 OUTREACH AND TRAINING PLANS

2020 Port of Seattle Small Business Generator Program (PortGen)

The PortGen program provides workshops, training, and outreach communication to businesses looking to contract with the Port. More than 450 businesses participated the various PortGens in 2020. PortGens provide an excellent opportunity to meet representatives from the Diversity in Contracting Department, project and division specific representatives, and decision makers. Here Port staff share information about our programs, initiatives, contracting goals, and our contracting policies and procedures.

A key benefit to participating in PortGens is the opportunity it allows for networking. Whether that networking is with decision makers at the Port, Prime contractors looking for subcontractors to partner with on upcoming projects, the Port's business development partners, or other small businesses to learn from, the benefits are tangible.

Despite the pandemic, which required us to move all of our training workshops online, we were able to host more workshops and connect with more businesses in 2020 than we did in 2019. In addition to regular scheduled training in the categories of Goods and Services, Consulting, and Major/ Small Works Construction, we offered many other opportunities for businesses development. This includes a six-week advanced training workshop series for Construction and Architecture and Engineering firms. DC staff partnered with the US Department of Transportation's Small Business Transportation Resource Center (SBTRC) to incorporate their bonding program and facilitate this training.

2020 PortGen Training and Activities

- C1 Building Informational Meeting
- Get Certified (ACDBE and DBE)
- DBE Compliance Training (Internal)
- Consulting 101
- DBE Compliance Training (External)
- Goods and Services 101
- Construction and A&E Informational Meeting with Tabor 100 Pt. 1
- The Importance of DBE Compliance and Reporting
- Construction and A&E Informational Meeting with Tabor 100 Pt. 2
- Advanced PortGen Construction Track with USDOT (six-week series)
- Advanced PortGen A&E Track with USDOT (six-week series)
- AV Pavement Replacement Project

Upcoming 2021 PortGen Training Strategy and Activities

A large number of PortGen workshops are in the works for 2021. Key topics will include Major and Small Works Construction, Consulting, Architecture and Engineering, Concessions, Rental Car Facilities, DBE Certification, and Goods and Services. We will also be offering training that covers proposal writing, bonding/insurance, marketing, project labor agreements (PLA), and more! Below are a few workshops that are on the horizon, with many more to come.

- Port Construction Services and Small Works Informational “Meet and Greet”
- Airport Dining and Retail Concession Program
- DBE Compliance Training
- WSDOT/Sound Transit/Port of Seattle Agency Training Program Partnership
- Security and Janitorial (Goods & Services)
- Architecture & Engineering (IDIQ Contracts)
- Advanced PortGen (USDOT Small Business Transportation Development Center)
- Capital and Targeted procurement projects
- A&E – Mentoring (C1 Building)
- Pandemic Relief Informational Meeting for Small Businesses
- Regional Transportation Summit (Airport DBE)
- Let’s Get Certified (OMWBE)
- Lesson Learned – Tips for WMBEs and DBEs

2021 External Training Videos for Primes and WMBE firms

Training support videos will continue to be developed to guide businesses on the Port of Seattle’s Diversity in Contracting program and contracting process.

PortGen Accelerator (Pilot)

The Port of Seattle’s Business Accelerator Program will be used to select and engage businesses in the environmental, travel, and airport-related industries (especially those owned by women and people of color) to assist the Port in its mission to protect the environmental lands in and around SEA Airport and support sustainability all while staying committed to the economic vitality of the Puget Sound region. The Accelerator program is slated to begin by the end of Q2 2021.

Community Organizations and Government Partnerships

Diversity in Contracting Department staff is continuing to support and partner with community organizations and outside government agencies to foster 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.

The goals of the Diversity in Contracting program laid out in the approved Port of Seattle's Diversity in Contracting Policy Directive - 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 continue to be more focused, targeted, and strategic than previous plans. 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 includes signing up to receive notices through our VendorConnect, attending events such as PortGen, actively pursuing business opportunities at the Port, signing up for mailing lists, and participating as a prime or sub on contracts.

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
 - Over 2300 individuals open the DC Quarterly Newsletter in 2020
 - More than 630 people read a blog published by the DC Department in 2020
- Develop a robust ethnic and diversity media campaign
 - The DC Department continued publishing in six ethnic media publications/outlets in 2020. These publications targeted the African-American, Asian, and Hispanic communities.
- Produce DC video clips on how to do business with the Port that will be housed on the Port's site
 - Six new video recordings were added to our website

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 currently developed are:

- 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 spent on WMBE contracts within five years of program implementation

WMBE Calls to action

- Sign up on VendorConnect
- Contact the Port WMBE Program for More Information
- Attend PortGen Informational Meetings and Other Diversity in Contracting Events
- Attend Pre-Bid and Pre-Proposal Meetings
- Host a Port Speaker at Your Community Event

Speaking Engagements

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

Event	Timing
MLK Day Celebration	January 2021
Alliance Northwest	March
A Port of Seattle sponsored event for the Coalition of Ethnic Chambers	April or May 2021
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 events focused on aviation, maritime, economic development, and corporate services (PortGen)	Ongoing

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 Departments – Project Managers, and other Port employees at staff • 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	<ul style="list-style-type: none"> • Email to employees from leadership • Create 1 article in 2021 Q1 and create 8-9 articles in 2020 Q2-Q4 <ul style="list-style-type: none"> • Articles posted on Compass homepage and social media • Articles posted on Portseattle.org/bid-opportunities, the Port's external blog, and social media <p>Training support videos will continue to be developed to guide future businesses on the Port of Seattle's Diversity in Contracting program.</p> <ul style="list-style-type: none"> • Advertise articles in diverse publications regarding VendorConnect signup, contracting opportunities, PortGen Workshops, Industry Days, targeted projects and other training events
Service Plan	<ul style="list-style-type: none"> • 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*](http://www.portseattle.org/page/diversity-contracting-creating-opportunities)



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NORTHWEST PARTITIONS

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TELEMATICS EQUIPPED



**PORT OF SEATTLE
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Diversity in Contracting
Annual Report



