

RESOLUTION R-5491

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF KIRKLAND ESTABLISHING AN EQUITY IN CONTRACTING POLICY DIRECTIVE TO INCREASE OPPORTUNITIES BETWEEN THE CITY AND WOMEN AND MINORITY BUSINESS ENTERPRISES.

1 WHEREAS, on February 21, 2017, the City Council adopted
2 Resolution R-5240 declaring Kirkland a Safe, Inclusive and
3 Welcoming community for all people; and
4

5 WHEREAS, following adoption of Resolution R-5240, the
6 City has taken many budgetary and policy actions to make
7 progress towards this goal but recognizes there is still much more
8 to be done to achieve equity, justice, and inclusion for everyone;
9 and
10

11 WHEREAS, the economic vitality of a community is
12 strengthened and more resilient when opportunity is inclusive
13 across our diverse communities; and
14

15 WHEREAS, on August 4, 2020, the Council adopted
16 Resolution R-5434 affirming Black Lives Matter and approving a
17 framework for Kirkland to become a safe, inclusive, and
18 welcoming community through actions to improve the safety and
19 respect of Black people in Kirkland and end structural racism by
20 partnering with those most affected; and
21

22 WHEREAS, Resolution R-5434 called for several actions,
23 including a comprehensive review of City procurement and
24 contracting processes and documents to eliminate barriers for
25 women and minority business enterprises (WMBEs) to compete
26 for City projects; and
27

28 WHEREAS, the City retained Chanin Kelly-Rae Consulting
29 to conduct a comprehensive City organizational equity assessment
30 to identify gaps in diversity, equity and inclusion (DEI) in all areas
31 of City policy, practice, and procedure, and to identify proposed
32 actions steps to address these gaps; and
33

34 WHEREAS, the City has consulted with experts in the field
35 of diversity, equity, and inclusion related to contracting and
36 procurement to inform a comprehensive review of City processes
37 and documents; and
38

39 WHEREAS, it is a priority for the City to affirmatively
40 expand its efforts to increase WMBE participation in City contracts
41 and ensure that WMBEs are afforded fair and equitable
42 opportunity to compete for City contracts, succeed as
43 subcontractors, and do not face unfair and unnecessary barriers
44 when seeking and performing on City contracts; and

45 WHEREAS, the Washington State Office of Minority and
46 Women's Business Enterprises (OMWBE), whose mission is to
47 "promote equity and increase participation in public contracting
48 and procurement for small businesses owned by minorities,
49 women and disadvantaged persons through education and
50 certification", provides various opportunities for training,
51 certification, and technical assistance for businesses and training
52 and technical assistance to public agencies; and
53

54 WHEREAS, the 1998 passage of Initiative 200 by
55 Washington state voters prohibited racial and gender preferences
56 by state and local government; and
57

58 WHEREAS, an equity in contracting policy will strengthen
59 the City's efforts to eliminate barriers for WMBEs to compete for
60 contacts and result in more equity, diversity, and inclusion for
61 WMBEs in City opportunities.
62

63 NOW, THEREFORE, be it resolved by the City Council of the
64 City of Kirkland as follows:
65

66 Section 1. For the purpose of this Resolution and related
67 equity in contracting policy and program, "Women and Minority
68 Owned Business Enterprises (WMBEs)" mean socially and
69 economically disadvantaged individuals who meet the criteria of
70 and have active Federal or State Certification through the
71 Washington State Office of Minority & Women's Business
72 Enterprises (OMWBE). The City, at its own discretion, may
73 expand the eligible databases of certified WMBE firms beyond
74 those meeting OMWBE criteria.
75

76 Section 2. The City Council adopts the following equity
77 policy purpose statement to guide equitable procurement
78 practices within the City of Kirkland:
79

80 The City will create a procurement environment in
81 which Women and Minority Owned Business
82 Enterprises (WMBEs) are afforded equitable
83 opportunities for business partnerships with the
84 City. The purpose of this policy is to provide the
85 maximum practicable opportunity for increased
86 participation by WMBEs in City contracting for
87 public works, consulting services, supplies,
88 material, equipment, and other services to create
89 the opportunity to leverage City spending to
90 increase WMBE utilization.
91

92 Section 3. The City Manager is hereby authorized and
93 directed to develop and implement an equity in contracting policy
94 and program based on the equity policy purpose statement and
95 best practices, third-party review, and community input that will
96 include clearly defined program goals and performance outcome
97 measures.

98 Section 4. The City Manager shall provide the City Council
99 a periodic performance update on an equity in contracting
100 program.

