Barrier	Barrier Description			Committee Recommednations	 Ī						
(setting priorities) (non-legislative preference)	RCW 39.10, 39.04			(vetted barriers and solutions)				Disparity Stu	idy/Study		
(x) = External Engagement Subcommittee Identification of barriers		External Stakeholder Comments	Working Solutions/General Practices		Lead	DES/OMWBE	Local Govt (MRSC)	Sound Transit	Port of Seattle	WSDOT	City of Tacoma
<u> </u>		d.			ğ	2019	2020	2020	2019	2017	2018
Section 1: Planning ("start early")			Standardize outreach definitions								
Outreach (external and internal, engagement, stakeholders) (1)	Too many and inconsistent definitions and options for outreach,		Standardize outreach definitions Combine efforts between owners, professional								
	diverse businesses, and subcontractors, don't know where to put their valuable time and effort.	one place where everyone can go.	organizations, diverse business community		Irene/Linda	х	х	х	Х	х	Х
	their valuable time and errort.		Good faith efforts separated from good business practices (see UW guidance to contractors)								
			Resources to increase network								
			Resources to access network Similar # of representatives on boards and								
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.	committees/decision making bodies (not one token		Chip						
	3 · · · · · · · · · · · · · · · · · · ·		diverse) 4. How to use professional organization and advocacy								
			groups								
	Owner and prime contractor lack useable policies and intentional, actionable strategies for diverse business inclusion		Develop or highlight examples of SOPS								
	practices; observed few and far between, and inconsistent		1. Detelop of inglinging examples of 50.75								
	 Owners often have conflicting procurement priorities that make it hard for target markets to prepare (11) 		2. Central repository/links for existing								
Internal policies (SOPs, programming) (see also Inclusion Plans and Contract Language)	make terrain or target markets to prepare (22)	We highly recommend that the owner/agency should adopt and	3. Professional training/consultants		Aleanna/Brenda	х	х	х	х	x	х
		or develop accountability measurement plan.	OMWBE Public Works Action Committee draft policies								
			policies 5. City of Seattle								
			6. Sound Transit								
	Contract sizes and scopes do not match the target diverse		7. Port of Seattle Develop advice on how to right-size contracts based on								
	 Contract sizes and scopes, do not match the target diverse business market 	We are not certain of any appropriate course of action on thisIt's the business that needs to come up with parameters not	target audience and availability		Aleanna						
Contract Sizes and Scopes ("right-sizing", aka "unbundling") (4) (8)	Mega projects not broken down appropriately	primes/owners - perhaps this can be a partnership/ teaming up or	 Develop advice to Primes on GC/CM packaging and low-bid tips and tricks 			х			х	х	х
	Work distribution confused with programming and funding	training item?	ups and tricks								
	Being on several rosters with dozens of other businesses										
	yield very little opportunity to compete for small-work; would be easier on the paperwork and monitoring if all owner use the		Develop non-legislative tips for using rosters more effectively		Olivia/Van						
	same rostersby type										
Shared Rosters (consultant and small works)	Rosters are not limited to small, diverse businesses, so diverse firms are still "competing" against large primes		2. Encourage the use of MRSC for small works		MRSC		х				
	Statutes sill require all interested eligible firms to be on	get an update and identify more precise questions.	2.8%								
	rosters, with very little room to limit firms on the roster or limit competition within a contracting program		3. Discuss based on owner size								
			4. Look at legislative changes that may help further the								
	There is not enough notice of upcoming work so diverse		efficiency of small works and A/E rosters.		ā						
	businesses, and their partners have time to plan and team in a meaningful way	This can also be a part of the item for Networking,	 Support Owners in standardizing their capital plans and budgets 								
Forecasting (4)	meaningrai way	announcements and utilizing association platforms and OMWBE website.	2. DES		Chip Tull						
		8	3. City of Seattle								. !
Goal Setting	Inclusion goals are generic and not thoughtful to the project,	Assign a manager for major pursuits from the owners side to make	Federal goal setting policies								
doarsetting	processes.	sure this happens, set accountability measurements. Set the goal	1. Federal goal setting policies		Alaanna /Branda	v		v	v	v	v
	Many owner's and prime do not know how to set goals or are counseled not to	as part of the RPF and assign more points to it, having the portion	2. City of Seattle approach		Aleanna/Brenda	Х		Х	X	Х	х
See legal comments	counseled not to	be 5-8% sends a weak message.	3. Sound Transit Approach								
	Many owner contracting and delivery teams are not trained and		1 City of Coattle								
	do not know how to administer diverse business inclusion policies		City of Seattle								
	Many owners do not have contract compliance staff and therefore		2 Cound Transit								
Owner develops compliance team	and 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.	2. Sound Transit		Aleanna	x					
			3. King County								
			Port of Seattle (all have compliance teams, gather position descriptions,								
			governance structures, salaries, etc.)								
