

## Business Equity/Diverse Business Inclusion Committee Capital Projects Advisory Review Board

27 August 2021

Committee focus:

- Comprehensive review of RCW 39.10 with the lens of equity (include RCW 39.04 & 39.80).
- Create consistency in statutory language.
- Evaluate and bring forth effective strategies and opportunities for firms to compete.

<input checked="" type="checkbox"/> Olivia Yang	Washington State University	CPARB /Committee Member
<input checked="" type="checkbox"/> Santosh Kuruvilla	Exeltech	CPARB /Committee Member
<input checked="" type="checkbox"/> Lisa Van der Lugt	OMWBE	CPARB /Committee Member
<input type="checkbox"/> Bill Frare	DES	CPARB /Committee Member
<input type="checkbox"/> Irene Reyes	The Glove Lady	CPARB /Committee Member
<input checked="" type="checkbox"/> Janice Zahn	Port of Seattle	CPARB /Committee Member
<input type="checkbox"/> Jackie Bayne	WSDOT OEO	Committee Member
<input type="checkbox"/> Cheryl Stewart	Inland Northwest AGC	Committee Member
<input checked="" type="checkbox"/> Chip Tull	Hoffman Construction	Committee Member
<input checked="" type="checkbox"/> Aleanna Kondelis	Akana	Committee Member
<input type="checkbox"/> Brenda Nnambi	Sound Transit	Committee Member
<input type="checkbox"/> Linda Womack	MBDA	
<input type="checkbox"/> Bill Dobyms	Lydig	CPARB
<input type="checkbox"/> Bobby Forch	Forch Consulting	
<input type="checkbox"/> Lily Keefe	USDOT - Northwest SBTRC	
<input checked="" type="checkbox"/> Cathy Robinson	City of Lynnwood	
<input type="checkbox"/> Sarah Erdman	OMWBE	
<input checked="" type="checkbox"/> Shelly Henderson	Mukilteo School District	
<input checked="" type="checkbox"/> Van Collins	ACEC Washington	
<input type="checkbox"/> Cathy Ridley	Exeltech	
<input checked="" type="checkbox"/> Maja Huff	Washington State University	
<input checked="" type="checkbox"/> Keith Michel	Forma	
<input type="checkbox"/> Jerry Vanderwood	AGC of Washington	
<input checked="" type="checkbox"/> Young Sang Song	Representing Linda Womack, Song Consulting Services	
<input checked="" type="checkbox"/> Timolin Abrom	OMWBE	
<input checked="" type="checkbox"/> Charles Wilson	Representing Bill for DES	
<input checked="" type="checkbox"/> Stephanie Caldwell	Absher Construction	
<input checked="" type="checkbox"/> Melissa Van Gorkom	Senate Committee Services	

## AGENDA

Item	Purpose	Start
Welcome and committee member introductions	Information	10:00 am
Review & approve agenda	Action	10:05 am
Review & approve 7/23/21 meeting minutes	Action	10:10 am
Invitation to the public to participate	-	10:15 am
Report from External Stakeholders Co-Chairs	Discussion	10:20 am
Report from Best Practices Co-Chairs	Discussion	10:45 am
Matrix	Action	11:00 am
Next Steps	Discussion	11:20 am
"Final word" (from committee members)	Discussion	11:40 am
Adjourn	Action	12:00 pm

### DIGITAL CONFERENCE ACCESS

The committee meeting will be conducted entirely by Zoom digital conferencing.

Online <https://wsu.zoom.us/j/97615048848>

Meeting ID: 976 1504 8848

### Join by telephone

Dial: US: +1 253 215 8782 or +1 669 900 9128 or +1 646 558 8656

Meeting ID: 976 1504 8848

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Olivia Yang - Washington State University

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Santosh Kuruvilla – Exeltech Consulting

206 713 1241 [santosh@xltech.com](mailto:santosh@xltech.com)

## MINUTES

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### Item: **Welcome and committee member introductions**

- Call to Order
- Quorum confirmed
- Aleanna, Janice, Chip, Santosh, Olivia, Lisa, and Charles (representing Bill)

Action by: BE/BDI Committee

Status: Approved and complete

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### Item: **Review & approve agenda**

- Agenda Approved.

