

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

24 September 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 Kuruville	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 checked="" 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 type="checkbox"/> Chip Tull	Hoffman Construction	Committee Member
<input checked="" type="checkbox"/> Aleanna Kondelis	Akana	Committee Member
<input checked="" type="checkbox"/> Brenda Nnambi	Sound Transit	Committee Member
<input checked="" type="checkbox"/> Linda Womack	MBDA	Committee Member
<input checked="" type="checkbox"/> Cathy Robinson	City of Lynnwood	Committee Member
<input checked="" type="checkbox"/> Shelly Henderson	Mukilteo School District	Committee Member
<input type="checkbox"/> Keith Michel	Forma	Committee Member
<input checked="" type="checkbox"/> Young Sang Song	Song Consulting	Committee Member
<input checked="" type="checkbox"/> Stephanie Caldwell	Absher Construction	Committee Member
<input type="checkbox"/> Bill Dobyns	Lydig	CPARB
<input checked="" type="checkbox"/> Bobby Forch	Forch Consulting	CPARB
<input type="checkbox"/> Lily Keefe	USDOT - Northwest SBTRC	
<input type="checkbox"/> Sarah Erdman	OMWBE	
<input checked="" type="checkbox"/> Van Collins	ACEC Washington	
<input type="checkbox"/> Cathy Ridley	Exeltech	
<input checked="" type="checkbox"/> Maja Huff	Washington State University	
<input type="checkbox"/> Jerry Vanderwood	AGC of Washington	
<input checked="" type="checkbox"/> Timolin Abrom	OMWBE	
<input checked="" type="checkbox"/> Charles Wilson	DES replacing Bill Frare	
<input type="checkbox"/> Melissa Van Gorkom	Senate Committee Services	
<input checked="" type="checkbox"/> Amy Stenvall		
<input checked="" type="checkbox"/> Cindy Magruder	University of Washington	
<input checked="" type="checkbox"/> Carrie Whitton	Forma	

AGENDA

Item	Purpose	Start
Welcome and committee member introductions	Information	10:00 am
Review & approve agenda	Action	10:05 am
Review & approve 8/27/21 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

Olivia Yang - Washington State University

206 718 0787 olivia.yang@wsu.edu

Santosh Kuruvilla – Exeltech Consulting

206 713 1241 santosh@xltech.com

MINUTES

Item: **Welcome and committee member introductions**

- Call to Order
- Quorum confirmed
- Olivia, Santosh, Lisa, Irene, Janice, Aleanna, Brenda, Linda, Cathy, Shelly, Young, Stephanie, Charles (representing and replacing Bill).

Action by: BE/BDI Committee

Status: Approved and complete

Item: **Review & approve agenda**

- Agenda Approved.

Action by: BE/BDI Committee

Status: Approved and complete

Item: **Review & approve 8/27/21 meeting minutes**

- Minutes approved as written

Action by: BE/DBI Committee

Status: Approved with updates and complete

Item: **Public Comment**

- None.

Action by: N/A

Status: N/A

Item: **Subcommittee Report – Best Practices**

- Presented 8/23/21 Updated DBI Matrix.
 - Continues to be filled in with more discussion and clarity. A few responses to external stakeholders captured in the matrix.
 - Going to be reformatted to be clearer, and include tabs for responses to outreach.
 - Call to committee to provide feedback.
 - Next Steps: Another layer of engagement and socialization of the matrix.
- Presented Engagement Approach dated 8/23/2021
 - Have more intimate conversation around barriers, document collection, etc. Use Survey Monkey or draft plan; open to comments and feedback.
 - If committee members see a name that is missing – share that as well.

- Discussed collecting the information in a new tab in the DB Matrix. To include who talked, what was gathered or shared. Record preferred by survey or email.
- Looking to survey owners, primes, other organizations not covered by the Stakeholders Subcommittees efforts.
- Suggestion: Obtain list of Owners who have submitted applications to CPARB for 39.10 from Talia.

Action by: Aleanna to obtain Owners list from Talia, Committee members to provide feedback and recommendations of firms.