	Need for support way before any solicitations hit the street		1.1 Federal programs		Politic (2)						
	Labor Training		1.2 MBDA 1.3 UW Ascend		Bobby (?)						
Pipeline and Business Development (13)	Availability (ready, willing, able)	Include this on networking and outreach.	1.4 Prime programs								
	4. Capabilities										
Endard Programming	5. Strategy	Lump with Roadshow - education/awareness	Mauha soma tins on pavinating federal indusion progress-		Lily						
Federal Programming			Maybe some tips on navigating federal inclusion programs State AG guidance collection? (DES, OMWBE)		Lily						
Legal interpretations/disproportionate legal representation	Various owners with various legal interpretations of laws and advise on what is allowable, etc.		Legal advice rendered regarding BDEI		Aleanna						
			Various Owner legal interpretations								
Section 2: Engagement ("transparency")	Diverse and new businesses to the market lack the resource:										
Technical Assistance (9)	to understand and navigate the bureaucracy of public owner		1. Tabor 100								
	processes 2. Diverse and new businesses lack the support/overhead to										
	hire staff to produce all the paperwork throughout contracts		2. MBDA								
	and projects.	recommend Linda due to the DBE Support Services experience and feedback.	3. PTAC		Shelly	х		Х	х	х	х
	Support understanding bid forms Support with weekly reporting and audit protocols		4. SME's								
See also mentor-protégé		· ·	5. WSDOT								

		8	e en secont	•	≣	/:	8	4			
	[]	<u>.</u>	6. City of Seattle			ļ	į	4	4		
	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.		Statewide contracting program								
Access to contracting information (7)	Also, very few owners post past bids and contracts for review by those trying to compete.	Make this part of the item for Networking.	Recommend advertisement locations		Shelly	x		x	х		
			WEBS Contract posting best practices								
	Firms that have never worked with owner teams or owner	Coaching opportunity - training business owners on proper	Prior to approval capital portfolios are socialized and					/		1 1/	
Access to decision makers (4)	decision makers are not provided access and opportunities to establish a report with decision makers.	business etiquette or professionalism. "Demeanor/ Proper Etiquette Training" is recommended.	presented by decision makers to the community for feedback and meet n greets. Part of the budget process.		Aleanna/Brenda						
	Public procurement laws point to state certification for	5	<u> </u>			4	<u> </u>	1		1	
	inclusion, yet because of I-200 there can be no material advantage to winning contracts. There are other professional organizations/owners that	Coaching opportunity - training business owners on proper	Highlight the various opportunities and values/opportunities								
Certification (5)	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	business etiquette or professionalism. "Demeanor/ Proper Etiquette Training" is recommended.	created with each.		Aleanna	х					
	Not all diverse firms are registered or certified, and it leads						İ				
	to lack of awareness by primes and owners Not a barrier, a recommendation Sponsored programs where developing firms get to partner with										
Mentor-Protégé	more established firms or primes for specific jobs Sponsored programs where developing firms "shadow"	A lot of information to how this program is operating, we need to gather more information and expand.	WSDOT		WSDOT/Chip Tull	х		х		х	x
	established firms on various phases of public works.										
	Owner and Prime project delivery and contracting staff are not		"Dand Chard" hasing a first first to the control of								
	aware of SOPs and tools for inclusion, monitoring and	This is a Outreach item if we just want to share the	"Road Show", training of staff prior to delivery of the capital program, team development of inclusion strategies and			1	i				
Owner staff training	enforcement	information or this a training item for owners/agencies.	goals by project.		Aleanna	х	i	х	х	х	x
		Get instructors that know what they are doing	Tips and Tricks for training.				İ				
	On-call and roster pools are established but internal utilization		00000000000000000000000000000000000000		ğ	a					
Vendor Rotation	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									
	rotation of firms on the rosters.	vendors that is main focused around personal service and favors.						/			
See also Rosters		It is my opinion that most business owners do not practice proper					 	/ /		l /	
		business development. That is the reason they are not on the list.			Olivia/Van	х	<u> </u>	/			
		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.						/		/	
							!	/			
	Short solicitations times	A	Samples and examples of advertisement and	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,		<u> </u>	ļ	.iiiiiiiiiiiiiiiiiiiiiiiiiiiiiiiiiiiii	<u></u>	<u> </u>	
	3 Short solicitations times	Language that should be placed in RFP - Owner will need to provide guidelines of the process or the prime must provide their	solicitation documents 2. Samples and examples of advertisement and				İ				
	Confusing processes	best foot forward with measurements of accountability and	solicitations by contract type and size.				İ				
Advertisement and solicitations (4)	· Not enough information for new firms to understand the	IMPOSE penalties and consequences. Perhaps assign a			Keith/Carrie	1					
	process or how to be responsive	consultant/Auditor appointed by Owner to make sure Prime does their job. Give that department/agent to give Non Conformance				1	İ				
	· Inconsistent advertising policies	(NC) to a prime. Need to hit them where its going to get attention.					İ				
	· No consistency in posting bids and opportunities	Accountability and Consequences.					2				
£			•				Į.				
