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# DIVERSITY IN CONTRACTING ANNUAL REPORT



March 2020



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# DIVERSITY IN CONTRACTING ANNUAL REPORT

## EXECUTIVE SUMMARY

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On January 9, 2018, Port Commissioners adopted a new Diversity in Contracting policy, Resolution 3737 that drives equity in Port contracting. The new policy addresses historical disparities in women and minority business enterprise (WMBE) participation in Port contracting.

### The Resolution requires:

- Annual Division/Department goal setting that feeds into annual DC plan
- Key Employee Diversity in Contracting Performance goals
- Annual report to Commission
- Inclusion Plans/Planning
- Outreach/Technical Assistance
- Dedicated WMBE liaison for each division

### Goals and Five-Year Benchmarks:

- Triple the number of WMBE firms doing business with the Port
- Increase to 15% the amount of spend on WMBE contracts within five years

## 2019 WMBE and Ethnicity Results

The Port of Seattle’s Annual Divisional Goals are established using “Non-Public Works”. The tables below provide Port-wide WMBE utilization percentages for public works and non-public works projects, WMBE utilization per ethnicity breakdown, and the number of firms utilized per ethnicity.

### Public Works and Non-Public Works (Port-wide)

Category	WMBE	Total	%WMBE
Public Works (Construction)	\$88,284,769	\$542,536,412	16.27%
Non-Public Works (Consulting, Goods & Services)	\$26,572,495	\$208,837,415	12.72%
<b>Total</b>	<b>\$114,857,264</b>	<b>\$751,373,827</b>	<b>15.29%</b>

### By Division (non-public works spend only)

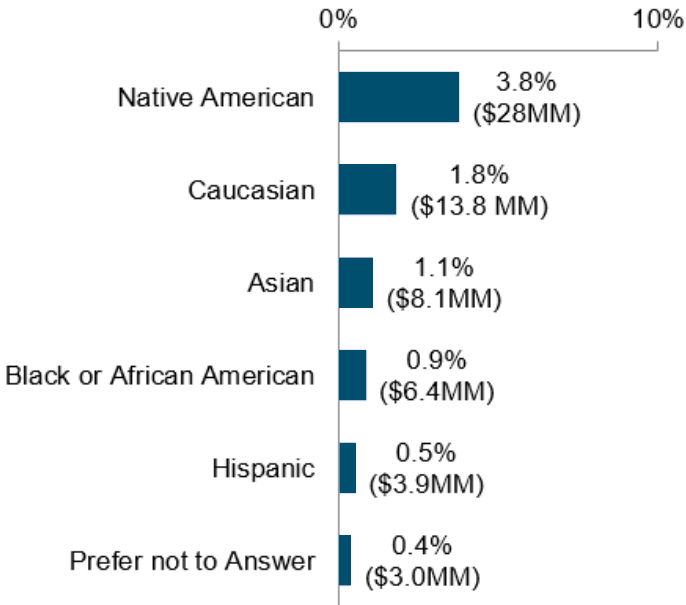
Division	WMBE	Total	%WMBE
Aviation (AV)	\$15,946,759	\$109,725,824	14.53%
Corporate	\$6,974,864	\$68,771,669	10.14%
Economic Dev. (EDD)	\$668,960	\$4,760,455	14.05%
Maritime (MD)	\$2,056,207	\$13,203,528	15.57%
NWSA	\$675,440	\$9,393,289	7.19%
<b>Total</b>	<b>\$26,572,495</b>	<b>\$208,837,415</b>	<b>12.72%</b>

*(Please Note: Northwest Seaport Alliance (NWSA) is part of a larger partnership with the Port of Tacoma. WMBE utilization results are only for those Port of Seattle controlled procurements.)*

# 2019 Ethnicity Baseline Results

Minority share of total Port spend : 6.5%

Number of WMBE firms: 297\*\*



Ethnicity	Firms
Caucasian	94
Asian	36
Hispanic	19
Black or African American	18
Native American	16
Other Minority*	2
Multi-Racial	1

\* Respondents stated they are a minority but did not specify ethnicity. Ethnicity data for WMBE firms only.  
 \*\* Includes P-Card purchases which are not broken down by ethnicity.