Status: Active

Item: **Subcommittee Report – Stakeholders**

- Seeking a gov agency to help seek out the info from the businesses.
- Concerns:
 - MBEs don't want to be identified for fear of retaliation.
 - Have to take time away from business.
 - Tend to ignore and resist surveys.
 - Has to be handled in a fair and anonymous manner – capture comments, but not names.
- Welcome input moving forward – email Irene and Linda Womack.
- Fact finding system needs to be developed.
- Want to get a diverse listing, truncated to tiers based upon establishment of business. Get a systematic approach.
- Call for suggestions on how to carefully meet with the firms impacted.
- Examples of why the deep dive is important:
 - Bait and switch, payment and retaliation.
- OMWBE new system will support monitoring of payment to subcontractors.
- Constructive conversation around Prompt Pay – complex issue, and an incredibly important issue, multiple perspectives discussed and debated. Highlights the importance of the conversation, input and debate beyond the disparity study results because each issue has many facets that need to be explored in order to determine best practices.

Action by: All committee members – recommendations for input and methodology ideas. Governmental Agencies – support or be spokes-agency for the survey. Maja and Olivia will follow up with Bobbie and Van on prompt pay to capture more of the conversation.

Status: Active

Item: **Next Steps**

- Revisited current Kanban dated 8/27/2021
- Keep CPARB in the loop.
- Between now and the June best practices report deadline – 45 minutes at every CPARB meeting will be dedicated to BE/DBI committee reporting to get them ready for the end of the report.
- Really plan ahead for each of these presentations so that they are extremely impactful.
- Owners – who have minority businesses on your projects – please reach out to Irene and Linda with firms/people to contact.
- Be sure we are as inclusive as possible.
- Santosh will reach out to Bob Armstad to make sure that he can get into future meetings.
- Timolin did not have an authorized email and WSU will look into the issue.

Action by: WSU – Zoom meeting.

Status: Active

Item: **Final Words**

- OMWBE has a response to the certification problem statement and will return it to the committee chairs.
- Certified versus non-certified firms. Further discussion around outreach may be needed. OMWBE is reaching out to the 9K Webs small business registered firms to encourage certification. It was recommended that they also reach out to the City of Seattle, and Port of Seattle for their self-certified lists. It was also recommended that the benefits of certification to be shared. For example to be able to tap into federal and local programs that MBDA can help with, firms need to be certified.
- OMWBE is building bigger outreach – major effort on behalf of the OMWBE.

- We see what is occurring, but we need to look though the full issue is to understand the why.
- Santosh shared TED Talk
https://www.ted.com/talks/derek_sivers_how_to_start_a_movement?utm_campaign=tedsread&utm_medium=referral&utm_source=tedcomshare

Action by: N/A

Status: Active

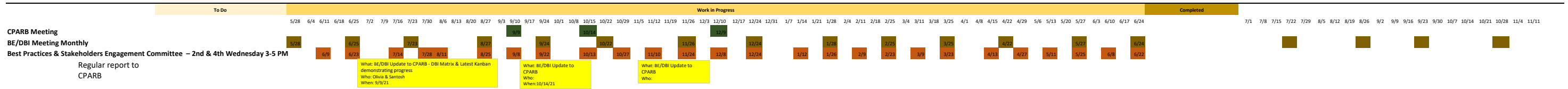
Adjourn 11:40

Zoom Meeting Recorded and available in BE-DBI Teams.