Section 3: Contract Requirements											
			Sample contract flow-down provisions								
Bonding (9)	Diverse firms not able to bond per project spec Diverse firms not able to insure per project spec, state and federal		Sample contract flow-down provisions Town-hall with bonding companies Sample contract flow-down provisions		Olivia/Van	x	X	x	x	x	х
	Diverse firms not able to insure per project spec, state and federal requirements may be in conflict, there is nuance by delivery		Town-hall with bonding companies		Olivia/Van Olivia/Van	x x	x	x x	x x	x x	x x
Bonding (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	Town-hall with bonding companies Sample contract flow-down provisions					x			x x
Bonding (9)	Diverse firms not able to insure per project spec, state and federal requirements may be in conflict, there is nuance by delivery method. Firms asked to indemnify design and owner beyond available underwriting.	Road Show/Training/Mentorship/Support Services Road Show/Training/Mentorship/Support Services	Town-hall with bonding companies Sample contract flow-down provisions Town-hall with insurance companies					x			x x
Bonding (9) 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. Firms asked to indemnify design and owner beyond available	Road Show/Training/Mentorship/Support Services Road Show/Training/Mentorship/Support Services	Town-hall with bonding companies Sample contract flow-down provisions Town-hall with insurance companies Sample language per contract type, with description of what and how to adjust		Olivia/Van			x			x
Bonding (9) 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. Firms asked to indemnify design and owner beyond available underwriting. Not all owners are using inclusions Plans and know how to use them	Road Show/Training/Mentorship/Support Services Road Show/Training/Mentorship/Support Services	Town-hall with bonding companies Sample contract flow-down provisions Town-hall with insurance companies Sample language per contract type, with description of what and how to adjust deducation and training		Olivia/Van			x			x x
Bonding (9) Insurance (9) Indemnification	Diverse firms not able to insure per project spec, state and federal requirements may be in conflict, there is nuance by delivery method. Firms asked to indemnify design and owner beyond available underwriting.	Road Show/Training/Mentorship/Support Services Road Show/Training/Mentorship/Support Services	Town-hall with bonding companies Sample contract flow-down provisions Town-hall with insurance companies Sample language per contract type, with description of what and how to adjust *education and training Samples and SOPS		Olivia/Van Olivia/Van			x			x x
Bonding (9) 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. Firms asked to indemnify design and owner beyond available underwriting. Not all owners are using inclusions Plans and know how to use them Primes are not using them for larger packages	Road Show/Training/Mentorship/Support Services Road Show/Training/Mentorship/Support Services	Town-hall with bonding companies Sample contract flow-down provisions Town-hall with insurance companies Sample language per contract type, with description of what and how to adjust ducation and training Samples and SOPS MSDOT		Olivia/Van			X			x x
Bonding (9) Insurance (9) Indemnification	Diverse firms not able to insure per project spec, state and federal requirements may be in conflict, there is nuance by delivery method. Firms asked to indemnify design and owner beyond available underwriting. Not all owners are using inclusions Plans and know how to use them Primes are not using them for larger packages	Road Show/Training/Mentorship/Support Services Road Show/Training/Mentorship/Support Services Make it part of the proposal/RFP: assign point value: give it	Town-hall with bonding companies Sample contract flow-down provisions Town-hall with insurance companies Sample language per contract type, with description of what and how to adjust deducation and training Samples and SOPS WSDOT City of Seattle		Olivia/Van Olivia/Van			x			x
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Bonding (9) Insurance (9) Indemnification	Diverse firms not able to insure per project spec, state and federal requirements may be in conflict, there is nuance by delivery method. Firms asked to indemnify design and owner beyond available underwriting. 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	Road Show/Training/Mentorship/Support Services Road Show/Training/Mentorship/Support Services Make it part of the proposal/RFP: assign point value: give it	Town-hall with bonding companies Sample contract flow-down provisions Town-hall with insurance companies Sample language per contract type, with description of what and how to adjust deducation and training Samples and SOPS WSDOT City of Seattle DES Sound Transit		Olivia/Van Olivia/Van			x			x
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Bonding (9) Insurance (9) Indemnification Inclusion Plans (EEO)	Diverse firms not able to insure per project spec, state and federal requirements may be in conflict, there is nuance by delivery method. Firms asked to indemnify design and owner beyond available underwriting. 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 - Solicitation times are too short and overlap other deliverable timeframes. - Unfair advantage to incumbents that can dust off their	Road Show/Training/Mentorship/Support Services Road Show/Training/Mentorship/Support Services Make it part of the proposal/RFP: assign point value: give it weight. 5-8% sends a weak message.	Town-hall with bonding companies Sample contract flow-down provisions Town-hall with insurance companies Sample language per contract type, with description of what and how to adjust deducation and training Samples and SOPS WBDOT City of Seattle SDES SOUND Transit SING County		Olivia/Van Olivia/Van Aleanna	x	X		X	x	