Action by: BE/BDI Committee

Status: Approved and complete

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### Item: **Review & approve 5/28/21 meeting minutes**

- Update date.
- Include materials shared during the meeting as attachments to the minutes.

Action by: BE/DBI Committee

Status: Approved with updates and complete

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### Item: **Subcommittee Report – External Stakeholders**

- Discussed and shared the 8/17/21 External Stakeholders Report
- Real life examples have been included in the report and discussed during the meeting, patterns in business and behavior listed for reference, both Statewide and Region wide.
- While we are limited to the 39.10 discussion - Horizontal versus vertical has large differences. Our best practices centered on vertical construction could lead by example and have a positive impact on private industry and other RCW driven industry.
- Discussed system level issues and individual level behaviors and use the – and use towards best practices/expectations that can help be used towards capturing in lenses through the problem statements.

Action by: Young on behalf of Irene and Linda.

Status: Active

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### Item: **Subcommittee Report – Best Practices**

- Discussed and shared the 8/11/21 Matrix. Column c now includes the external stakeholders report.
- Column A is Barriers by workflow, bolding is repetitive topics that come up frequently, red numbers are cross-references and showing connections to/from external stakeholders reports. Column B – includes a little more information, stories. Most Column A barriers now have a corresponding problem statement in the team drive.
- Is column A crystalized and at a point that it can be finalized?

- May need to look at overlapping between topics.
- Call to action – that we hear your take and voice, thoughts, and suggestions on the problem statements! We value your time to go through specific topics, begin fleshing out potential solutions.
- Potentially add case studies to the problem statements, or other relevant information. We need all of the different voices and thought included.

Action by: All committee members – invited to review the Problem Statements and provide input.

Status: Active

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Item: **Next Steps**

- CPARB Pre-Reads Folder – Load PDFs to this folder by next Wednesday, September 1, to be able to share with CPARB in advance
- Discussed Kanban dated 8/27/21, and updates to it. Start tracking state of completion of the various parts of the Best Practices Manual.
- Presenting to CPARB – Kanban, two committee reports, and feedback/ input intent.
- How/what is the methodology for the feedback/input that Irene and Linda will be obtaining?
- Qualitative versus quantitative data. The stories are so important and the relationship between data and stories needs to end up in a well-rounded narrative. How to incorporate it and carefully handle the information

Action by: Co-Chairs – Prepare PDF Pre-reads for CPARB Meeting. Santosh – Update Kanban in prep for CPARB Meeting.

Status: Active

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Item: **Final Words**

- Request materials in advance and to be added to the subcommittee CPARB page.
- Call to prime contractors to look at innovative solutions to the barriers.
- Encouraged to see consistency between agencies and certification
- Appreciate the honesty and real issues covered.
- Do we need more time for the presentation at CPARB – we only have 20 minutes? Invitation to listen in on September 16 Local Government Committee meeting as it intersects with the work of the committee.
- GCCM Committee is being cross-pollinated by this committee and they are
- Equity discussions at CPARB can take up more time than expected, recommends longer time than 20 minutes for the presentation. Ask that we consider the timeline for questions.
- If we need real interviews, speakers to tell stories we should invite them to come speak to us as an audience.
- We are trying to be comfortable with what is uncomfortable.

Action by: Co-Chairs – assess length of time to present at CPARB.

Status: Active

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Adjourn 11:50

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Zoom Meeting Recorded and available in BE-DBI Teams.