## 2020 Division Goals

The Diversity in Contracting (DC) policy directive required department/division directors to develop WMBE aspirational goals, and to conduct affirmative efforts to achieve the set goals as part of their annual performance evaluation.

WMBE aspirational goals for Construction are not included within the table stated below. However, WMBE aspirational goals are set for construction, on a contract by contract basis with the exception of small works.

The table below illustrates the 2019 Port wide WMBE attainment, and 2020 aspirational goals for individual divisions and departments.

Division	2020 Projected WMBE spend	Projected 2020 Overall Spend	%WMBE	
			2019 Attainment	2020 Goal
Aviation (AV)	\$8,759,147	\$58,394,317	14.8%	15%
Economic Dev. (EDD)	\$531,366	\$4,020,603	13.2%	13%
Maritime (MD)	\$565,006	\$5,564,318	15.1%	15%
Corporate	\$4,497,436	\$43,260,473	10.1%	13%
<b>Total</b>	<b>\$14,352,955</b>	<b>\$97,973,596</b>	<b>12.8%</b>	<b>14.4%</b>

## 2020 Outreach and Training Plan

The Diversity in Contracting Department (DCD) is providing the following to assist the above departments and divisions to attain their aspirational goals.

### Port of Seattle Small Business Generator Program (PortGen)

The Port of Seattle Small Business Generator (PortGen) program provides workshops, outreach communication to WMBE firms tailored towards those department/division's opportunities, prime to WMBE meet-n-greet sessions, and the expansion of the number of WMBE businesses within VendorConnect, the Port's new contractor database.

### External Training Video Library for Primes and WMBE Firms

We will continue to produce training support videos to guide future businesses through the Port of Seattle's Diversity in Contracting Program.

## Community Organization and Government Partnerships

Diversity in Contracting Department staff have an ongoing partnership with community organizations and outside government agencies to promote WMBE growth and expand the WMBE pools for our agencies to utilize.

## Mentor Protégé Program

To boost Small and WMBE businesses after contract award, the Diversity in Contracting Department and Airport Dining and Retail (ADR), are piloting a “Mentor Protégé” program to strengthen protégé businesses. This program will concentrate on architecture and engineering (A&E) firms, and concessionaire businesses.

## Internal and Community Engagement

Community engagement and partnership with WMBE businesses and organizations are paramount to the success of the Diversity in Contracting Program. The Diversity in Contracting Department developed a Community Engagement Plan to let the WMBE community know the Port is working to use more WMBEs on Port contracts. Toward that end, we encourage all WMBE businesses to identify themselves by signing up on VendorConnect. If we don’t know you exist, we can’t contract with you.

And, it does not stop there. We are acting on the Commission and Executive Leadership Team’s directive for Port staff to buy more WMBE goods and services. These affirmative steps will help each Port division or department achieve its aspirational goals.





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# DIVERSITY IN CONTRACTING ANNUAL REPORT

# POLICY OVERVIEW

The Diversity in Contracting Program has made, and continues to make, great strides in its ongoing efforts to increase WMBE hiring on Port of Seattle contracts and within the Port offices. As the following Annual Report shows, the Diversity in Contracting Policy, Resolution 3737 is a success. It drives the programs actions to achieve equity and addresses historical disparities in women and minority business enterprise (WMBE) participation in Port contracting.