Barrier (Setting priorities) (non-legislative preference) (*) = External Engagement Subcommittee Identification of barriers	Barrier Description RCW 39.10, 39.04	External Stakeholder Comments	Working Solutions/General Practices	Committee Recommendations (vetted barriers and solutions)	Lead	Disparity Study/Policy					
						DES/OMWBE 2019	Local Gov MISC 2020	Sound Transit 2020	Port of Seattle 2019	WSDOT 2017	City of Tacoma 2018
Section 1: Planning ("Start early") Outreach (external and internal, engagement, stakeholders) (4)	Too many and inconsistent definitions and options for outreach, diverse businesses, and subcontractors, don't know where to put their valuable time and effort	We have found out that a few small businesses are looking for one place where everyone can go.	1. Standardize outreach definitions 2. Combine efforts between owners, professional organizations, diverse business community 3. Good faith efforts separated from good business		Isma/Linda	X	X	X	X	X	X
Networking (network access, no "old boy network") (1)	Small, diverse businesses excluded from "inner circle" of construction network. Long-standing partner peers.	We agree and are still looking out how this can be resolved.	1. Resources to increase network 2. Resources to access network 3. Similar # of representatives on boards and committees/decision making bodies (not one token diverse) 4. How to use professional organization and advocacy		Chip						
Internal policies (SOPs, programming) (see also Inclusion Plans and Contract Language)	Owners and prime contractors use available public and intentional, actionable strategies for diverse business inclusion practices; observed few and far between, and inconsistent Owners often have conflicting procurement priorities that make it hard for target markets to prepare (11)	We highly recommend that the owner/agency should adopt and/or develop accountability measurement plan.	1. Develop or highlight examples of SOPs 2. Central repository/links for existing 3. Professional training/consultants 4. OMWBE Public Works Action Committee draft policies 5. City of Seattle 6. Sound Transit Port of Seattle		Akama/Brenda	X	X	X	X	X	X
Contract Sizes and Scopes ("right sizing", aka "unbundling") (4) (8)	Mega projects not broken down appropriately Work distribution confused with programming and funding "Right sizing" is not a consistent practice across all business Yield very little opportunity to compete for small work; would be easier on the paperwork and monitoring if all owner use the same rosters, by type Rosters are not limited to small, diverse businesses, so diverse firms are still "competing" against large primes Statutes will require all interested eligible firms to be on rosters, with very little room to limit firms on the roster or limit competition within a contracting program	We are not certain of any appropriate course of action on this, the business that needs to come up with parameters not primes/owners - perhaps this can be a partnership/teaming up or training test?	target audience and availability Develop advice to Primes on GC/CM packaging and low bid tips and tricks		Akama	X			X	X	X
Shared Rosters (consultant and small works)	Rosters are not limited to small, diverse businesses, so diverse firms are still "competing" against large primes Statutes will require all interested eligible firms to be on rosters, with very little room to limit firms on the roster or limit competition within a contracting program	This is common practice. Almost all are using OMWBE - perhaps get an update and identify more precise questions.	1. Develop non-legislative tips for using rosters more effectively 2. Encourage the use of MISC for small works 3. Discuss based on owner size 4. Look at legislative changes that may help further the efficiency of small work and RFPs		Ohlu/Yan		X				
Forecasting (4)	Owners and prime contractors use available public and intentional, actionable strategies for diverse business inclusion practices; observed few and far between, and inconsistent Owners often have conflicting procurement priorities that make it hard for target markets to prepare (11)	This can also be a part of the item for Networking, announcements and utilizing association platforms and OMWBE website.	1. Support Owners in standardizing their capital plans and budgets 2. DES City of Seattle		Chip Tull						
Goal Setting	Owners and prime contractors use available public and intentional, actionable strategies for diverse business inclusion practices; observed few and far between, and inconsistent Owners often have conflicting procurement priorities that make it hard for target markets to prepare (11)	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 RFP and assign more points to it, having the portion be 5-8% sends a weak message.	1. Federal goal setting policies 2. City of Seattle approach 3. Sound Transit Approach		Akama/Brenda	X		X	X	X	X
Owner develops compliance team	Many owner contracting and delivery teams are not trained and do not know how to administer diverse business inclusion policies Many owners do not have contract compliance staff and therefore efforts or contract requirements are not enforced, in some cases not reviewed at all.	The team that is held accountable, include with above comments and get goals that are attainable and measurable.	1. City of Seattle 2. Sound Transit 3. King County 4. Port of Seattle		Akama	X					
Pipeline and Business Development (13)	Need for support way before any solicitations hit the street 1. Labor 2. Training 3. Availability (ready, willing, able) 4. Capabilities 5. Strategy	Include this on networking and outreach.	1.1 Federal programs 1.2 MBDA 1.3 UW Accord 1.4 Prime programs		Bobby (?)						
Legal Interpretations/Disproportionate legal representation	Various owners with various legal interpretations of laws and statute on what is allowable, etc.	Support Services Topic	Legal advice rendered regarding BDI Various Owner legal interpretations		Akama						
Section 2: Engagement ("Transparency")	Diverse and new businesses lack the support/overhead to hire staff to produce all the paperwork throughout contracts and projects 1. Support understanding bid forms 2. Support with weekly reporting and audit protocols	There is a need for Pre-qualification for mbes. We strongly recommend Linda due to the BDI Support Services experience and feedback.	1. Labor 100 2. MBDA 3. PTAC 4. SME's 5. WSDOT City of Seattle		Shelly	X		X	X	X	X
Access to contracting information (7)	It is hard to navigate all the contracting opportunities in the state. Seek 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.	1. Statewide contracting program 2. Recommended advertisement locations 3. WEBS 4. Contract posting best practices		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 rapport with decision makers. Public government laws point to state certification for inclusion, yet because of 1200 there can be no material advantage to winning contracts. There are other professional organizations/owners that offer certification or registration programs, but get viewed as a conflict of interest with OMWBE which leads to multiple certifications and more work for diverse businesses with little return. Not all diverse firms are registered or certified, and it leads to a barrier if recommended.	Coaching opportunity - training business owners on proper business etiquette or professionalism. "Democrat/ Proper Etiquette Training" is recommended.	1. Prior to approval capital portfolios are socialized and presented by decision makers to the community for feedback and meet a criteria. Part of the budget process.		Akama/Brenda						