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<p style="text-align: center;"><b>Barrier</b> (setting priorities) (non-legislative preference) <b>(x) = External Engagement Subcommittee Identification of barriers</b></p>	<p style="text-align: center;"><b>EXTERNAL STAKEHOLDERS COMMENTS</b></p>
<p><b>Section 1: Planning (“start early”)</b></p>	
<p>Outreach (external and internal, engagement, stakeholders) <b>(1)</b></p>	<p>We have found out that a few small businesses are looking for one place where everyone can go.</p>
<p><b>Networking (network access, no “old boy network”) (1)</b></p>	<p>We agree and are still looking out how this can be resolved.</p>
<p>Internal policies (SOPs, programming)  <i>See also Inclusion Plans and Contract Language</i></p>	<p>We highly recommend that the owner/agency should adopt and or develop accountability measurement plan.</p>
<p><b>Contract Sizes and Scopes (“right-sizing”, aka “unbundling”) (4) (8)</b></p>	<p>We are not certain of any appropriate course of action on this...It's the business that needs to come up with parameters not primes/owners - perhaps this can be a partnership/ teaming up or training item?</p>
<p>Shared Rosters</p>	<p>This is common practice. Almost all are using OMWBE - perhaps get an update and identify more precise questions.</p>
<p>Forecasting <b>(4)</b></p>	<p>This can also be a part of the item for Networking, announcements and utilizing association platforms and OMWBE website.</p>
<p>Goal Setting  <i>See legal comments</i></p>	<p>Assign a manager for major pursuits from the owners side to make sure this happens, set accountability measurements. Set the goal as part of the RPF and assign more points to it, having the portion be 5-8% sends a weak message.</p>
<p>Owner develops compliance team</p>	<p>The team that is held accountable, include with above comments and get goals that are attainable and measurable.</p>
<p>Pipeline and Business Development <b>(13)</b></p>	<p>Include this on networking and outreach.</p>
<p>Federal Programming</p>	<p>Lump with Roadshow - education/awareness</p>
<p>Legal interpretations/disproportionate legal representation</p>	<p>Support Services Topic</p>

<b>Section 2: Engagement ("transparency")</b>	
<b>Technical Assistance (9)</b>  <i>See also mentor-protégé</i>	<p>There is a need for Pre-qualification for mbes. We strongly recommend Linda due to the DBE Support Services experience and feedback.</p>
<b>Access to contracting information (7)</b>	<p>Make this part of the item for Networking.</p>
<b>Access to decision makers (4)</b>	<p>Coaching opportunity - training business owners on proper business etiquette or professionalism. "Demeanor/ Proper Etiquette Training" is recommended.</p>
<b>Certification (5)</b>	<p>Include this with Outreach Training and Networking</p>
<b>Mentor-Protégé</b>	<p>A lot of information to how this program is operating, we need to gather more information and expand.</p>
<b>Owner staff training</b>	<p>This is a Outreach item if we just want to share the information or this a training item for owners/agencies.</p> <p>Get instructors that know what they are doing</p>
<b>Vendor Rotation</b> <i>See also Rosters</i>	<p>From Young: From a Prime's POV: "on call list" is established with vendors that is main focused around personal service and favors. It is my opinion that most business owners do not practice proper business development. That is the reason they are not on the list. On the other hand: how are we going to encourage or mandate this to happen? I do not know of a net to catch this creature. We recommend that we strike this item - we can't do anything about it for right now.</p>
<b>Advertisement and solicitations (4)</b>	<p>Language that should be placed in RFP - Owner will need to provide guidelines of the process or the prime must provide their best foot forward with measurements of accountability and IMPOSE penalties and consequences. Perhaps assign a consultant/Auditor appointed by Owner to make sure Prime does their job. Give that department/agent to give Non Conformance (NC) to a prime. Need to hit them where its going to get attention. Accountability and Consequences.</p>
<b>Section 3: Contract Requirements</b>	
<b>Bonding (9)</b>	<p>Road Show</p>
<b>Insurance (9)</b>	
<b>Indemnification</b>	<p>Road Show/ Training/Mentorship/Support Services</p>