Bonding (9) Insurance (9) Indemnification Inclusion Plans (EEO) Solicitation Times (4)	Diverse firms not able to insure per project spec, state and federal requirements may be in conflict, there is nuance by delivery method. Firms asked to indemnify design and owner beyond available underwriting. 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	Road Show/Training/Mentorship/Support Services Road Show/Training/Mentorship/Support Services Make it part of the proposal/RFP: assign point value: give it	Town-hall with bonding companies Sample contract flow-down provisions Town-hall with insurance companies Sample language per contract type, with description of what and how to adjust deducation and training Samples and SOPS WSDOT City of Seattle Sound Transit King County Fort of Seattle		Olivia/Van Olivia/Van			x			x
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Bonding (9) Insurance (9) Indemnification Inclusion Plans (EEO) Solicitation Times (4)	Diverse firms not able to insure per project spec, state and federal requirements may be in conflict, there is nuance by delivery method. Firms asked to indemnify design and owner beyond available underwriting. 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 - Solicitation times are too short and overlap other deliverable timeframes. - Unfair advantage to incumbents that can dust off their	Road Show/Training/Mentorship/Support Services Road Show/Training/Mentorship/Support Services Make it part of the proposal/RFP: assign point value: give it weight. 5-8% sends a weak message.	Town-hall with bonding companies Sample contract flow-down provisions Town-hall with insurance companies Sample language per contract type, with description of what and how to adjust deducation and training Samples and SOPS WSDOT City of Seattle Description Sound Transit King County Fort of Seattle Guide and policy samples based on type of response needed and how many scopes are involved.		Olivia/Van Olivia/Van Aleanna	x	X		X	x	
Bonding (9) Insurance (9) Indemnification Inclusion Plans (EEO) Solicitation Times (4)	Diverse firms not able to insure per project spec, state and federal requirements may be in conflict, there is nuance by delivery method. Firms asked to indemnify design and owner beyond available underwriting. 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 - Solicitation times are too short and overlap other deliverable timeframes. - Unfair advantage to incumbents that can dust off their previous winning submission. 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	Road Show/Training/Mentorship/Support Services Road Show/Training/Mentorship/Support Services Make it part of the proposal/RFP: assign point value: give it weight. 5-8% sends a weak message. Road Show/Networking	Town-hall with bonding companies Sample contract flow-down provisions Town-hall with insurance companies Sample language per contract type, with description of what and how to adjust deducation and training Samples and SOPS WSDOT City of Seattle Sound Transit King County Port of Seattle Guide and policy samples based on type of response needed		Olivia/Van Olivia/Van Aleanna	x	X		X	x	
Bonding (9) Insurance (9) Indemnification Inclusion Plans (EEO) Solicitation Times (4) (See Advertisement and solicitations)	Diverse firms not able to insure per project spec, state and federal requirements may be in conflict, there is nuance by delivery method. Firms asked to indemnify design and owner beyond available underwriting. 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 - Solicitation times are too short and overlap other deliverable timeframes. - Unfair advantage to incumbents that can dust off their previous winning submission. 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 puts a large constraint on businesses at lower tier to essentially	Road Show/Training/Mentorship/Support Services Road Show/Training/Mentorship/Support Services Make it part of the proposal/RFP: assign point value: give it weight. 5-8% sends a weak message. Road Show/Networking 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	Town-hall with bonding companies Sample contract flow-down provisions Town-hall with insurance companies Sample language per contract type, with description of what and how to adjust *education and training Samples and SOPS WSDOT City of Seattle SDES SOURT SOURT SEATT SOURCE Guide and policy samples based on type of response needed and how many scopes are involved.		Olivia/Van Olivia/Van Aleanna Kieth/Carrie	x	x	x	x	x	×
Bonding (9) Insurance (9) Indemnification Inclusion Plans (EEO) Solicitation Times (4)	Diverse firms not able to insure per project spec, state and federal requirements may be in conflict, there is nuance by delivery method. Firms asked to indemnify design and owner beyond available underwriting. 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 - Solicitation times are too short and overlap other deliverable timeframes. - Unfair advantage to incumbents that can dust off their previous winning submission. 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	Road Show/Training/Mentorship/Support Services Road Show/Training/Mentorship/Support Services Make it part of the proposal/RFP: assign point value: give it weight. 5-8% sends a weak message. Road Show/Networking	Town-hall with bonding companies Sample contract flow-down provisions Town-hall with insurance companies Sample language per contract type, with description of what and how to adjust deducation and training Samples and SOPS WSDOT City of Seattle DES Sound Transit King County Port of Seattle Guide and policy samples based on type of response needed and how many scopes are involved. Statute support — 30 days, interest Federal requirements Prime pays regardless of being paid by the Owner (City of Seattle)		Olivia/Van Olivia/Van Aleanna	x	X		X	x	