101
102 Passed by majority vote of the Kirkland City Council in open
103 meeting this 21 day of September, 2021.

104
105 Signed in authentication thereof this 21 day of September,
106 2021.



Penny Sweet, Mayor

Attest:



Kathi Anderson, City Clerk

City of Kirkland

Equity in Contracting Policy

Purpose

The City will create a procurement environment in which Women and Minority Business Enterprises (WMBEs) are afforded equitable opportunities for business partnerships with the City. The purpose of this policy is to provide the maximum practicable opportunity for increased participation by WMBEs in City contracting for public works, consulting services, supplies, material, equipment, and other services to create the opportunity to leverage City spending to increase WMBE utilization.

Definitions

For the purposes of this policy:

"Affirmative efforts" means documented reasonable attempts in good faith to contract with women and minority businesses.

"Availability" or "available" as used in this chapter means a business that is interested in and capable of performing the work within the timeframe required and to the quality specified in the solicitation and contract.

"Commercially useful function" means the performance of real and actual services in the discharge of any contractual endeavor.

"Contract" means an agreement for public works, consulting services, supplies, material, equipment, or other services.

"Contract awarding authority" means any individual, office, or division that is receiving the benefit of the contract.

"Contractor" means a business that has a contract with the City.

"Emergency Purchases," as defined in the City's Procurement Manual, means: "unforeseen circumstances beyond the control of the municipality that either presents a real, immediate threat to the proper performance of essential functions or will likely result in material loss or damage to property, bodily injury, or loss of life if immediate action is not taken." For additional context, please refer to the City's Procurement Manual.

"Women or minority business" (WMBE) means socially and economically disadvantaged individuals who meet the criteria of and have active Federal or State Certification through the Washington State Office of Minority & Women's Business Enterprises.

"Central database" means an electronic database that collects, aggregates, and tracks monthly City-wide, division, and department-level utilization of small business, women and minority owned business, and other classifications across various categories and contract types and promotes transparency for the public.

"Relevant demographic data" is defined as, but not limited to, characteristic information related to a business owner's sexual orientation, sex, gender, race, ethnicity, or veteran status as self-reported and/or certified by another government entity, as deemed necessary or relevant to eliminating disparity in City contracting.

"Utilization" is defined as both the percent of contracting dollars paid to WMBE firms as well as the number of WMBE firms under contract.

Scope and Applicability

This policy shall apply to all contracts at the City, including construction and consulting contracts, purchased goods, and services, with the exception of Emergency Purchases.

Policy

The Finance & Administration Department and the City Manager's Office will support the creation of an Equity in Contracting Program, which shall include:

- A. Responsibilities, policies, practices, and processes that can provide a more receptive environment for the utilization of WMBE firms and to ensure that businesses and contractors of all tiers working on City contracts and subcontracts utilize WMBE firms, in accordance with this policy.
- B. Improvements in inclusion and outreach efforts to sustain and improve WMBE participation and to reduce any disparity in City contracting. In support of this, the City shall:
 - 1) Support training and assistance to City staff to increase participation of WMBE firms, such as plans for WMBE solicitation, and to learn about the internal and external resources available to include WMBE firms in their procurement and contracting;
 - 2) Improve and expand technical assistance, including WMBE certification, business development, training, and mentoring programs for WMBE firms to enhance bidding expertise and promote greater coordination with advocacy organizations, businesses, individuals, and public agencies and other City departments;
 - 3) Assist contractors desiring to bid on City covered contracts to comply with the affirmative efforts provisions for such contract, and offer information as to organizations and agencies available to assist such contractor in recruiting, mentoring, training, or otherwise preparing potential subcontractors; and

- 4) Cooperate and establish formal and/or informal partnerships and mutual cooperation agreements with the Washington State Office of Minority and Women's Business Enterprises (OMWBE) and other public agencies to carry out the purposes of this policy, as needed.

C. Affirmative efforts to assure equality of contracting opportunity. Such efforts include:

- 1) Regular review of City covered contracts to identify and evaluate potential barriers to participation by WMBE firms, including overly restrictive insurance mandates or excessive work history requirements;
- 2) Preparing and requiring that City covered contracts include specifications pertaining to equal opportunity affirmative efforts to assure equality in contracting opportunity, and goals for subcontracting to women and minority businesses. Any goals established under this chapter shall be reasonably achievable; however, no utilization requirements shall be a condition of contracting, except as may be allowed by RCW 49.60.400;
- 3) Establishing aspirational goals for the participation of women and minority businesses in a particular City contract on a case-by-case basis;
- 4) Whenever feasible, City staff will unbundle larger contracts into smaller contracts that provide enhanced opportunities for WMBE firms; and
- 5) Defining, implementing, and monitoring appropriate processes and procedures to ensure prompt payments and change order processing to address timely payment of contractors, suppliers, and subcontractors at all tiers. Review and recommend potential for including prompt pay in performance goals.