The Resolution required that the Executive Director shall develop Diversity in Contracting (DC) Program that identifies affirmative efforts to afford women and minority businesses the maximum practicable opportunity to meaningfully participate on Port contracts and to achieve the Port-wide goals. This policy directs the establishment of:

- Executive level accountability that drives performance across the Port
- Port-wide goal setting and reporting processes, requiring Divisions/Departments to establish Annual WMBE Plans that set aspirational goals and performance targets
- Clear lines of responsibility and accountability for implementation with designated WMBE liaisons for each division
- Enhanced compliance and tracking of key performance objectives and incorporation of WMBE goals into the Port's Long Range Plan
- Categories of contracts where inclusion plans and other tools will be used
- Implementation and monitoring procedures to ensure prompt payment and change order processes
- Expanded technical assistance for WMBE firms, coordination with external partners, and support for internal training to Port staff

The Port Commission also established utilization goals for both the amount of contracting dollars paid to WMBE firms as well as the number of WMBE firms under contract to the Port:



## Five Year Goals

1. Triple the number of WMBE firms that contract with the Port from 118 to 354
2. Increase to 15% the percentage of total dollars spent on WMBE contracts from 5.3% by **2023**

Additional Century Agenda goals are to increase WMBE utilization in all Port Contracts and to:

- A. Incorporate these WMBE goals into the Port's Long-Range Plan to the fullest extent reasonable, including incorporation into Long Range Plan scorecards, reports, and Long Range Plan updates. Further, the Executive Director shall prepare and publish an annual report each year titled Diversity in Contracting Annual Report;
- B. Improve inclusion and outreach to sustain and improve WMBE participation and to reduce disparity in Port contracting;
- C. Take affirmative efforts to assure equality of contracting opportunity through the development and application of Inclusion Plans or other tools as necessary; and
- D. Expand opportunities for WMBE firms across Port functions, wherever practicable.

## PLANNING AND ANALYTICS

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As the Port moves forward with the Diversity in Contracting program, leveraging our data becomes paramount in making decisions. Currently the Port's Planning & Analytics (P&A) team has identified two areas of opportunity (consistency and efficiency) and is ensuring the Port is able to make more data driven decisions.

The Port's new supplier database (now branded VendorConnect) launched in September 2019. This new site replaced the Port's aging Procurement Roster Management System (PRMS). VendorConnect also integrates new outreach tools allowing the Port to implement email campaigns promoting upcoming Port events.

For the first time the Port's external vendors will have access to our entire listing of registered firms. Vendors can search our database with ease using multiple filters. In addition to the traditional NAICS codes external users can also search for firms by their business certification, work type tag, or zip code. These new features provide greater visibility to the WMBE firms that want to do business with the Port.

### BI-Hub

Part of leveraging the data collected means providing access to employees. The Port's Business Intelligence Hub (BI-Hub) does just that providing accurate reporting to all Port employees. The BI-Hub is the place for Port departments to see how they are performing against their MWBE aspirational goals. The Planning & Analytics team partnered with Business Intelligence team to redesign the Port's MWBE reporting. The new reports, launched in January 2019, provide departments with both aggregate and line level detail regarding their MWBE utilization.

# Inclusion Plans and WMBE Aspirational Goal Development (2019)

In 2019, the Port began establishing WMBE Aspirational Goals on Service Agreements and Construction contracts that have subcontracting opportunities. The process begins during the “pre-procurement” phase with the Diversity in Contracting Department reviewing scope and researching availability of WMBE firms to determine the appropriate WMBE Aspirational goal. Once a goal has been established, each contract type takes its own path to evaluate efforts and ensure the WMBE Aspirational Goal is met.

## Diversity in Contracting Inclusion Plans

### Service Agreements

A good portion of Service Agreements are best value procurements which allows the Port to evaluate other factors beyond price, such as WMBE Inclusion. Proposers are now required to submit an Inclusion Plan as part of their submittal. The Inclusion Plans are evaluated and considered when selecting a consultant. This Inclusion Plan provides guidance for attaining their goals during the life of the contract. Once awarded a contract, the Inclusion Plan is built into the contract and documents the aspirational commitment to use WMBE firms. In 2019, there were over 20 Service Agreements with Inclusion Plans.