Bonding (9) Insurance (9) Indemnification Inclusion Plans (EEO) Solicitation Times (4) (See Advertisement and solicitations)	Diverse firms not able to insure per project spec, state and federal requirements may be in conflict, there is nuance by delivery method. Firms asked to indemnify design and owner beyond available underwriting. 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 - Solicitation times are too short and overlap other deliverable timeframes. - Unfair advantage to incumbents that can dust off their previous winning submission. 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 puts a large constraint on businesses at lower tier to essentially	Road Show/Training/Mentorship/Support Services Road Show/Training/Mentorship/Support Services Make it part of the proposal/RFP: assign point value: give it weight. 5-8% sends a weak message. Road Show/Networking 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	Town-hall with bonding companies Sample contract flow-down provisions Town-hall with insurance companies Sample language per contract type, with description of what and how to adjust deducation and training Samples and SOPS WSDOT City of Seattle Sound Transit King County For Port of Seattle Guide and policy samples based on type of response needed and how many scopes are involved. Statute support – 30 days, interest Federal requirements Frime pays regardless of being paid by the Owner (City of Seattle) Lower tiers pay-when-paid (not 7 days)		Olivia/Van Olivia/Van Aleanna Kieth/Carrie	x	x	x	x	x	×
Insurance (9) Indemnification Inclusion Plans (EEO) Solicitation Times (4) (See Advertisement and solicitations)	Diverse firms not able to insure per project spec, state and federal requirements may be in conflict, there is nuance by delivery method. Firms asked to indemnify design and owner beyond available underwriting. 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 - Solicitation times are too short and overlap other deliverable timeframes. - Unfair advantage to incumbents that can dust off their previous winning submission. 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 puts a large constraint on businesses at lower tier to essentially fund the work on credit.	Road Show/Training/Mentorship/Support Services Road Show/Training/Mentorship/Support Services Make it part of the proposal/RFP: assign point value: give it weight. 5-8% sends a weak message. Road Show/Networking 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	Town-hall with bonding companies Sample contract flow-down provisions Town-hall with insurance companies Sample language per contract type, with description of what and how to adjust deducation and training Samples and SOPS WSDOT City of Seattle DES Sound Transit King County Port of Seattle Guide and policy samples based on type of response needed and how many scopes are involved. Statute support — 30 days, interest Federal requirements Prime pays regardless of being paid by the Owner (City of Seattle)		Olivia/Van Olivia/Van Aleanna Kieth/Carrie	x	x	x	x	x	×
Bonding (9) Insurance (9) Indemnification Inclusion Plans (EEO) Solicitation Times (4) (See Advertisement and solicitations)	Diverse firms not able to insure per project spec, state and federal requirements may be in conflict, there is nuance by delivery method. Firms asked to indemnify design and owner beyond available underwriting. 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 - Solicitation times are too short and overlap other deliverable timeframes. - Unfair advantage to incumbents that can dust off their previous winning submission. 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 puts a large constraint on businesses at lower tier to essentially fund the work on credit. Experience requirements are unrealistic unless you already have	Road Show/Training/Mentorship/Support Services Road Show/Training/Mentorship/Support Services Make it part of the proposal/RFP: assign point value: give it weight. 5-8% sends a weak message. Road Show/Networking 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.	Town-hall with bonding companies Sample contract flow-down provisions Town-hall with insurance companies Sample language per contract type, with description of what and how to adjust deducation and training Samples and SOPS WSDOT City of Seattle Sound Transit King County For Port of Seattle Guide and policy samples based on type of response needed and how many scopes are involved. Statute support – 30 days, interest Federal requirements Frime pays regardless of being paid by the Owner (City of Seattle) Lower tiers pay-when-paid (not 7 days)		Olivia/Van Olivia/Van Aleanna Kieth/Carrie	x	x	x	x	x	×