D. Affirmative efforts in subcontracting. Such efforts include:

- 1) All contractors, including WMBE firms, shall actively solicit bids for subcontracts to qualified, available, and capable WMBE to perform commercially useful functions;
- 2) Contractors shall consider the grant of subcontracts to women and minority bidders on the basis of substantially equal proposals in the light most favorable to women and minority businesses;
- 3) At the request of the relevant City department, when plans for WMBE solicitation are required, contractors shall furnish evidence of the contractor's compliance with these requirements of women and minority solicitation and will submit evidence of compliance with this section as part of any bid. Contractors shall provide records necessary to document affirmative efforts to subcontract with women and minority businesses on City contracts; and

- 4) Compliance with all requirements and past performance under this policy may be included in the evaluation of future procurements.

E. Processes for program evaluation and improvement, including:

- 1) Development of baseline utilization data to inform specific program performance measures. Such baseline data should be updated periodically to inform any needed changes to program performance measures;
- 2) Identifying and implementing a City-wide method to regularly monitor and measure the City's equity in procurement program and attainment of the goals by contractors;
- 3) Working closely with all departments to ensure all policies, practices, and processes are consistent and complementary and make it easier for WMBE firms to pursue City contracts;
- 4) Development of an evaluation process to expand the eligible databases of certified WMBE firms beyond OMWBE;
- 5) Creating opportunities for members of the contracting and vendor community, City, and other stakeholders to work collaboratively on recommendations for how the City can more effectively use the directives in this policy; and
- 6) Reporting on program performance measures and associated program or policy recommendations, which shall be part of the City Manager's periodic performance update to the City Council.

Fiscal Implications

Fiscal implications shall be reviewed regularly by the City Manager as part of the City's biennial budget process and related mid-biennial and mid-year budget adjustments to ensure the implementation of the program is adequately resourced. The City Manager shall submit budget requests to the City Council as appropriate to implement this policy.

RESOLUTION R-5434

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF KIRKLAND AFFIRMING THAT BLACK LIVES MATTER AND APPROVING THE FRAMEWORK FOR KIRKLAND TO BECOME A SAFE, INCLUSIVE AND WELCOMING COMMUNITY THROUGH ACTIONS TO IMPROVE THE SAFETY AND RESPECT OF BLACK PEOPLE IN KIRKLAND AND END STRUCTURAL RACISM BY PARTNERING WITH THOSE MOST AFFECTED

1 WHEREAS, On February 21, 2017 the City Council adopted
2 Resolution R-5240 declaring Kirkland a Safe, Inclusive and Welcoming
3 Community for all people; and
4

5 WHEREAS, following adoption of Resolution R-5240, the City has
6 taken many budgetary and policy actions to make progress towards this
7 goal but recognizes there is still much more to be done to achieve
8 equity, justice and inclusion for everyone; and
9

10 WHEREAS, since the tragic killing of George Floyd by a police
11 officer on May 25, 2020 in Minneapolis, Minnesota, there have been
12 dozens of protests, marches and rallies in Kirkland calling for an end to
13 structural racism and for the City to demonstrate that Black lives matter;
14 and
15

16 WHEREAS, at the June 16, 2020 City Council meeting, the
17 Council issued a formal statement to the community on issues of
18 structural racism and injustice and requested that the City Manager
19 develop "a framework for a citywide response to the issues of bias and
20 racism towards our Black and brown community members" to be
21 presented at the July 7, 2020 Council meeting; and
22

23 WHEREAS, the June 16 statement also asked the City Manager
24 to bring to the July 7, 2020 Council meeting "a request for necessary
25 resources for early implementation actions and community-wide
26 conversations on these critical topics"; and
27

28 WHEREAS, the Eastside Race and Leadership Coalition has for
29 several years brought together local stakeholders from across the
30 community in pursuit of a vision in which the diversity of leaders in local
31 government, social service and non-profit organizations, commerce and
32 education sectors reflect those living in the communities, and that the
33 decisions they make respect the cultural and social differences of those
34 living, working, learning and growing in these communities and
35 eliminate barriers that would otherwise keep them from achieving their
36 fullest potential; and
37