### Construction

In 2019, construction WMBE utilization was 16.27%. On low-bid construction, prime contractors are given an opportunity to meet the WMBE Aspirational Goal at the time of bid. If they are unable to do so, they are required to notify the Port in writing and provide evidence detailing their efforts and the rationale as to why they were unable to meet the Aspirational Goal. This is known as an Affirmative Effort. Once awarded a contract, the WMBE Aspirational Goal is built into the contract and documents the prime’s commitment to use WMBE firms. Over the course of a project, the Port monitors the project in conjunction with its Central Procurement Office (CPO), Diversity in Contracting Department (DCD), and Project Managers to ensure compliance and provide support as they work toward meeting the goal.

### Purchasing (P-Card) and Direct Buy Purchases

Port staff recognizes small dollar value contracts offer a great opportunity to directly encourage the use of WMBE firms. As such, the Port encourages the staff to provide opportunities to WMBE firms when soliciting quotes for goods and services under \$150,000. As part of this guidance, developed by Legal and CPO, when soliciting quotes, CPO staff are instructed to document their efforts to reach out to WMBE firms in the contract file. In 2019, 6.1% of the Ports P-Card spend was with WMBE firms.

Use of the P-Card as a tool to maximize WMBE participation in Port purchasing opportunities is now a basic portion of the Port’s required training for all new P-Card holders. In 2019, the Diversity in Contracting Department and the Central Procurement Office provided training sessions to existing internal P-Card holders regarding the P-Card’s utility with respect to meeting the intent of the Diversity in Contracting initiative. These trainings provided guidance on how P-Card purchasers can be influential in helping the Port reach our Diversity in Contracting goals. This training is offered no less than twice per quarter.

## Disadvantaged Business Enterprise Program

The Diversity in Contracting Department has two distinct programs: The Women and Minority Business Enterprise (W/MBE) Program and the Disadvantaged Business Enterprise (DBE) Program. The DBE Program is the federal arm which was established in accordance with the U.S. Department of Transportation (DOT) regulations 49 CFR Part 26. The Federal Aviation Administration (FAA) falls under the DOT; thereby FAA funds are received and allocated for specific Port projects unlike WMBE projects which are not funded by federal funds.

### What is a Disadvantaged Business Enterprise (DBE)?

An individual who is socially and economically disadvantaged with at least a 51% interest in a business in which they have control of management and the daily business operations. Also, the individual/majority owner must have a personal net worth less than \$1.32 million.

Individuals must be of the following ethnicities: African American, Hispanic, Native American, Asian-Pacific Islander, or Subcontinent Asian American. Women (overall) are presumed to be socially and economically disadvantaged.

It is the policy of the Port of Seattle to ensure that DBEs as defined in Part 26, have an equal opportunity to compete for contracts, subcontracts, and agreements in the award, participation, and administration of DOT–assisted contracts.

In 2019, The Port conducted two PortGen workshops geared toward DBE subcontractors/firms. The workshops focused on capacity building and the steps to doing business with the Port.

DBE firms were paid over \$4.9 million dollars for work performed on FAA funded projects. The projects were the Taxiway Improvement Project, AOA Perimeter Fence Line, and Residential Sound and Condo Noise Design Insulation Project.

### Upcoming for 2020 — the focus of the DBE Program will be the following:

1. DBE Compliance Training (Internal-Personnel & External-Prime & Sub Contractors)
2. Building Strategic Partnerships with External Stakeholders (i.e. Regional/State Airports, Airport Minority Advisory Council, etc.)
3. Increase DBE Participation on Port projects.

## Division Goals

### 2019 WMBE and Ethnicity Results

The tables below provide Port-wide WMBE utilization percentages for public works and non-public works projects, WMBE utilization per ethnicity breakdown, and the number of firms utilized per ethnicity.