Bonding (9) Insurance (9) Indemnification Inclusion Plans (EEO) Solicitation Times (4) (See Advertisement and solicitations) Prompt Pay/Quick Pay (change orders?) (12)	Diverse firms not able to insure per project spec, state and federal requirements may be in conflict, there is nuance by delivery method. Firms asked to indemnify design and owner beyond available underwriting. 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 - Solicitation times are too short and overlap other deliverable timeframes. - Unfair advantage to incumbents that can dust off their previous winning submission. 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 puts a large constraint on businesses at lower tier to essentially fund the work on credit.	Road Show/Training/Mentorship/Support Services Road Show/Training/Mentorship/Support Services Make it part of the proposal/RFP: assign point value: give it weight. 5-8% sends a weak message. Road Show/Networking 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.	Town-hall with bonding companies Sample contract flow-down provisions Town-hall with insurance companies Sample language per contract type, with description of what and how to adjust deducation and training Samples and SOPS WSDOT City of Seattle Sound Transit King County For of Seattle Guide and policy samples based on type of response needed and how many scopes are involved. Statute support – 30 days, interest Federal requirements Frieder requirements Frieder requirements Frieder requirements Frieder requirements And the Ward of Seattle Transcription of Seattle Transcription of Seattle A Lower tiers pay-when-paid (not 7 days) ACH leverage Draft experience guidelines that are scalable given the risk of the contract.		Olivia/Van Olivia/Van Aleanna Kieth/Carrie	x	x	x	x	x	×
Bonding (9) Insurance (9) Indemnification Inclusion Plans (EEO) Solicitation Times (4) (See Advertisement and solicitations)	Diverse firms not able to insure per project spec, state and federal requirements may be in conflict, there is nuance by delivery method. Firms asked to indemnify design and owner beyond available underwriting. 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 - Solicitation times are too short and overlap other deliverable timeframes. - Unfair advantage to incumbents that can dust off their previous winning submission. 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 puts a large constraint on businesses at lower tier to essentially fund the work on credit. Experience requirements are unrealistic unless you already have	Road Show/Training/Mentorship/Support Services Road Show/Training/Mentorship/Support Services Make it part of the proposal/RFP: assign point value: give it weight. 5-8% sends a weak message. Road Show/Networking 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.	Town-hall with bonding companies Sample contract flow-down provisions Town-hall with insurance companies Sample language per contract type, with description of what and how to adjust deducation and training Samples and SOPS WSDOT City of Seattle Sound Transit King County For of Seattle Guide and policy samples based on type of response needed and how many scopes are involved. Statute support – 30 days, interest Federal requirements Frieder requirements Frieder requirements Frieder requirements Frieder requirements And the Ward of Seattle Transcription of Seattle Transcription of Seattle A Lower tiers pay-when-paid (not 7 days) ACH leverage Draft experience guidelines that are scalable given the risk of the contract.		Olivia/Van Olivia/Van Aleanna Kieth/Carrie	x	x	x	x	x	×

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	Flow-down provision misunderstanding	to making standards.	City of Seattle							
			2. University of Washington							
			3. Port of Seattle							
	During bid/solicitation phase firms are courted and asked to		Teams agreements and inclusion plans required as part							
	provide works and contributions; then upon Award of contract	Special Investigative Team to be Created with Attorney assistance,	of the process							
	Prime seeks other firms, rebids, claims pricing problems, etc.	there is a compliance audit available and paid by owner. As								
	Also, teaming agreements (we hired you to dotrack it, perform.)	activities like this happen - we must get to the bottom of it and	No changes unless approved by the owner	Olivia/Van			1		1	
		start calling out individuals and not companies. Use a big hammer	3. Any inclusion plan names are conditions of award							
		with this one. Again accountability measurements and consequences like penalties.	4. City of Seattle has a process							
		consequences like penalties.	5. Federal Programs has a process							
	Scoring not consistent with solicitations and appears the					Ī				
	"favorite" was picked.		Samples							
	Often debriefs are not helpful to non-successful firms on	RFP has to have more stringent requirements and language. Use	1. City of Seattle							
Scoring and Debriefs (4)	how to really improve.	words like requirement not goal. Give this department more	2. City of Sedicie	DES			i i			1
		points/value. More value must be assigned or the primes will not	2. UW							
		take it seriously.	3. Sound Transit				i i			1
			4. DES (?)							
Section 4: Monitoring, Reporting, Tracking				<u> </u>	<u> </u>	Ē				
	No one is collecting inclusion data consistently and accessible to		OMWBE/BDMS/One-Washington							
Data Collection System (BDMS, B2G)	the public		2. PRC/CPARB summaries	Aleanna/Brenda	х	х	х	Х	Х	х
			E. PROCEASO SUMMANDS	 		I				
	Many diverse firms are asked to "team" during solicitation to get		substitution requirements extend to teaming agreements and				1			
	inclusion plans and then once work is won are told by primes that	Special Investigative Team to be Created with Attorney assistance,	nust use evidence-based to remove or substitute team							
	the budget or project must go with another approach or firm, etc.		nembers or risk termination							
Enforcement (even "private" terms) (5)		activities like this happen - we must get to the bottom of it and start calling out individuals and not companies. Use a big hammer	nembers of risk termination	Olivia/Van	X					
		with this one. Again accountability measurements and	1. Federal				1			
		consequences like penalties.	2. WSDOT							
		consequences like penalties.								