38 WHEREAS, several notable Black leaders from the Eastside Race
39 and Leadership Coalition formed a group called the Right to Breathe
40 Committee, and since June 12, 2020 have been engaging the City in
41 discussions and have called upon the City to abolish systemic Anti-
42 Blackness to ensure equal justice, provide oversight and accountability
43 through equitable shared decision-making that embodies the phrase
44 "nothing about us without us", and de-escalate encounters involving
45 people enforcing laws and rules against Black people; and

46
47 WHEREAS, community members have encouraged the City to
48 evaluate police policies against the national Campaign Zero's "8 Can't
49 Wait" campaign to end police violence, and to commit to President
50 Barack Obama's four part "Mayor's Pledge", which includes: reviewing
51 the City's police use of force policies; engaging the Kirkland community
52 by including a diverse range of input, experiences, and stories in the
53 review; reporting the findings of the review to the community and
54 seeking feedback; and reforming the City's police use of force policies;

55
56 WHEREAS, this resolution incorporates elements of the "8 Can't
57 Wait" and "Mayor's Pledge" initiatives and is also intended to create a
58 path to progress on the goals of community stakeholders seeking
59 change;

60
61 NOW, THEREFORE, be it resolved by the City Council of the City
62 of Kirkland as follows:

63
64 Section 1. The City Manager is hereby directed to develop
65 Transparency strategies to allow the community and the Council to
66 understand how the City as an organization is performing. These
67 strategies shall include but are not limited to:

- 68 a. Developing a police "use of force" public dashboard;
69 b. Evaluating enhancements to the existing police dashboard
70 that help guard against bias in police action;
71 c. Developing a School Resource Officer public dashboard;
72 d. Developing a Human Resources public dashboard;
73 e. Developing a Human Services public dashboard; and
74 f. Other strategies identified by the community and the
75 Council.

76
77 Section 2. The City Manager is further directed to develop
78 Accountability strategies to allow the community and the Council to
79 understand the City's current police use of force policies and identify
80 possible changes to such policies. These strategies shall include but are
81 not limited to:

- 82 a. "8 Can't Wait" police use of force policy review;
83 b. Contracting for third party policy use of force review and use
84 of force data evaluation and analysis;
85 c. Structured Council use of force policy and data deliberations;
86 d. Evaluating options for independent civilian oversight of
87 police use of force.
88 e. Developing a police body camera pilot program; and
89 f. Review of national best practices for alternatives to police for

90 serving those experiencing homelessness, behavioral health
91 issues, drug addiction and other community challenges.
92

93 Section 3. The City Manager is further directed to develop
94 further Accountability strategies to allow the community and the Council
95 to understand and identify possible changes to other City organizational
96 structures, programs, and policies. These strategies shall include but
97 are not limited to:

- 98 a. Evaluating implementation of a community court to reduce
99 disproportional impacts on traditionally marginalized
100 populations;
- 101 b. Contracting for a comprehensive City organizational equity
102 assessment to identify gaps in diversity, equity and inclusion
103 in all areas of City policy, practice and procedure, and to
104 identify proposed actions steps to address these gaps;
- 105 c. Conducting a comprehensive review of City procurement and
106 contracting processes and documents to eliminate barriers
107 for disadvantaged businesses enterprises to compete for City
108 projects;
- 109 d. Evaluating whether public art, public symbols, special events
110 and City programming in Kirkland are welcoming to all
111 community members;
- 112 e. Expanding the diversity of public art, symbols, events and
113 programming to be more inclusive; and
- 114 f. Other strategies identified by the community and the
115 Council.
116

117 Section 4. The City Manager is further directed to develop
118 Community Engagement strategies to facilitate citywide conversations
119 about structural racism and policy and program solutions. These
120 strategies shall include but are not limited to:

- 121 a. Community engagement process centered around Black
122 people;
- 123 b. Targeted additional stakeholder engagement including
124 Indigenous people and people of color, with a focus on
125 including intersectional voices;
- 126 c. Town Halls, virtual meetings and small group discussion;
- 127 d. Surveys, mailers and social media campaigns;
- 128 e. Council retreat and public hearings; and
- 129 f. Other strategies identified by the community and the
130 Council.
131

132 Section 5. The City Manager is further directed to develop
133 Funding strategies to implement the entire framework set forth in this
134 resolution. These strategies shall include but are not limited to:

- 135 a. Funding an outside review of police use of force;
- 136 b. Funding a body camera pilot project;
- 137 c. Funding community engagement strategies;
- 138 d. Reserving additional funding to implement ideas from
139 community engagement, a national best practices review,
140 and the equity assessment; and
- 141 e. Meeting other funding needs identified by the community

142 and the Council.

