

**Port of Seattle Economic Development Division  
Small Business Development Plan  
January 2017**

**Commitment:**

The Port of Seattle creates economic opportunity for all, stewards our environment responsibly, partners with surrounding communities, promotes responsibility, conducts ourselves transparently, and holds ourselves accountable. We will leave succeeding generations a stronger port.

**Port Small Business Resolution**

Port Commission Resolution 3618 establishes a program that will develop mutually advantageous business relationships with small business including those owned and operated by people of color, women, people with disabilities, veterans, and the socio-economically disadvantaged.

**SMALL BUSINESS VISION:**

The Small Business Development Department supports economic development efforts in the communities we serve. Working to build and sustain enterprises within the Port's key clusters (manufacturing, construction, aviation and maritime) while investing our energies toward leveling the playing field and promoting small business, especially for disadvantaged businesses.

**Primary Goal: Use our influence as an Institution to promote small business growth**

In support of the Century Agenda, the Small Business Development Department will implement initiatives that:

- Expand the Ports visibility and role as a leader in diversity and inclusion in government contracting
- Drive successful small business utilization strategies across Port divisions
- Support and develop small business enterprises that can partner with the Port on public works projects, concession operations and other goods and services needs.
- Develop sector specific incubator projects where the Port's investment could trigger public/private investment, business and job creation, and return short and long term value to Port of Seattle operations

Collaboration: To achieve our ambitious goals, the Port will need to work with the business community to support small business inclusion while collaborating with our public partners to develop systems and tools to address needs. The successful implementation of this plan will further the Port's reputation as a statewide economic development engine, increasing our visibility as an inclusive, high performing organization.

Small Business Development Plan

<b>OBJECTIVE 1: INCREASE THE PROPORTION OF FUNDS SPENT BY THE PORT WITH SMALL BUSINESS FIRMS ON CONSTRUCTION, CONSULTING AND GOODS AND SERVICES TO 40 PERCENT OF THE ELIGIBLE DOLLARS SPENT</b>		
<b>Performance Measure</b>	<b>Performance Target</b>	<b>Actions</b>
Address supplier diversity by increasing the number of small and MWDBE businesses in our supplier database	<ul style="list-style-type: none"> <li>• Develop public relations strategy by Q2</li> <li>• Monthly opportunity announcements by Q3</li> <li>• Double the number of Small Business and MWBE's (108) registered in the Port's PRMS database by 12/31/17</li> </ul>	<p>Expand small business outreach and engagement</p> <ul style="list-style-type: none"> <li>• Work with Public Affairs to develop messaging, marketing channels and a promotional calendar</li> <li>• Work with CPO and ICT to develop an interactive data and communications system to conduct monthly communications to existing and potential suppliers/vendors</li> <li>• Employ local subject matter experts to expand our small business network</li> </ul>
Increase number of small business and MWBE's accessing education and assistance	<ul style="list-style-type: none"> <li>• Expand PortGen sessions (10) by 12/31/17</li> <li>• Establish schedule of events by January 2017</li> <li>• Serve 300 businesses with education and technical assistance by 12/31/17</li> </ul>	<ul style="list-style-type: none"> <li>• Work across Port divisions to identify future procurement opportunities to inform session content and schedule to include ADR</li> <li>• Create PortGen course schedule and augment with partner sessions (OMWBE, PTAC, SBDC, and others)</li> <li>• Coordinate with internal and external partners to provide technical assistance to businesses</li> </ul>
Increase number of small and MWBE businesses successfully contracting with the Port	Double the number of MWBE's doing business with the Port by Q4 2017 and also double the \$s spent in 2017 as compared to 2016.	<ul style="list-style-type: none"> <li>• Work with CPO to develop procurement policies and processes that reduce barriers to small business participation</li> <li>• Provide cross departmental support for setting and tracking small and MWBE utilization goals</li> <li>• Work within the Port &amp; CPO to identify future procurement opportunities and conduct targeted outreach.</li> </ul>
Assess the City of Seattle's procurement efforts to incorporate	<ul style="list-style-type: none"> <li>• Complete comparison assessment by</li> </ul>	<ul style="list-style-type: none"> <li>• SBD and CPO staff to review City of Seattle procurement processes and</li> </ul>