			3. City of Seattle		ļ	Į				
	For Inclusion Plans to be material to award and contracting, there						1			
	must be evaluation and enforcement programs with scoring		Federal programs				1			
Contractor Performance/Evaluation Programs (5)	and/or consequence to not making the grade (Bobby Forch:			Olivia/Van						
	influencing the tipping point of culture)									
			2. City of Seattle							
			3. UW			8			1	
		<u> </u>			ġ	ā				
	The State might beet more data if there were cample reports and	<u> </u>			ğ	<u> </u>				.,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,
Reporting Type	The State might bget more data if there were sample reports and	we are looking forward to this	Samples and examples	Keith/Carrie	j					
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		Keith/Carrie						
Reporting Type	types of reporting protocols that Owners/Primes could follow	we are looking forward to this		Keith/Carrie						
Reporting Type Business Growth Monitoring (9)	types of reporting protocols that Owners/Primes could follow	we are looking forward to this		Keith/Carrie						
	types of reporting protocols that Owners/Primes could follow	we are looking forward to this	Samples and examples							
	types of reporting protocols that Owners/Primes could follow No metrics/reports are available for understanding if diverse business inclusion is working and diverse businesses are growing.	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.		Keith/Carrie BDEI Committee				x		x
Business Growth Monitoring (9)	types of reporting protocols that Owners/Primes could follow	we are looking torward to this 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	Samples and examples					x		x
	types of reporting protocols that Owners/Primes could follow 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.	Samples and examples					x		X
Business Growth Monitoring (9)	types of reporting protocols that Owners/Primes could follow 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. Recommendation that owner's wanting to use alternative public	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.	Samples and examples (Testimonial – Adept Mechanical)	BDEI Committee				x		X
Business Growth Monitoring (9)	types of reporting protocols that Owners/Primes could follow 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. Recommendation that owner's wanting to use alternative public works and/or be certified to use the tools should show internal	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.	Samples and examples (Testimonial – Adept Mechanical) Application language should be suggested, and PRC process	BDEI Committee Aleanna; Janice Zahn/Bill				x		X
Business Growth Monitoring (9) See also, inclusion and utilization monitoring	types of reporting protocols that Owners/Primes could follow 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. 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	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.	Samples and examples (Testimonial – Adept Mechanical)	BDEI Committee				x		x
Business Growth Monitoring (9) See also, inclusion and utilization monitoring CPARB/PRC Application	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. 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.	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.	Samples and examples (Testimonial – Adept Mechanical) Application language should be suggested, and PRC process evisited.	BDEI Committee Aleanna; Janice Zahn/Bill Dobyns	•			×		×
Business Growth Monitoring (9) See also, inclusion and utilization monitoring CPARB/PRC Application Data Collection Process	types of reporting protocols that Owners/Primes could follow 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. 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	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.	Samples and examples (Testimonial – Adept Mechanical) Application language should be suggested, and PRC process	BDEI Committee Aleanna; Janice Zahn/Bill	×	X	X	×	X	x
Business Growth Monitoring (9) See also, inclusion and utilization monitoring CPARB/PRC Application	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. 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.	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.	Samples and examples (Testimonial – Adept Mechanical) Application language should be suggested, and PRC process evisited.	BDEI Committee Aleanna; Janice Zahn/Bill Dobyns	X	X	X	X	×	x
Business Growth Monitoring (9) See also, inclusion and utilization monitoring CPARB/PRC Application Data Collection Process	types of reporting protocols that Owners/Primes could follow 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. 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	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.	Samples and examples (Testimonial – Adept Mechanical) Application language should be suggested, and PRC process evisited.	BDEI Committee Aleanna; Janice Zahn/Bill Dobyns	X	X	X	x	×	X
Business Growth Monitoring (9) See also, inclusion and utilization monitoring CPARB/PRC Application Data Collection Process Section 5: Discrimination and Harassment	types of reporting protocols that Owners/Primes could follow 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. 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 Women/minority-owned firms are less likely to receive awards	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.	Samples and examples (Testimonial – Adept Mechanical) Application language should be suggested, and PRC process evisited. See other similar topics 1. Port of Seattle	BDEI Committee Aleanna; Janice Zahn/Bill Dobyns	X	X	X	x	×	X
Business Growth Monitoring (9) See also, inclusion and utilization monitoring CPARB/PRC Application Data Collection Process	types of reporting protocols that Owners/Primes could follow 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. 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	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.	Samples and examples (Testimonial – Adept Mechanical) Application language should be suggested, and PRC process evisited. See other similar topics 1. Port of Seattle 2. Sound Transit	BDEI Committee Aleanna; Janice Zahn/Bill Dobyns	×	X	X	X	x	X
Business Growth Monitoring (9) See also, inclusion and utilization monitoring CPARB/PRC Application Data Collection Process Section 5: Discrimination and Harassment	types of reporting protocols that Owners/Primes could follow 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. 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 Women/minority-owned firms are less likely to receive awards	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. 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	Samples and examples (Testimonial – Adept Mechanical) Application language should be suggested, and PRC process evisited. See other similar topics 1. Port of Seattle	BDEI Committee Aleanna; Janice Zahn/Bill Dobyns	X	X	X	x	×	X