Inclusion Plans (EEO)	Make it part of the proposal/RFP: assign point value: give it weight. 5-8% sends a weak message.
Solicitation Times (4) <i>(See Advertisement and solicitations)</i>	Road Show/Networking
Prompt Pay/Quick Pay (change orders?) (12)	Require the Prime to operate the DBE/MBE on each pay app. Make it a point that the owner assigns a special agent to pay attention to MBE/DBE companies expediting an advanced approval so the MBE/DBE is not stuck riding along a CO. Break it in two payout/month.
Experience Requirements (4)(10)	Recommend doing a detailed study to see what is available prior to making standards.
"Bid Shopping"/bait n switch (14)	Special Investigative Team to be Created with Attorney assistance, there is a compliance audit available and paid by owner. As activities like this happen - we must get to the bottom of it and start calling out individuals and not companies. Use a big hammer with this one. Again accountability measurements and consequences like penalties.
Scoring and Debriefs (4)	RFP has to have more stringent requirements and language. Use words like requirement not goal. Give this department more points/value. More value must be assigned or the primes will not take it seriously.
<b>Section 4: Monitoring, Reporting, Tracking</b>	
Data Collection System (BDMS, B2G)	
Enforcement (even "private" terms) (5)  <i>(See also inclusion plans)</i>	Special Investigative Team to be Created with Attorney assistance, there is a compliance audit available and paid by owner. As activities like these happen - we must get to the bottom of it and start calling out individuals and not companies. Use a big hammer with this one. Again accountability measurements and consequences like penalties.
Contractor Performance/Evaluation Programs (5)	
Reporting Type	we are looking forward to this

<p>Business Growth Monitoring (9)</p> <p>See also, inclusion and utilization monitoring</p>	<p>What are we going to do with that information? Should we spend the money and time if we don't know how we are going to use the data? I see this item as a great marketing/promotional/road show support material.</p>
<p>CPARB/PRC Application</p>	<p>NO comment</p>
<p>Data Collection Process</p>	
<p><b>Section 5: Discrimination and Harassment</b></p>	
<p>Women-owned firm inequity (2)</p>	<p>What is the committee's end goal? Share the information or are looking to boost WBE's revenue? Desires should be part of the RFP - put it in writing.</p>
<p>Workplace Safety (antiharassment, violence) (3)</p>	<p>From Young: This is 100 % true: I had to appear in King County Court as a Walsh Area Manager to protect African direct labor force from assaults in Seattle. Long story short and 15K later - a resident near the project was put under a special forced separation order enforced by SPD.</p>
<p>Retaliation and Retribution (4)</p>	<p><i>More to report next time</i></p>
<p>How do we prioritize and understand the consistency between the recommendations?</p>	