143

144 Section 6. The City Manager is hereby directed to return to the
145 Council by August 4, 2020 with funding recommendations for Council
146 authorization to implement the elements of the framework resolution.

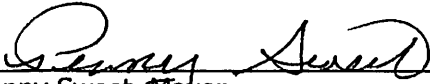
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148

149 Passed by majority vote of the Kirkland City Council in open
150 meeting this 4 day of August, 2020.

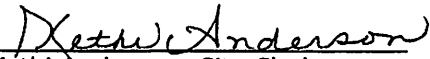
151

152 Signed in authentication thereof this 4 day of August, 2020.



Penny Sweet, Mayor

Attest:



Kathi Anderson, City Clerk

Resolution No. 3737

A RESOLUTION of the Port of Seattle Commission establishing a Diversity in Contracting Policy Directive to increase women and minority business opportunities and to repeal Resolutions No. 3506 and No. 3618.

WHEREAS, the Port of Seattle mission is committed to create economic opportunity for all, steward our environment responsibly, partner with surrounding communities, promote social responsibility, conduct ourselves transparently, and hold ourselves accountable; and

WHEREAS, the economic vitality of a community is strengthened and more resilient when opportunity is inclusive across our diverse communities; and

WHEREAS, the Port of Seattle is uniquely positioned among public agencies to lead in efforts of justice and equity by providing a level platform to all businesses including women and minority business Enterprise (WMBE) firms to compete and succeed; and

WHEREAS, the 1998 passage of Initiative 200 by Washington state voters prohibited racial and gender preferences by state and local government led to an underutilization of WMBE's at the Port and many other public agencies; and

WHEREAS, in 2003, in response to I-200, the Port passed Resolution No. 3506, a race neutral approach "establishing a program to develop mutually advantageous business relationships with small businesses, and firms owned and operated by minorities, women and disabled"; and

WHEREAS, in 2010, the Port of Seattle passed Resolution No. 3618, a race neutral approach to develop "a program to develop mutually advantageous business relationships with small businesses including those owned and operated by people of color, women, people with disabilities, veterans, and the socio-economically disadvantaged"; and

WHEREAS, the Port of Seattle's efforts and programs as a result of Resolutions 3506 and 3618 have increased small business participation but have not increased WMBE participation; and

WHEREAS, it is a priority for the Port of Seattle to affirmatively expand its efforts to increase WMBE participation in port contracts and ensure that WMBEs are afforded fair and equitable opportunity to compete for port contracts, succeed as subcontractors, and do not face unfair and unnecessary barriers when seeking and performing on port contracts; and

WHEREAS, current data and the 2014 disparity study show that WMBE participation in Port of Seattle opportunities has been and continues to be disparately low; and

44 WHEREAS, this policy will strengthen Port of Seattle efforts to eliminate this disparity
45 and result in more equity, diversity, and inclusion for WMBEs in Port opportunities; and
46

47 WHEREAS, the Port of Seattle seeks to identify and change internal Port processes and
48 standards to clearly establish program goals and create accountability; and
49

50 WHEREAS, the Port of Seattle values a diverse workforce and has engaged in improving
51 diversity and inclusion focused on race and expects to develop a new equity process tool
52 designed to integrate explicit consideration of racial inequities and identification of
53 interventions for use in policy, program, and budget planning and implementation; and
54

55 WHEREAS, the Port of Seattle is committed to its values of conducting business with the
56 highest ethical standards and our business practices shall reflect integrity, accountability,
57 honesty, fairness and respect at all levels;
58

59 NOW, THEREFORE, BE IT RESOLVED by the Port of Seattle Commission as follows:
60

61 SECTION 1. Resolution 3506 adopted May 27, 2003, is hereby repealed.
62

63 SECTION 2. Transition from Resolution 3618. The Executive Director may continue to operate
64 under Resolution No. 3618, as needed, to allow for transition to Resolution 3737, until
65 September 1, 2018, at which time Resolution No. 3618 will be repealed and replaced with
66 Resolution 3737.
67

68 SECTION 3. The Diversity in Contracting Policy Directive as shown in Exhibit A is hereby
69 established.
70

71 SECTION 4. This policy directive shall be labeled and catalogued as appropriate, together with
72 subsequent policy directives, and shall be made readily available for use by Port staff and
73 members of the public as a governance document of the Port of Seattle.
74

75 ADOPTED by the Port Commission of the Port of Seattle at a duly noticed meeting
76 thereof, held this 9th day of January, 2018, and duly authenticated in open session by
77 the signatures of the Commissioners voting in favor thereof and the seal of the Commission.
78

79 
RYAN CALKINS

80 
COURTNEY GREGOIRE

81 
STEPHANIE BOWMAN

82 
PETER STEINBRUECK

83 
FRED FELLEMAN

84
85
86
87
88
Port of Seattle Commissioners

EXHIBIT A
Diversity in Contracting Policy Directive

SECTION 1. Purpose.