Business Growth Monitoring (9) See also, inclusion and utilization monitoring CPARB/PRC Application Data Collection Process Section 5: Discrimination and Harassment	types of reporting protocols that Owners/Primes could follow 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. 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 Women/minority-owned firms are less likely to receive awards	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. 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.	Samples and examples (Testimonial – Adept Mechanical) Application language should be suggested, and PRC process evisited. See other similar topics 1. Port of Seattle 2. Sound Transit	BDEI Committee Aleanna; Janice Zahn/Bill Dobyns	Х	X	x	x	x	X
Business Growth Monitoring (9) See also, inclusion and utilization monitoring CPARB/PRC Application Data Collection Process Section 5: Discrimination and Harassment	types of reporting protocols that Owners/Primes could follow 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. 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 Women/minority-owned firms are less likely to receive awards	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. 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. From Young: This is 100 % true: I had to appear in King County	Samples and examples (Testimonial – Adept Mechanical) Application language should be suggested, and PRC process evisited. See other similar topics 1. Port of Seattle 2. Sound Transit 3. City of Seattle	BDEI Committee Aleanna; Janice Zahn/Bill Dobyns	X	X	X	X	x	X
Business Growth Monitoring (9) See also, inclusion and utilization monitoring CPARB/PRC Application Data Collection Process Section 5: Discrimination and Harassment Women-owned firm inequity (2)	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. 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 Women/minority-owned firms are less likely to receive awards over their white and male counterparts.	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. 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. From Young: This is 100 % true: I had to appear in King County Court as a Walsh Area Manager to protect African direct labor	Samples and examples (Testimonial – Adept Mechanical) Application language should be suggested, and PRC process evisited. See other similar topics 1. Port of Seattle 2. Sound Transit	Aleanna; Janice Zahn/Bill Dobyns Aleanna/Brenda	X	X	X	X	×	X
Business Growth Monitoring (9) See also, inclusion and utilization monitoring CPARB/PRC Application Data Collection Process Section 5: Discrimination and Harassment	types of reporting protocols that Owners/Primes could follow 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. 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 Women/minority-owned firms are less likely to receive awards over their white and male counterparts.	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. 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. 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	Samples and examples (Testimonial – Adept Mechanical) Application language should be suggested, and PRC process evisited. See other similar topics 1. Port of Seattle 2. Sound Transit 3. City of Seattle	BDEI Committee Aleanna; Janice Zahn/Bill Dobyns	X	X	X	x	×	X
Business Growth Monitoring (9) See also, inclusion and utilization monitoring CPARB/PRC Application Data Collection Process Section 5: Discrimination and Harassment Women-owned firm inequity (2)	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. 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 Women/minority-owned firms are less likely to receive awards over their white and male counterparts.	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. 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. 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 ISK later - a resident near the project was put under a special forced	Samples and examples (Testimonial – Adept Mechanical) Application language should be suggested, and PRC process evisited. See other similar topics 1. Port of Seattle 2. Sound Transit 3. City of Seattle 1. Site safety protocols	Aleanna; Janice Zahn/Bill Dobyns Aleanna/Brenda	X	X	X	x	x	X
Business Growth Monitoring (9) See also, inclusion and utilization monitoring CPARB/PRC Application Data Collection Process Section 5: Discrimination and Harassment Women-owned firm inequity (2)	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. 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 Women/minority-owned firms are less likely to receive awards over their white and male counterparts.	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. 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. 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	Samples and examples (Testimonial – Adept Mechanical) Application language should be suggested, and PRC process evisited. See other similar topics 1. Port of Seattle 2. Sound Transit 3. City of Seattle	Aleanna; Janice Zahn/Bill Dobyns Aleanna/Brenda	X	X	X	X	x	X
Business Growth Monitoring (9) See also, inclusion and utilization monitoring CPARB/PRC Application Data Collection Process Section 5: Discrimination and Harassment Women-owned firm inequity (2)	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. 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 Women/minority-owned firms are less likely to receive awards over their white and male counterparts. Employees of color and women often are victims of violence, harassment, hazing and other forms of inappropriate treatment	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. 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. 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 ISK later - a resident near the project was put under a special forced	Samples and examples (Testimonial – Adept Mechanical) Application language should be suggested, and PRC process evisited. See other similar topics 1. Port of Seattle 2. Sound Transit 3. City of Seattle 1. Site safety protocols	Aleanna; Janice Zahn/Bill Dobyns Aleanna/Brenda	X	X	X	x	x	X
Business Growth Monitoring (9) See also, inclusion and utilization monitoring CPARB/PRC Application Data Collection Process Section 5: Discrimination and Harassment Women-owned firm inequity (2) Workplace Safety (antiharassment, violence) (3)	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. 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 Women/minority-owned firms are less likely to receive awards over their white and male counterparts. Employees of color and women often are victims of violence, harassment, hazing and other forms of inappropriate treatment When complaints are filed regarding bid processes, etc.	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. 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.	Samples and examples (Testimonial – Adept Mechanical) Application language should be suggested, and PRC process evisited. See other similar topics 1. Port of Seattle 2. Sound Transit 3. City of Seattle 1. Site safety protocols 2. See something say something	Aleanna; Janice Zahn/Bill Dobyns Aleanna/Brenda	X	X	X	x	×	X
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Other resources:

Good Faith Efforts v. General Business Practices UW Guide