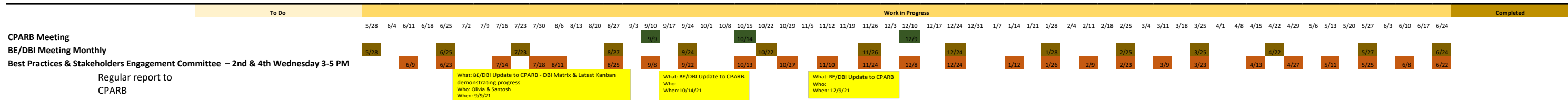


See also mentor-protégé	<ul style="list-style-type: none"> <li>2. Diverse and new businesses lack the support/overhead to hire staff to produce all the paperwork throughout contracts and projects.</li> <li>3. Support understanding bid forms</li> <li>4. Support with weekly reporting and audit protocols</li> </ul>	There is a need for Pre-qualification for mbes. We strongly recommend Linda due to the DBE Support Services experience and feedback.	<ul style="list-style-type: none"> <li>2. MBDA</li> <li>3. PTAC</li> <li>4. SME's</li> <li>5. WSDOT</li> <li>6. City of Seattle</li> </ul>	Shelly	X		X	X	X	X	X	
Access to contracting information (7)	It is hard to navigate all the contracting opportunities in the state, feels like every owner and prime uses a different medium, a different approach, different requirements, time frames, etc. Also, very few owners post past bids and contracts for review by those trying to compete.	Make this part of the item for Networking.	<ul style="list-style-type: none"> <li>1. Statewide contracting program</li> <li>2. Recommend advertisement locations</li> <li>3. WEBS</li> <li>4. Contract posting best practices</li> </ul>	Shelly	X		X	X				
Access to decision makers (4)	Firms that have never worked with owner teams or owner decision makers are not provided access and opportunities to establish a report with decision makers.	Coaching opportunity - training business owners on proper business etiquette or professionalism. "Demeanor/ Proper Etiquette Training" is recommended.	<ul style="list-style-type: none"> <li>1. Prior to approval capital portfolios are socialized and presented by decision makers to the community for feedback and meet n greets. Part of the budget process.</li> </ul>	Aleanna/Brenda								
Certification (5)	<ul style="list-style-type: none"> <li>Public procurement laws point to state certification for inclusion, yet because of I-200 there can be no material advantage to winning contracts.</li> <li>There are other professional organizations/owners that offer certification or registration programs, but perceived as a conflict of interest with OMWBE which leads to multiple certifications and more work for diverse businesses with little return</li> <li>Not all diverse firms are registered or certified, and it leads to lack of awareness by primes and owners</li> </ul>	Coaching opportunity - training business owners on proper business etiquette or professionalism. "Demeanor/ Proper Etiquette Training" is recommended.	Highlight the various opportunities and values/opportunities created with each.	Aleanna	X							
Mentor-Protégé	Not a barrier, a recommendation Sponsored programs where developing firms get to partner with more established firms or primes for specific jobs Sponsored programs where developing firms "shadow" established firms on various phases of public works.	A lot of information to how this program is operating, we need to gather more information and expand.	WSDOT	WSDOT/Chip Tull	X		X		X	X	X	
Owner staff training	Owner and Prime project delivery and contracting staff are not aware of SOPs and tools for inclusion, monitoring and enforcement	<p>This is a Outreach item if we just want to share the information or this a training item for owners/agencies.</p> <p>Get instructors that know what they are doing</p>	"Road Show", training of staff prior to delivery of the capital program, team development of inclusion strategies and goals by project. Tips and Tricks for training.	Aleanna	X		X	X	X	X	X	
Vendor Rotation See also Rosters	On-call and roster pools are established but internal utilization policies do not lend themselves to equal/equitable utilization and rotation of firms on the rosters.	From Young: From a Prime's POV: "on call list" is established with vendors that is main focused around personal service and favors. It is my opinion that most business owners do not practice proper business development. That is the reason they are not on the list. On the other hand: how are we going to encourage or mandate this to happen? I do not know of a net to catch this creature. We recommend that we strike this item - we can't do anything about it for right now.	Policy/SOP examples and suggestions	Olivia/Van	X							
Advertisement and solicitations (4)	<ul style="list-style-type: none"> <li>Short solicitations times</li> <li>Confusing processes</li> <li>Not enough information for new firms to understand the process or how to be responsive</li> <li>Inconsistent advertising policies</li> <li>No consistency in posting bids and opportunities</li> </ul>	Language that should be placed in RFP - Owner will need to provide guidelines of the process or the prime must provide their best foot forward with measurements of accountability and IMPOSE penalties and consequences. Perhaps assign a consultant/Auditor appointed by Owner to make sure Prime does their job. Give that department/agent to give Non Conformance (NC) to a prime. Need to hit them where its going to get attention. Accountability and Consequences.	<ul style="list-style-type: none"> <li>1. Samples and examples of advertisement and solicitation documents</li> <li>2. Samples and examples of advertisement and solicitations by contract type and size.</li> </ul>	Keith/Carrie								
<b>Section 3: Contract Requirements</b>												
Bonding (9)	Diverse firms not able to bond per project spec	Road Show	<ul style="list-style-type: none"> <li>Sample contract flow-down provisions</li> <li>Town-hall with bonding companies</li> </ul>	Olivia/Van	X	X	X	X	X	X	X	
Insurance (9)	Diverse firms not able to insure per project spec, state and federal requirements may be in conflict, there is nuance by delivery method.	Road Show/Training/Mentorship/Support Services	<ul style="list-style-type: none"> <li>Sample contract flow-down provisions</li> <li>Town-hall with insurance companies</li> </ul>	Olivia/Van	X	X	X	X	X	X	X	
Indemnification	Firms asked to indemnify design and owner beyond available underwriting.	Road Show/Training/Mentorship/Support Services	Sample language per contract type, with description of what and how to adjust *education and training	Olivia/Van								
Inclusion Plans (EEO)	Not all owners are using Inclusions Plans and know how to use them Primes are not using them for larger packages No enforcement of Inclusion Plans	Make it part of the proposal/RFP: assign point value: give it weight 5-8% sends a weak message.	<ul style="list-style-type: none"> <li>Samples and SOPS</li> <li>1. WSDOT</li> <li>2. City of Seattle</li> <li>3. DES</li> <li>4. Sound Transit</li> <li>5. King County</li> <li>6. Port of Seattle</li> </ul>	Aleanna	X							
Solicitation Times (4) (See Advertisement and solicitations)	<ul style="list-style-type: none"> <li>Solicitation times are too short and overlap other deliverable timeframes.</li> <li>Unfair advantage to incumbents that can dust off their previous winning submission.</li> </ul>	Road Show/Networking	Guide and policy samples based on type of response needed and how many scopes are involved.	Kieth/Carrie	X	X	X	X	X	X	X	
	Lower tier subs are often waiting 120 days+ to receive payments because of the layers of flow from owner to prime and so on. This	Require the Prime to operate the DBE/MBE on each pay app. Make it a point that the owner assigns a special agent to pay attention to	<ul style="list-style-type: none"> <li>1. Statute support – 30 days, interest</li> <li>2. Federal requirements</li> </ul>									