The Port finds that minority and women businesses are under-represented and have been under-utilized on Port contracts. The purpose of this policy directive is to provide the maximum practicable opportunity for increased participation by minority and women owned and controlled businesses in Port contracting for public works, consulting services, supplies, material, equipment, and other services to create the opportunity to leverage Port spend to increase WMBE utilization.

SECTION 2. Definitions.

For the purposes of this chapter:

“Affirmative efforts” means documented reasonable attempts in good faith to contract with women and minority businesses.

“Availability” or “available” as used in this chapter means a business that is interested in and capable of performing the work within the time frame required and to the quality specified in the solicitation and contract.

“Capability” or “capable” as used in this section means that a business appears able to perform a commercially useful function in performance of the work.

“Commercially useful function” means the performance of real and actual services in the discharge of any contractual endeavor.

“Contract” means an agreement for public works, consulting services, supplies, material, equipment, or other services.

“Contract awarding authority” means any individual, office, or division that is receiving the benefit of the contract.

“Contractor” means a business that has a contract with the Port.

“Division” means any Port of Seattle organization structure that has a director that reports to the Executive Director.

“Women or minority business” (WMBE) means a business that is at least 51 percent owned and controlled by women and/or minority (including, but not limited to African Americans, Native Americans, Asians, and Hispanics) group members.

133 "Central database" means an electronic database that collects, aggregates, and tracks monthly
134 Port-wide, division, and department-level utilization of small business, women and minority
135 owned business, and other classifications across various categories and contract types and
136 promotes transparency for the public.
137

138 "Relevant demographic data" is defined as, but not limited to, Asian-Pacific Americans, Black
139 Americans, Hispanic Americans, Native Americans, Asian, and Women, and other characteristic
140 information related to a business owner's sexual orientation, sex/gender, race, ethnicity, or
141 veteran status as self-reported and/or certified by another government entity, as deemed
142 necessary or relevant to eliminating disparity in Port contracting.
143

144 "Utilization" is defined as both the percent of contracting dollars paid to WMBE firms as well as
145 the number of WMBE firms under contract.
146

147 **SECTION 3. Scope and Applicability.**
148

149 This policy shall apply to all contracts and other activities at the Port, including construction and
150 consulting contracts, purchased goods, and services.
151

152 **SECTION 4. Responsibilities.**
153

154 The Executive Director shall pursue the Century Agenda goal to increase WMBE utilization in all
155 Port contracts and shall:
156

- 157 A. Achieve the Century Agenda goal to triple the number of WMBE firms that contract with the
158 Port and increase to 15 percent the percentage of dollars spent on WMBE contracts, within
159 five years of the Diversity in Contracting Program implementation;
160
- 161 B. Within 120 days of passage of this policy directive, develop a Diversity in Contracting
162 Program that identifies affirmative efforts to afford women and minority businesses the
163 maximum practicable opportunity to meaningfully participate on Port contracts and to
164 achieve the Port-wide goals;
165
- 166 C. Incorporate these WMBE goals into the Port's Long Range Plan to the fullest extent
167 reasonable, including incorporation into Long Range Plan scorecards, reports, and Long
168 Range Plan updates. Further, the Executive Director shall prepare and publish an annual
169 report each year titled Diversity in Contracting Annual Report;
170
- 171 D. Improve inclusion and outreach to sustain and improve WMBE participation and to reduce
172 disparity in Port contracting;
173
- 174 E. Take affirmative efforts to assure equality of contracting opportunity through the
175 development and application of Inclusion Plans or other tools as necessary; and
176

177 F. Expand opportunities for WMBE firms across Port functions, wherever practicable.
178

179 **SECTION 5. Policy.**
180

181 A. The Diversity in Contracting Program shall include:
182

183 (1) Responsibilities, policies, practices, and processes that can change the Port procurement
184 and contracting processes and provide a more receptive environment for the utilization
185 of WMBE firms, and to ensure that businesses and contractors of all tiers working on
186 Port contracts and subcontracts utilize WMBE firms, wherever feasible or as required.
187

188 (2) Development of a standard procedure for the Port-wide WMBE goal setting, and
189 collection and reporting of relevant demographic data to be stored in a central
190 database.
191