## Small Business Development Plan

best practice in small business inclusion	<p>March 2017</p> <ul style="list-style-type: none"> <li>Develop recommendations for implementation by Q2</li> </ul>	<p>policies</p> <ul style="list-style-type: none"> <li>SBD and CPO staff to identify key differences in program elements</li> <li>SBD and CPO staff to identify beneficial elements and applicability to POS operations</li> </ul>
Establish a supplier database that captures and tracks small business and MWDBE utilization	<ul style="list-style-type: none"> <li>Select data system by Q2</li> <li>Implement supplier database by Q4</li> </ul>	<ul style="list-style-type: none"> <li>Work with CPO and ICT to define system features and assess available solutions for vender/supplier engagement, registration and communications as well as tracking</li> <li>Work with CPO and ICT to develop database which may be either a Port developed system or competitively procured system.</li> </ul>

### OBJECTIVE 2: STRENGTHEN THE IMPACT OF THE DBE PROGRAM ON GOVERNMENT CONTRACTING OPPORTUNITIES AT THE AIRPORT

Performance Measure	Performance Target	Actions
Expand race conscious DBE Program for Federally assisted airport projects	<ul style="list-style-type: none"> <li>Complete peer review by Q2</li> <li>Complete elements of DBE Program expansion including staffing plan by Q3</li> </ul>	<ul style="list-style-type: none"> <li>Work with Aviation Division &amp; CPO to identify proper subject matter experts for peer review</li> <li>Establish learning objectives for peer review</li> <li>Work with Aviation &amp; CPO to incorporate best practice into Port DBE Program</li> </ul>
Increase DBE participation on future Port Federally funded projects	Contracting and solicitation documents updated by Q4	Work together to update all relevant documentation related to DBE participation, monitoring and reporting

### OBJECTIVE 3: BUILD ON 2016 PORT INCUBATOR ASSESSMENT AND DEVELOP INCUBATOR/ACCELERATORS TO SUPPORT SMALL BUSINESS IN KEY PORT CLUSTERS

Performance Measure	Performance Target	Actions
<b>Objective 3A: Establish a Maritime Incubator/Accelerator</b>		
Develop business plan to guide operation of	<ul style="list-style-type: none"> <li>Define concept with partners by Q2 2017</li> </ul>	<ul style="list-style-type: none"> <li>Establish a steering committee</li> <li>Identify target sector segment</li> </ul>

## Small Business Development Plan

incubator/accelerator	<ul style="list-style-type: none"> <li>• Market assessment completed by Q3 2017</li> <li>• Complete financial proforma by Q4 2017</li> </ul>	<ul style="list-style-type: none"> <li>• Define scope of work and Initiate RFP process for a market assessment</li> <li>• Identify resources and partners to meet operational needs (equipment, management, tenant assistance) and associated costs</li> </ul>
Define physical space requirements and layout	<ul style="list-style-type: none"> <li>• Identify industry cluster target and primary functionality of space by Q2 2017</li> <li>• Develop a space utilization plan by Q3 2017</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Work with maritime industry partners to identify sector needs</i></li> <li>• Conduct assessment of space, equipment, and access needs of businesses (survey partners and potential tenants)</li> <li>• Develop initial space and layout plan for partner review and input.</li> <li>• Work with real estate development to incorporate space needs into building and design plan</li> </ul>
Work with partners to bolster long-term success	<ul style="list-style-type: none"> <li>• Implementation strategy developed by Q3 Define partner roles and draft MOU's by Q1 2018</li> <li>• Initiate tenant recruitment Q2 2018</li> <li>• Provide on-site mentorship and technical assistance to emerging maritime and manufacturing businesses by Q4 2018</li> </ul>	<ul style="list-style-type: none"> <li>• Identify partners for business development and program operations</li> <li>• Develop operational framework (facility management, programming, business recruitment and development, reporting and evaluation)</li> <li>• Work with partners to develop operational policies and define roles for on-going incubator operations</li> <li>• Conduct marketing and recruitment efforts in cooperation with our partners to secure business tenants</li> <li>• Refine budget based on final facility plans , operational plans and maintenance requirements</li> <li>• Partner(s) provide tenant application process, tenancy and assistance, implementation of programs and services (technical assistance, business development and programming), evaluation and tracking of both businesses and incubator program operations</li> </ul>

Small Business Development Plan

Open Maritime Incubator	<ul style="list-style-type: none"> <li>• Anticipated construction completion Q3 2018</li> <li>• Anticipated tenancy Q4 2018</li> </ul>
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**Objective 3B: Develop a Joint Resource Center for Public Sector Contracting**