Prompt Pay/Quick Pay (change orders?) (12)	puts a large constraint on businesses at lower tier to essentially fund the work on credit.	It is a point that the Owner assigns a special agent to pay attention to MBE/DBE companies expediting an advanced approval so the MBE/DBE is not stuck riding along a CO. Break it in two payout/month.	3. Prime pays regardless of being paid by the Owner (City of Seattle) 4. Lower tiers pay-when-paid (not 7 days) 5. ACH leverage	Olivia/Van	X	X	X	X	X	X
Experience Requirements (4)(10)	Experience requirements are unrealistic unless you already have contracts with an agency. Incumbents the only ones who can win. (e.g. 5 years' experience with a public agency of "x" size, etc.) Flow-down provision misunderstanding	Recommend doing a detailed study to see what is available prior to making standards.	Draft experience guidelines that are scalable given the risk of the contract.  1. City of Seattle 2. University of Washington 3. Port of Seattle	Aleanna	X					
"Bid Shopping"/bait n switch (14)	During bid/solicitation phase firms are courted and asked to provide works and contributions; then upon Award of contract Prime seeks other firms, rebids, claims pricing problems, etc. Also, teaming agreements (we hired you to do...track it, perform.)	Special Investigative Team to be Created with Attorney assistance, there is a compliance audit available and paid by owner. As activities like this happen - we must get to the bottom of it and start calling out individuals and not companies. Use a big hammer with this one. Again accountability measurements and consequences like penalties.	1. Teams agreements and inclusion plans required as part of the process 2. No changes unless approved by the owner 3. Any inclusion plan names are conditions of award 4. City of Seattle has a process 5. Federal Programs has a process	Olivia/Van						
Scoring and Debriefs (4)	- Scoring not consistent with solicitations and appears the "favorite" was picked. - Often debriefs are not helpful to non-successful firms on how to really improve.	RFP has to have more stringent requirements and language. Use words like requirement not goal. Give this department more points/value. More value must be assigned or the primes will not take it seriously.	Samples  1. City of Seattle 2. UW 3. Sound Transit 4. DES (?)	DES						
<b>Section 4: Monitoring, Reporting, Tracking</b>										
Data Collection System (BDMS, B2G)	No one is collecting inclusion data consistently and accessible to the public		1. OMWBE/BDMS/One-Washington 2. PRC/CPARB summaries	Aleanna/Brenda	X	X	X	X	X	X
Enforcement (even "private" terms) (5)	Many diverse firms are asked to "team" during solicitation to get diversity points, asked to be named on teaming agreements and inclusion plans and then once work is won are told by primes that the budget or project must go with another approach or firm, etc.	Special Investigative Team to be Created with Attorney assistance, there is a compliance audit available and paid by owner. As activities like this happen - we must get to the bottom of it and start calling out individuals and not companies. Use a big hammer with this one. Again accountability measurements and consequences like penalties.	Substitution requirements extend to teaming agreements, and must use evidence-based to remove or substitute team members or risk termination  1. Federal 2. WSDOT 3. City of Seattle	Olivia/Van	X					
Contractor Performance/Evaluation Programs (5)	For Inclusion Plans to be material to award and contracting, there must be evaluation and enforcement programs with scoring and/or consequence to not making the grade (Bobby Forch: influencing the tipping point of culture)		1. Federal programs  2. City of Seattle 3. UW	Olivia/Van						
Reporting Type	The State might bget more data if there were sample reports and types of reporting protocols that Owners/Primes could follow	we are looking forward to this	Samples and examples	Keith/Carrie						
Business Growth Monitoring (9)	No metrics/reports are available for understanding if diverse business inclusion is working and diverse businesses are growing.  We need to know the "best practices" are working.	What are we going to do with that information? Should we spend the money and time if we don't know how we are going to use the data? I see this item as a great marketing/promotional/road show support material.	(Testimonial – Adept Mechanical)	BDEI Committee				X		X
See also, inclusion and utilization monitoring										
CPARB/PRC Application	Recommendation that owner's wanting to use alternative public works and/or be certified to use the tools should show internal controls and increasing evidence of diverse business inclusion in their capital portfolio.		Application language should be suggested, and PRC process revisited.	Aleanna; Janice Zahn/Bill Dobyns						
Data Collection Process	No internal controls or practices for collecting data		See other similar topics	Aleanna/Brenda	X	X	X	X	X	X
<b>Section 5: Discrimination and Harassment</b>										
Women-owned firm inequity (2)	Women/minority-owned firms are less likely to receive awards over their white and male counterparts.	What is the committee's end goal? Share the information or are looking to boost WBE's revenue? Desires should be part of the RFP - put it in writing.	1. Port of Seattle 2. Sound Transit 3. City of Seattle							
Workplace Safety (antiharassment, violence) (3)	Employees of color and women often are victims of violence, harassment, hazing and other forms of inappropriate treatment	From Young: This is 100 % true: I had to appear in King County Court as a Walsh Area Manager to protect African direct labor force from assaults in Seattle. Long story short and 15K later - a resident near the project was put under a special forced separation order enforced by SPD.	1. Site safety protocols  2. See something say something	City of Seattle (?)						
Retaliation and Retribution (4)	When complaints are filed regarding bid processes, etc. businesses that complain are "black-balled" or ignored and labeled as a nuisance; left out of processes...or much worse	No experience, no comment	Federal processes, federal laws							

