



Exhibit	A
Port Commission	Special
Meeting of	September 11, 2012

September 10, 2012

Luis Navarro  
Director, Office of Social Responsibility  
Port of Seattle  
2711 Alaskan Way  
Seattle, WA 98121

Dear Mr. Luis Navarro,

Thank you for making time to meet with me last Tuesday. I appreciate your willingness to meet, however I would like to see more action and positive response from the Port of Seattle in its contracting with minority and women-owned businesses represented by NAMC and other organizations.. Many of these businesses are located in King County and contribute to the \$70+ million in King County property taxes going to the Port. Many of us feel our interests are not being represented in the form of access to contracts and technical assistance to assist us become successful working with the Port of Seattle. We understand in your position you are limited by certain constraints and I want to be of assistance to you. It is my hope to see the below recommendations implemented and requests for information be provided immediately.

- Small business report - Rental Car Facility (complete listing of all 1st and 2nd tier subcontractors, consultants, etc...);
- Creation of an advisory board or oversight committee to advise the Port (staff and Commissioners) on how to more effectively engage firms owned by women and people of color;
- Provide background and statistical information that supports the 5.44% DBE goal;
- Commitment of adequate financial and technical resources to small, minority and women business capacity building, business development and technical assistance programs;
- Commitment to hire a 3rd party to assist in developing and implementing solutions (including the creation of the advisory board, department wide training/integration, development of program & policy recommendations) around maximizing inclusion of small businesses to complement Port of Seattle staff;
- Assurance that NAMC and other small business, minority and women business organizations will be incorporated in activities supporting the Century Agenda;
- Commitment to provide advanced notification of potential upcoming opportunities;
- Small, M/W/DBE contracting goals for the North Satellite project;
- Details behind the establishment of PLA and/or CWA and who from the community represented small, minority and women business interests.

In addition, we discussed the fact that my firm, Ace Metals, has been in the SCS system with no other vendor like it, yet we have received no communications from the Port. I initiated a conversation with your organization on my own and am awaiting notification of some opportunities, of which the Port has many, but have not yet heard back. As a small business attempting to work with the Port of Seattle, I would like to know who the port uses in my NAICS code category, both in the bidding and non-bidding environment. I would also like to be notified



when contracts in my NAICS code category will be up for re-bid. This could be an area in which the 3rd party could assist you develop a process that is user friendly for business owners like myself.

Finally, I do not understand how the Port of Seattle can gauge the participation of women and minority-owned businesses in its many projects without having some mechanism to determine whether they are getting work. The Port's small business, race neutral program generally does not give the staff nor the Commissioners a sense of how well it is doing in regard to working with women and minority-owned businesses. Other government agencies do a much better job of tracking their contract expenditures for women and minority-owned businesses. In fact, the city of Seattle actually monitors contracts based on the agency in the city issuing the contract, the dollar value of the work and keeps track of contract awards both provided to women and various ethnicities.

As I have already mentioned to you, I intend to provide testimony similar to what I have outlined in this letter at the Sept. 11 Port Commission meeting. I also want to let you know that I intend to do my own analysis regarding the participation of firms owned by women and persons of color based on the information you provide to me. I am anxious to determine the participation of minority firms in the construction of the Rental Car facility, which was one of the largest public works projects in our region in the last few years.

The significant amount of money the Port spends on capital projects and the general hiring of small businesses to maintain its facilities is of importance to me. I will be asking for a full accounting of the firms that do work for the Port in every category to determine whether there is ample women and minority firm participation. I am happy to provide the results of my analysis to you once I get the information I need. Minorities make up 35% of King County's population and firms owned by us should have an adequate opportunity to participate in work conducted by the Port whether it is using private, federal, state or local funding. It is my goal to assist you do your job more effectively and provide a way to ensure the benefits that the Port of Seattle provides are spread fairly throughout the region.

Thank you for engaging with me and I am hoping for a very positive outcome for the Port, its staff and Commissioners and the many women and minority-owned businesses in the Puget Sound region.

Sincerely,

James Yoo

CC: Port of Seattle Commissioners