#### Public Works and Non-Public Works (Port-wide)

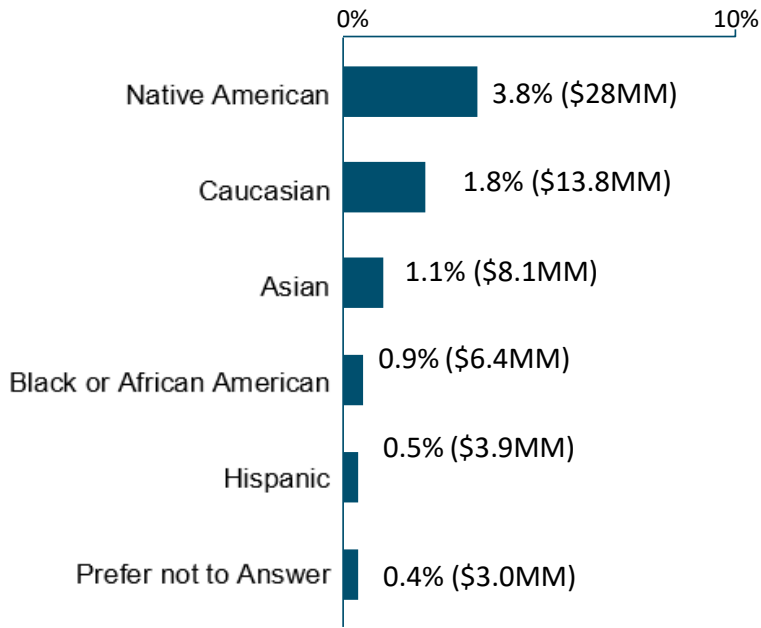
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*(Please Note: Northwest Seaport Alliance (NWSA) is part of a larger partnership with the Port of Tacoma. WMBE utilization results are only for those Port of Seattle controlled procurements. )*

## 2019 Ethnicity Baseline Results



Ethnicity	Firms
Caucasian	94
Asian	36
Hispanic	19
Black or African American	18
Native American	16
Other Minority*	2
Multi-Racial	1

\* Respondents stated they are a minority but did not specify ethnicity. Ethnicity data for WMBE firms only.

WMBE Utilization	2016	2017	2018	2019
Percentage	5.3%	8.8%	11.8%	15.29%
Number of Firms	118	200	258	297

## 2020 Division Goals

The Diversity in Contracting (DC) policy directive required department/division directors to develop WMBE aspirational goals, and to conduct affirmative efforts to achieve the set goals as part of their annual performance evaluation.

To support the goal setting process, the Diversity in Contracting Department (DCD) developed suggested procedures to help leaders set their annual goals based upon their non-public works procurements (consulting and goods and services). These procedures required the department/division leaders review their following year's budget items and to identify all possible opportunities for WMBE utilization, asking themselves the basic questions of:

- Can a portion of the contract be subcontracted? If so, are there WMBE firms that can provide these services?
- Is there a WMBE already working on the contract?
- Can this contract be led by a WMBE prime?

These basic questions helped to identify those WMBE opportunities. Based upon the department/division leader answers to those contract opportunities, they were able to formulate a possible goal. As a result, the Port-wide WMBE aspirational goal for 2020 is 13% for Non-Construction dollars spent.

## By Division (non-public works spend only)

The table below illustrates the 2020 aspirational goals for individual divisions and departments.