192 (3) Identify categories of contracts that will require WMBE inclusion plans and other tools
193 that will be applied to other categories of contracts Port-wide.
194

195 (4) Clear lines of responsibility and accountability for implementation of the WMBE
196 program and a designated WMBE liaison for each division.
197

198 (5) Make WMBE goal setting and affirmative implementation efforts part of the annual
199 performance evaluation for each Port division director and their staff and require
200 standardized WMBE program training, implementation, and coordination for all division
201 leaders and their WMBE representatives.
202

203 B. The Diversity in Contracting Annual Plan shall include:
204

205 (1) Specific measures the contract-awarding authority will undertake to increase the
206 utilization of WMBEs and to reduce disparity in Port contracting; and
207

208 (2) Specific goals by division for WMBE utilization:
209

210 (a) Each Port division will review future procurements to identify available firms on
211 upcoming contracts to create a utilization goal that is justifiable, bold, and
212 challenging.
213

214 (b) Construction goals, other than small works, based on historic utilization plus two
215 percent, until such time that a disparity study or other valid internal data can
216 demonstrate a reasonable level of utilization.
217

218 C. To improve inclusion and outreach to sustain and improve WMBE participation and to
219 reduce disparity in Port contracting, the Port shall:
220

- 221 (1) Support training and assistance to Port staff to increase participation in outreach and to
222 learn about the internal and external resources available to include WMBE firms in their
223 procurement and contracting;
224
- 225 (2) Improve and expand technical assistance, including WMBE certification, business
226 development, training, and mentoring programs for WMBE firms to enhance bidding
227 expertise and promote greater coordination with advocacy organizations, businesses,
228 individuals, and public agencies and other Port departments;
229
- 230 (3) Create opportunities for members of the contracting and vendor community, Port, and
231 other stakeholders to work collaboratively on recommendations for how the Port can
232 more effectively use the directives in this policy directive;
233
- 234 (4) Assist contractors desiring to bid on Port covered contracts to comply with the
235 affirmative efforts provisions for such contract, and offer information as to
236 organizations and agencies available to assist such contractor in recruiting, mentoring,
237 training, or otherwise preparing potential subcontractors; and
238
- 239 (5) Cooperate and establish formal and/or informal partnerships and mutual cooperation
240 with the Office of Minority and Women's Business Enterprises and other public agencies
241 to carry out the purposes of this policy directive, as needed.
242

243 D. Affirmative efforts to assure equality of contracting opportunity required:
244

- 245 (1) Develop procurement tools, such as WMBE inclusion plans, and require bidders and
246 proposers to comply with the WMBE solicitation requirement in order to sustain and
247 improve participation of WMBE in Port covered contracts;
248
- 249 (2) Prepare and require that Port covered contracts include specifications pertaining to
250 equal opportunity affirmative efforts to assure equality in contracting opportunity, and
251 goals for subcontracting to women and minority businesses. Any goals established
252 under this chapter shall be reasonably achievable; however, no utilization requirements
253 shall be a condition of contracting, except as may be allowed by RCW 49.60.400;
254
- 255 (3) Identify and implement a Port-wide method to regularly monitor and measure the Port
256 WMBE program and attainment of the goals by contractors;
257
- 258 (4) May establish aspirational goals for the participation of women and minority businesses
259 in a particular Port contract on a case-by-case basis;
260
- 261 (5) Work closely with other divisions and departments to ensure all policies, practices, and
262 processes are consistent and complementary and make it easier for WMBE firms to
263 pursue Port contracts;
264

265 (6) Define, implement, and monitor appropriate processes and procedures to ensure
266 prompt payments and change order processing to address timely payment of
267 contractors, suppliers, and subcontractors at all tiers. Review and recommend potential
268 for including prompt pay in performance goals.
269

270 E. Affirmative efforts in subcontracting:
271

272 (1) All contractors, including WMBE firms, shall actively solicit bids for subcontracts to
273 qualified, available, and capable WMBE to perform commercially useful functions;
274

275 (2) Contractors shall consider the grant of subcontracts to women and minority bidders on
276 the basis of substantially equal proposals in the light most favorable to women and
277 minority businesses;
278

279 (3) At the request of the relevant Port department, when inclusion plans are required,
280 contractors shall furnish evidence of the contractor's compliance with these
281 requirements of women and minority solicitation and will submit evidence of
282 compliance with this section as part of any bid. Contractors shall provide records
283 necessary to document affirmative efforts to subcontract with women and minority
284 businesses on Port contracts;
285