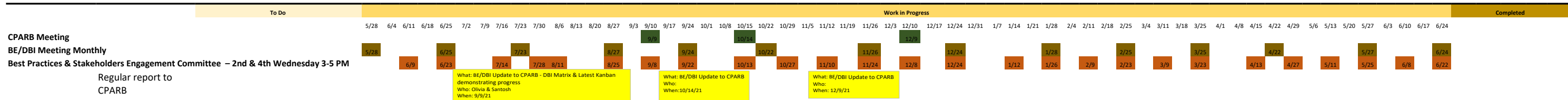
Other resources:

Good Faith Efforts v. General Business Practices UW Guide



Task	What: Ongoing Communication and Recruitment Plan	What: Invite and Gather BE/DBI Community (OMWBE, DES OED, community stakeholders, advocates and SMEs)	What: Consider the barriers to participation, 2019 Disparity Study?	What: See DBI Matrix	What: See DBI Matrix	What: See DBI Matrix	What: See DBI Matrix	What: Identify Key Result Areas (KRAs) and Key Performance Indicators (KPIs)
Identify groups/associations and point person	Who: [Redacted] When: [Redacted]	Who: Irene and Linda When: Ongoing						Who: [Redacted] When: [Redacted]
Identify and Gather Barriers			Who: [Redacted] When: [Redacted]	Who: Irene, Linda, Aleanna & Brenda When: 9/9/21??				
Identify and Gather Working Solution/Best Practices				Who: Irene, Linda, Aleanna & Brenda When: 10/14/21??				
Committee Recommendations for Vetted Barriers and Solutions					Who: Irene, Linda, Aleanna & Brenda When: 12/9/21??			
Gather KRAs and KPIs?							Who: Irene & Linda When: Ongoing	

Still being developed.....  
Comments are welcome!