Certification (4)	Not all diverse firms are registered or certified, and it leads to a barrier if recommended.	Coaching opportunity - training business owners on proper business etiquette or professionalism. "Democrat/ Proper Etiquette Training" is recommended.	highlight the various opportunities and values/opportunities created with each.		Akama	X					
Mentor Protégé	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
Owner staff training	Owner and prime project delivery contracting staff are not aware of SOPs and tools for inclusion, monitoring and enforcement	This is an Outreach item if we just want to share the information or this a training item for owners/agencies. Get instructors that know what they are doing	Road Show - training staff members on delivery of the capital program, team development of inclusion strategies and goals by project. Tips and Tricks for training		Akama	X		X	X	X	X
Vendor Rotation	Not all owners are using Inclusion Plans and know how to use them Primes are not using them for larger packages No enforcement of Inclusion Plans	From Young: From a Prime's POV: "on call list" is established with vendors that is maintained 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? 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		Ohlu/Yan	X					
Advertisement and solicitations (4)	Short solicitations times Confusing processes Not enough information for new firms to understand the process or how to respond Inconsistent advertising policies No consistency in posting bids and opportunities	Language that should be placed in RFP - Owner will need to provide guidelines of the process or the prime must provide the best foot forward with measurements of accountability and IMPDQ 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 Compliance (NC) to a prime. Need to hit them where its going to get attention: Accountability and Consequences.	1. Samples and examples of advertisement and solicitation documents 2. Samples and examples of advertisement and solicitation by contract type and size.		Kath/Carie						
Section 3: Contract Requirements	Diverse firms not able to bid on project specific Diverse firms not able to insure per project spec, state and federal requirements may be in conflict, there is no way to delivery projects	Road Show	Town-hall with bonding companies Town-hall with flow-down provisions Town-hall with insurance companies		Ohlu/Yan	X	X	X	X	X	X
Indemnification	Firms asked to indemnify design and owner beyond available underwriting Not all owners are using Inclusion Plans and know how to use them Primes are not using them for larger packages No enforcement of Inclusion Plans	Road Show/Training/Mentorship/Support Services	Town-hall with contract type, with description of what and how to adjust Education and training Samples and SOPs		Ohlu/Yan						
Inclusion Plans (EO)	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.	1. WSDOT 2. City of Seattle 3. DES 4. Sound Transit 5. King County 6. Port of Seattle		Akama	X					
Solicitation Times (4)	Solicitation times are too short and overlap other deliverable timeframes. Unfair advantage to incumbents that can dust off their previous winning submission.	Road Show/Networking	Guide and policy samples based on type of response needed and how many scopes are involved.		Kath/Carie	X	X	X	X	X	X
Prompt Pay/Quick Pay (change orders) (12)	Lower fee jobs are often waiting 120 days to receive payments Because of the layers of flow from owner to prime and so on. This puts a large constraint on businesses at lower tier to essentially fund the work on credit.	Require the Prime to operate the DBI/MBE on each pay app. Make it a point that the owner assigns a special agent to pay attention to MBE/DBI companies regarding an advanced approval so the MBE/DBI is not stuck riding along a CD. Break it in two payout/month.	1. Statute support - 30 days, interest 2. Federal requirements 3. Prime pays regardless of being paid by the Owner (City of Seattle) 4. Lower tier pay when paid (not 7 days) 5. ACH leverage		Ohlu/Yan	X	X	X	X	X	X
Experience Requirements (4)(10)	Experience requirements are unrealistic 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		Akama	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. No changes unless approved by the owner 2. Any inclusion plan names are conditions of award 3. City of Seattle has a process 4. Federal Programs has a process		Ohlu/Yan						
Scoring and Debar (4)	Scoring not consistent with solicitations and appears the "favoritism" was picked. Other debarments 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 point/value. More value must be assigned or the primes will not take it seriously.	1. City of Seattle 2. UW 3. Sound Transit 4. DES (?)		DES						
Section 4: Monitoring, Reporting, Tracking	Data Collection System (BDMS, B2G)	No one is collecting inclusion data consistently and accessible to the public Many diverse firms are asked to "tear down" 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.	1. OMWBE/BDMS/One-Washington 2. PRC/CPA/PRC		Akama/Brenda	X	X	X	X	X	X
Enforcement (even "private" terms) (5)	Substitution requirements extend to teaming agreements, and must use evidence based to remove or substitute team members or risk termination	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. Federal 2. WSDOT 3. City of Seattle		Ohlu/Yan	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 consequences to not making the grade (Bobby Feuch: Influencing the tipping point of culture)		1. Federal programs 2. City of Seattle 3. UW		Ohlu/Yan						
Reporting Type	The State might get 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		Kath/Carie						
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? Use this item as a great marketing/promotional/news show support material.	(Testimonial - Adapt Mechanical)		BDI Committee				X		X
See also, inclusion and utilization monitoring	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. No internal controls or practices for collecting data		Application language should be suggested, and PRC process revised.		Akama/Janice Zahn/Pill Galileo						
CPA/PRC Application			See other similar topics		Akama/Brenda	X	X	X	X	X	X
Section 5: Discrimination and Harassment	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? Decision should be part of the RFP - put it in writing.	1. Port of Seattle 2. Sound Transit 3. City of Seattle								
Workplace Safety (anti-harassment, 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 Waikiki Area Manager to protect African street labor force from assaults in Seattle. Long story short and 15K later - a resident near the project was put under a special forced relocation 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 response, no comment	Federal process, Federal laws								