Division	2020 Projected WMBE spend	Projected 2020 Overall Spend	%WMBE	
			2019 Attainment	2020 Goal
Aviation (AV)	\$8,759,147	\$58,394,317	14.8%	15%
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Corporate	\$4,497,436	\$29,994,358	10.1%	13%
<b>Total</b>	<b>\$14,157,483</b>	<b>\$97,973,596</b>	<b>12.8%</b>	<b>14.4%</b>

*(Please Note: WMBE aspirational goals for Public Works are not included within the stated goals above; however, WMBE aspirational goals are set project by project with the exception of small works.)*

## 2020 Corporate Department WMBE Goals

Executive Leadership Team Member	Total Outside Services Spend	WMBE Goal % off Total Spend
Covey (Police)	\$536,581	12%
Gerard (HR)	\$1,161,205	15%
Edwards (External Affairs)	\$2,063,009.96	12%
Ehl (OSI)	\$403,400	45%
Fernades (Internal Audit)	\$2130	15%
Freiboth (Labor Relations)	\$7,000	12%
Gheisar (Equity OEDI)	\$2,251,430	15%
Leavitt (Environmental)	\$6,780,324	5%
Soike (COO)	\$1,110,587.59	10%
Legal (Legal)	\$809,052	5%
Thomas (Finance/ICT)	\$14,374,238	15%
Merritt (Commission)	\$85,000	7%
<b>Total</b>	<b>\$29,994,358</b>	<b>13%</b>



# 2020 OUTREACH AND TRAINING PLANS

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## 2019 Port of Seattle Small Business Generator Program (PortGen)

The PortGen program provides workshops, training, and outreach communication to small firms tailored to Port divisional opportunities and prime and small business meet and greet sessions. In 2019, there were approximately 400 attendees who participated the various PortGens. Some of the larger PortGens included the T-46 (cruise ship terminal) Networking Session, both Aviation and Maritime Divisional Projects, Goods and Services, Consulting, & Major/Small Works Construction.

Several small businesses attended “Corporate Financial” PortGen in May and participated in one-on-one meetings with Port staff. As a result, some of the businesses have been awarded contracts with the Port of Seattle.

Of the nine PortGen workshops in 2019, two were advanced training sessions. Those sessions were in major construction, small works, and goods & services. In advanced sessions, Port staff and successful primes and subs address specific questions on how to thrive after contract award.

There were also four divisional workshops hosted by division leaders from Aviation, Corporate, Maritime, and Economic and Development. Directors from each of those divisions provided an opportunity for the WMBE audience to learn about the division itself, and what types of opportunities it offers.

Included within the nine workshops were three additional PortGens that focused on our Disadvantaged Business Enterprise Program (DBE), Airport Dining & Retail, and consulting services. Each PortGen workshop is unique and provides the audience an opportunity to learn more about Port policy and procedures while creating an excellent platform for one-on-one networking.

## Upcoming 2020 PortGen Training Strategy and Activities

Six PortGen workshops are in the works for 2020. These include divisional PortGens for Aviation, Maritime, Corporate, and Economic Development. Each PortGen will cover the categories of Major and Small Works Construction, Consulting, and/or Goods & Services. See our tentative schedule below:

- Construction Panel – Primes and Subs – Q&A, Networking Session
- Consulting Panel – Primes and Subs – Q&A, Networking Session
- Aviation Divisional Overview and Upcoming Projects
- Goods and Services Trade Show for Vendors – P-69
- Corporate Division highlighting Finance & Accounting / Economic Development
- Maritime Division-Overview and Upcoming Projects
- Federal DBE Trainings

**On alternate months there will be general workshops/trainings /targeted events offered (see sample classes below)**

- Proposals, Bonding/Insurance, Marketing, Project Labor Agreement (PLA), Business Development

## 2020 External Training Videos for Primes and WMBE firms

Training support videos will continue to be developed to guide future businesses on the Port of Seattle's Diversity in Contracting program.

## Mentor Protégé program

To sustain Small and WMBE businesses after contract award, the Diversity in Contracting Department in partnership with Airport Dining and Retail (ADR), is piloting a "Mentor Protégé" program to help grow and support businesses.

This program concentrates on architecture and engineering (A&E) firms, and concessionaire businesses.

## Community Organization and Government Partnerships

Diversity in Contracting Department staff is continuing to support and partner with community organizations and outside government agencies to foster WMBE growth and expanding the WMBE pools for our agencies to utilize.