**Best Practices**  
 (Chairs - Aleanna Kondelis and Brenda Nambi)

General

What: Review Best Practices Manual Outline  
 Who: BE/DBI Committee  
 Outline:  
 SECTION 1: PLANNING  
 Themes: "start early"  
 SECTION 2: ENGAGEMENT  
 Themes: "transparency"  
 SECTION 3: CONTRACTING  
 Themes: "clear, consistent, careful"  
 SECTION 4: MONITORING/REPORTING  
 Themes: "follow through, gather data, share"

What: Finalize Best Practices Manual Sections & Assign to Work Groups  
 Who: BE/DBI Committee  
 Sections:  
 SECTION 1: PLANNING  
 Themes: "start early"  
 Outreach  
 Networking, Mentor-Protégé  
 Market Analysis (target market)  
 Forecasting (strategic sourcing principals)  
 Pipeline and Business Development  
 Owner Policy and Program Development  
 -SOPs  
 "right-sizing" work (aka unbundling)  
 Team building  
 Training (owner and community)  
 -SOPs  
 Federal Program (e.g. DBE Program Plan)  
 Risk  
 SECTION 2: ENGAGEMENT  
 Themes: "transparency"  
 Outreach  
 Networking  
 Technical Assistance  
 Access to Information  
 -Shared electronic options including bidding and solicitation approaches  
 Access to Decision Makers  
 Advertisement/Solicitation  
 Timing  
 -Advanced Notice  
 -Length of solicitation  
 Goal setting  
 -General  
 Inclusion strategies  
 SECTION 3: CONTRACTING  
 Themes: "clear, consistent, careful"  
 Language  
 -Inclusion and Expectations  
 -Synergy with other social equity themes in contracts  
 -Experience requirements  
 -"flow down"  
 Key Topics  
 -Insurance  
 -Bonding  
 -Prompt Pay/Quick Pay  
 -Indemnification  
 -"Risk"  
 Performance programs  
 Rosters (pros-cons)  
 Sample Forms and Contract Language  
 SECTION 4: MONITORING/REPORTING  
 Themes: "follow through, gather data, share"  
 Inclusion Enforcement  
 Data Collection Processes  
 Data Collection Systems  
 Who, When, What to report  
 Diverse business growth monitoring  
 Alternative (39.10) intent and best practice  
 -Project Applications and Certification

What: Develop Draft Best Practices Manual - Combine Work Group Sections??  
 Who: BE/DBI Committee  
 When:

What: Develop Finalize Best Practices Manual & Publish ??  
 Who: BE/DBI Committee  
 When:

Still being developed.....  
 Comments are welcome!

Best Practice Manual  
 Work Group Activity

What: Work Groups developing Problem Statements  
 Who - Olivia, Aleanna, Maja, Scott, Van, Keith, Amy, Cathy, Cindy  
 Topics:  
 o Contract Issues  
 - Rosters - Olivia/Amy/Cathy  
 - Insurance -  
 - "Risk" - Olivia/ Cindy  
 - Bonding - Scott Middleton  
 - Prompt Pay/Quick Pay - Keith Michel  
 - Indemnification - Van Collins  
 - Teaming Agreements (accountability) - Olivia /Van  
 - Subcontracting -  
 o Tracking/Reporting -  
 o Performance programs - Find out about - Olivia / Cindy  
 o Access to Rosters -  
 o Engagement "Transparency" Advertisement & Solicitations -  
 o Legal Interpretations  
 o Pipeline & Business Development  
 o Owner Training -  
 o Contract Sizes (unbundling, right sizing)  
 o Goal Setting -  
 o Outreach -  
 o Owner/Prime Policies for Inclusion -  
 o Access to Decision Makers -  
 o Inclusion Compliance -  
 o Data Collection - Monitoring & Reporting  
 o Sample Forms and Contract Language - Leave for Later

What: Work Group - Finding and connecting diverse firms with Designers & GCs  
 Who: Lily & Chip  
 Topics:  
 o

What: Work Group -On the project??  
 Who:  
 Topics:  
 On the project  
 As prime vs as sub  
 Front end mobilization funding  
 Statute change if prime  
 Prompt pay  
 Pay app  
 Changed work  
 Release of retainage