Other resources:
Good Faith Efforts v. General Business Practices UW Guide

Type	Location	Name	Lead	Contact	Target Deliverable (on top of general matrix review)	
Owner	West	City of Seattle	Aleanna	Miguel Beltran, Elise Young	Inclusion Plan, Contract Language	
Owner	All	DES	Aleanna	Charles Wilson, Erin Lopez	Inclusion Plan, Contract Language	*who are their contacts are in the other parts of the state
Owner	West	Sound Transit	Brenda	Brenda Nnambi	Inclusion Plan, Contract Language, Federal	*Lily???
Owner	West	Port of Seattle	Brenda	Mian Rice	Inclusion Plan, Contract Language, Federal	
Owner	All	WSDOT	Brenda	Jackie Bayne (Local Programs??)	Inclusion Plan, Contract Language, Federal	*perhaps we could get a contact list
SME	All	OMWBE	Brenda	Lisa van der Lugt	Policies and best practices	
SME	All	Bobby Forch	Brenda	Bobby Forch	Inclusion Plans, Contract Language, BP	
SME	All	GCCM BP	Aleanna	Nick Datz	Best Practices	
SME	All	MRSC	Aleanna	John	Barriers	
Owner	West	King County	Brenda	Sandy Hanks	Inclusion Plan, Contract Language	
Owner	West	UW	Aleanna	Cindy Magruder/Steve Tatge	Inclusion Plan, Contract Language	*contracts requirements group
Owner	West	City of Lynnwood	Aleanna	Cathy Robinson	Approach	*on the DBI Committee
SME	East	AGC	Aleanna	Cheryl Stewart	Approach	
SME	West	AGC	Brenda	Brenda, Linda - Diversity Committee	Outreach and networking	
Owner	East	WSU	Aleanna	Olivia Yang/ Maja Huff	Approach	
SME	All	NWMMSDC	Aleanna	Fernando Martinez	Best Practices	
SME	All	CDE	Brenda	Jacob Erbes (HP), Eleanor Oshitoye	Approach	*Construction and Design Entrepreneurs
Prime	All	Absher	Aleanna	Stephanie Caldwell	Approach	
Prime	All	Hoffman	Aleanna	Chip Tull	Approach	
Prime	All	Lydig	Aleanna	Bill Dobyms	Approach	
Prime	All	Granite	Aleanna	Andy Thompson	Approach	
SME	All	WSDOT	Brenda	John Ho, Kyle McKeon		*Resources for East and South concerns
SME	All	Consultant	Aleanna	Darling Nava	Approach	
Owner	South	City of Vancouver		Anna Vogel, Procurement Manager	Approach, Inclusion, Best Practices	
Owner	East	City of Spokane	Aleanna	Alex Gibilisco, Connie Wahl, Purchasing	Approach, Inclusion, Best Practices	
Owner	East	Spokane County	Aleanna	Victor Leamer, Sr. Buyer	Approach	
Prime	East	Burton Construction	Aleanna	Evan Benjamin, Jim Anderson (JOC)	Approach	
Prime	All	Kiewit	Brenda	Dennis Ahl		
Prime	All	Turner	Brenda	Janelle Boyd, Tamaka Thornton		
Prime	All	Skanska	Brenda	Jackie Guilfucci, DBE Compliance Officer		