Work with partners to address shared goals	<ul style="list-style-type: none"> <li>• Solidify concept with partners February 2017</li> <li>• Elements and features of a joint resource center defined by April 2017</li> <li>• Secure funding authorization and commitments among partners by Q4 2017</li> </ul>	<p>Facilitate discussions regarding mission goals, services, operations and funding with stakeholder group</p> <p>Work with stakeholders to define:</p> <ul style="list-style-type: none"> <li>• Resources and tools available to entrepreneurs</li> <li>• Services available to entrepreneurs</li> <li>• Joint programming opportunities</li> <li>• Joint marketing opportunities</li> </ul> <p>Establish evaluation requirements to measure business and program success</p>
Develop business plan to guide operation of incubator/accelerator	<ul style="list-style-type: none"> <li>• Define partner roles and draft MOU by Q2</li> <li>• Financial proforma complete by May 2017</li> <li>• Advertise RFP for center operator by Q3 2017</li> <li>• Select operator by Q4 2017</li> </ul>	<ul style="list-style-type: none"> <li>• Develop implementation plan</li> <li>• Identify resources and partners to meet operational needs (equipment, management, tenant assistance) and associated costs</li> <li>• Develop financial proforma for space, equipment, operations, technology and technical assistance for implementation and on-going maintenance and operations</li> <li>• Work with partners to develop operational criteria and scope of work for center operator</li> </ul>
Define physical space requirements and layout	<ul style="list-style-type: none"> <li>• Identify primary functionality of space by Q2</li> <li>• Site selection completed by Q3</li> </ul>	<ul style="list-style-type: none"> <li>• Work with partners to identify space needs based on assessment of resources, tools and programming needed to serve entrepreneurs</li> <li>• Conduct assessment of available space</li> <li>• Develop initial space and layout plan for</li> </ul>

Small Business Development Plan

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**Objective 3C: Provide Manufacturing Space to Small Food Producers**

Conduct market assessment to identify / confirm needs for commercial food incubator	<ul style="list-style-type: none"> <li>• Complete market assessment by May 2017</li> <li>• Complete assessment of facility requirements and business training and technical assistance by July 2017</li> </ul>	<ul style="list-style-type: none"> <li>• Assess market demand for commercial food incubator in Seattle</li> <li>• Work with industry partners to identify sector needs</li> <li>• Survey partners and potential tenants to assess space, equipment and access needs of tenants</li> <li>• Identify resources and partners to meet programmatic needs</li> <li>• Determine go/no go based on information developed in market assessment</li> </ul>
Issue RFP for operation of facility	<ul style="list-style-type: none"> <li>• Develop RFP for center operator by Q3 2017</li> </ul>	<ul style="list-style-type: none"> <li>• Identify potential operators for business development and program operations</li> <li>• Develop Scope of Services for incubator operations to include: tenant recruitment, implementation of programs and services, evaluation and tracking of both businesses and incubator program operations</li> </ul>
Develop business plan to drive development of incubator/accelerator	<ul style="list-style-type: none"> <li>• Draft business plan including proforma projections by Q4 2017 (November)</li> </ul>	<ul style="list-style-type: none"> <li>• Define target sector segment and business model, i.e. hourly rental rate, membership, dedicated user space.</li> <li>• Identify resources to meet operational needs (equipment, management, technical assistance) and associated costs</li> </ul>
Site Selection	<ul style="list-style-type: none"> <li>• Evaluate real estate options for food incubator by Q4 2017 (December)</li> <li>• Finalize location for facility by Q1 2018</li> </ul>	<ul style="list-style-type: none"> <li>• Develop initial space and layout plan, securing input from partners</li> <li>• Determine available Port industrial buildings and/or land to support facility needs.</li> </ul>
Develop food incubator facility	<ul style="list-style-type: none"> <li>• Completion of existing space option by Q4 2018</li> </ul>	<p>Existing building:</p> <ul style="list-style-type: none"> <li>• Secure design and construction services for tenant improvements</li> </ul>

Small Business Development Plan

	<ul style="list-style-type: none"> <li>• Completion of new construction option Q2 2019</li> </ul>	<p>New Construction:</p> <ul style="list-style-type: none"> <li>• Secure design services and permitting for new build</li> <li>• Building demolition and/or site preparation</li> <li>• Construction of new facility</li> </ul>
<p>Work with partners to operate food incubator</p>	<ul style="list-style-type: none"> <li>• Implementation plan completed by Q3 2017</li> <li>• Tenant recruitment completed by             <ul style="list-style-type: none"> <li>○ Q3 2018 (existing)</li> <li>○ Q1 2019 (new building)</li> </ul> </li> <li>• On-site mentorship and technical assistance provided to emerging food producers             <ul style="list-style-type: none"> <li>○ Q4 2018 (existing)</li> <li>○ Q3 2019 (new building)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Finalize operational framework: facility management, programming, business recruitment and development, reporting and evaluation</li> <li>• Refine budget based on final facility plans, operational plans and maintenance requirements</li> <li>• Operator / partners conduct marketing and recruit tenants; secure lease/sub-leases; initiate services</li> </ul>