286 (4) Compliance with all requirements and past performance under this policy directive may
287 be included in the evaluation of future procurements; and
288

289 (5) In applying the provisions of this Policy Directive to contracts funded in whole or in part
290 with federal funds and subject to 49 CFR Part 23, Subpart D, regarding Airport
291 Concessions Disadvantaged Business Enterprises (ACDBE) or 49 CFR 26, Subpart C,
292 regarding Disadvantaged Business Enterprises (DBE), references to Women and Minority
293 Businesses shall also include federally recognized ACDBEs or DBEs. In the event of a
294 conflict between the provisions of this chapter, or the rules implementing this policy
295 directive, and the requirements of 49 CFR 26, Subpart C, or 49 CFR Part 23, Subpart D, or
296 any other superseding applicable federal statute or regulation, the provisions of the
297 federal statute or regulation shall control.
298

299 F. Expanding Opportunity.
300

301 (1) The Port shall review and recommend how to expand opportunities for WMBE firms in
302 other Port enterprise opportunities, for example real estate leases, to encourage and
303 promote access to Port facilities by September 1, 2018.
304

305 (2) The Port shall develop a baseline utilization number for veteran owned businesses and
306 propose a reasonable Port-wide goal and division goals to the Commission for inclusion
307 in the Century Agenda by September 1, 2019.
308

309 **SECTION 6. Program Evaluation.**

310

311 A. Benchmarks and metrics to evaluate the Diversity in Contracting Program shall include:

312

313 (1) Incorporation of these WMBE goals into the Port's Long Range Plan to the fullest extent
314 reasonable, including incorporation into Long Range Plan scorecards, reports, and Long
315 Range Plan updates.

316

317 (2) Specific measures the contract awarding authority will undertake to increase the
318 participation of women and minority businesses and to reduce disparities, including the
319 number of events or outreach activities conducted to ensure responsiveness to bid
320 opportunities.

321

322 (3) Progress towards specific division WMBE utilization goals, including the number of
323 opportunities a division has available, the goals established for those opportunities and
324 the actual utilization, including periodic review of disparity study results to determine
325 reasonableness of goals.

326

327 (4) Data reporting using the standard procedure identified in the WMBE program for the
328 Port-wide collection and reporting of relevant demographic data including percent of
329 spend, number of businesses, and type of procurements.

330

331 (5) Preparation and publication of an annual report titled Diversity in Contracting Annual
332 Report.

333

334 B. The Internal Audit Director shall include the Diversity in Contracting Program in Internal
335 Audit Department's 2019 work plan to determine adherence to this policy and include in
336 future years as the Commission Audit Committee deems appropriate.

337

338 **SECTION 7. Fiscal Implications.**

339

340 Fiscal implications shall be reviewed by the Executive Director annually, at a minimum, to ensure
341 the implementation of the policy directive is adequately resourced and shall submit a budget
342 request as appropriate.

Diversity in Contracting Sample Disaggregated Data Dashboard

| | Race | | | | | | | Total |
|--|----------------|-------------------|-----------------|------------------------|-----------|-------|-----------|-------|
| | Black American | Hispanic American | Native American | Asian Pacific American | Caucasian | Other | Not Known | |
| Number of Firms | | | | | | | | |
| • Minority Certified | | | | | | | | |
| • Women & Minority Certified | | | | | | | | |
| • Women Certified | | | | | | | | |
| • Veteran certified | | | | | | | | |
| Total Certified (non-duplicated) | | | | | | | | |
| • Minority Self-Identified | | | | | | | | |
| • Women & Minority Self-Identified | | | | | | | | |
| • Women Certified Self-Identified | | | | | | | | |
| Total Self- Identified (non-duplicated) | | | | | | | | |
| Amount and Percent of Spend | | | | | | | | |
| • Minority Certified | | | | | | | | |
| • Women & Minority Certified | | | | | | | | |
| • Women Certified | | | | | | | | |
| • Veteran Certified | | | | | | | | |
| Total Certified (non-duplicated) | | | | | | | | |
| • Minority Self-Identified | | | | | | | | |
| • Women & Minority Self-Identified | | | | | | | | |
| • Women Self-Identified | | | | | | | | |
| Total Self-Identified (non-duplicated) | | | | | | | | |
| DBE (All Certified) | | | | | | | | |
| Minority and Non-Minority | | | | | | | | |
| Number of Firms | | | | | | | | |
| Amount & Percent of Federal Spend | | | | | | | | |
| Amount & Percent of Non-Federal Spend | | | | | | | | |
| Amount & Percent of Total Spend | | | | | | | | |