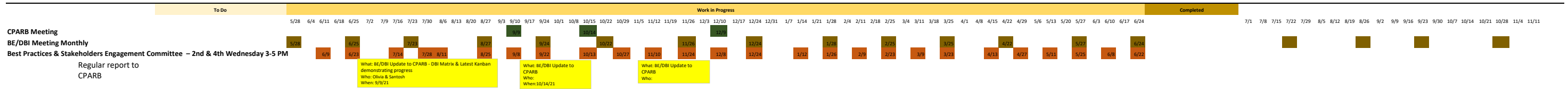


Stakeholders Engagement (Chairs - Irene Reyes and Linda Womack)	Identify groups/associations and point person	Identify and Gather Barriers	Identify and Gather Working Solution/Best Practices	Committee Recommendations for Vetted Barriers and Solutions	Gather KRAs and KPIs?
	What: Ongoing Communication and Recruitment Plan Who: When:	What: Consider the barriers to participation; 2019 Disparity Study? Who: What: Consider/Address Local Government Public Works Contracting Report by MSRC?? Who:	What: Consider the barriers to participation; 2019 Disparity Study? Who: What: Consider/Address Local Government Public Works Contracting Report by MSRC?? Who:	What: See DBI Matrix Who: Irene, Linda, Aleanna & Brenda When: 10/14/21??	What: Identify Key Result Areas (KRAs) and Key Performance Indicators (KPIs) Who: When: What: Who monitors KRAs and KPIs? Who:
	What: Invite and Gather BE/DBI Community (DMWB, DES DEE, community stakeholders, advocates and SMEs) Who: Irene and Linda When: Ongoing	What: See DBI Matrix Who: Irene, Linda, Aleanna & Brenda When: 9/9/21??	What: See DBI Matrix Who: Irene, Linda, Aleanna & Brenda When: 10/14/21??	What: See DBI Matrix Who: Irene, Linda, Aleanna & Brenda When: 12/9/21??	What: Confirm BE/DBI Community Key Result Areas -MIDA Input 1) Network Access, 2) Access to Capital, 3) Historical Racism (Potential KRAs?) Who: Irene & Linda When: Ongoing

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

Best Practices (Chairs - Aleanna Kondelis and Brenda Nnambi)	General	Work Group Activity
	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: 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 o Subcontracting o Tracking/Reporting o Performance programs - Find out about - Olivia / Cindy o Access to Rosters - o Engagement "Transparency" Advertisement & Solicitations - o Legal Interpretations
	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 (30.10) intent and best practice	What: Work Group - Finding and connecting diverse firms with Designers & GCs Who: Lily & Chip Topics:
	What: Develop Draft Best Practices Manual - Combine Work Group Sections?? Who: BE/DBI Committee When:	What: Work Group -On the project?? Who: Topics: On the project
	What: Develop Finalize Best Practices Manual & Publish ?? Who: BE/DBI Committee When:	

Still being developed.....
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- 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

- As prime vs as sub
- Front end mobilization funding
- Statute change if prime
- Prompt pay
- Pay app
- Changed work
- Release of retainage