# Community Engagement and Internal WMBE Campaign

## External Community Engagement

The goal of this Community Engagement plan is to inform WMBE firms of this program, grow the Port's supplier database, and increase diversity in Port contracting efforts.

The goals of the Diversity in Contracting program laid out in the approved Port of Seattle's Diversity in Contracting Policy Directive - Resolution #3737 are to:

- Triple the number of WMBE firms that contract with the Port

- Increase the percentage of dollars spent on WMBE contracts to 15% within five years of program implementation



## Audiences

The Community Engagement Plan will continue to be more focused, targeted, and strategic than previous plans. The target audiences for this outreach are:

**Primary:** WMBE firms in the Greater Puget Sound area.

**Secondary:** Economic development experts and community advocates who work with underrepresented communities to expand economic opportunity and equity.

**Tertiary:** General business owners in Washington State including primes.

## Community Engagement Goals

### Primary goal

Increase WMBE participation in the Port's Diversity in Contracting (DC) program. Participation includes signing up to receive notices through our VendorConnect, attending events such as PortGen, actively pursuing business opportunities at the Port, signing up for mailing lists, and participating as a prime or sub on contracts.

### Secondary goal

Enlist economic development experts and economic equity advocates from the Port of Seattle to help share the news of the new Diversity in Contracting efforts, encouraging more WMBE companies to consider the Port as a source of opportunity.

### Tactics

- Schedule speaking opportunities for Port experts to evangelize the Diversity in Contracting program
- Produce written content to appear on newsletters or websites — on the Port blog and Puget Sound community media blogs
- Develop a robust ethnic and diversity media campaign including multi-language ads, as appropriate
- Produce DC video clips on how to do business with the Port that will be housed on the Port's YouTube channel

### Messaging Points

Before public launch, one primary need is to define the messaging points for the Port's program to facilitate continuity and consistency of messaging. The messages currently developed are:

- The Port of Seattle spends millions of dollars a year. All businesses, particularly women and owned businesses should look at the Port as a source of opportunity
- As a public agency, the Port believes that all communities should benefit from our public investment

- The Port of Seattle is committed to selecting and increasing the utilization of WMBE businesses in its contracting process
- The Port provides training, such as PortGen, for WMBE businesses to learn how to do business with a complex organization like the Port through events like PortGen.
- The Port of Seattle is committed to the aspirational goal of tripling the number of WMBE firms that contract with the Port of Seattle, and to increase to 15% the amount spent on WMBE contracts within five years of program implementation

### WMBE Calls to action

- Sign up for the VendorConnect--
- Contact the Port WMBE program for more information
- Attend a PortGen event
- Host a Port speaker at your community event
- Share your story about the process of doing business with the Port

### Speaking Engagements

Port of Seattle staff should attend the following events to educate the community about the revamped program.

Event	Timing	Location
MLK Day Celebration	January 2020	Garfield High School
A Port of Seattle sponsored event at P69 for the Coalition of Ethnic Chambers	April or May 2020	Pier 69
Tabor 100 monthly meetings (last Saturday of every month).	Ongoing	
Monthly meetings of the Washington Association of Minority Contractors	Ongoing	
The annual Regional Contracting Forum of Public Agencies	April	
Port of Seattle outreach events focused on aviation, maritime, economic development, and corporate services (PortGen)	Ongoing	Pier 69/Sea-Tac Airport/Tabor HUB

## Internal Education and Training

This Internal Education and Training Plan is intended to reinforce the Diversity in Contracting policy to broadcast an internal awareness to staff as it relates to the Commission and Executive Leadership Team’s efforts to establish true affirmative efforts to increase WMBE utilization on port’s procurements. The following is the internal engagement plan:

Category	Strategy
<b>Target Audience</b>	<ul style="list-style-type: none"> <li>• Port of Seattle buyers and Port Employees</li> <li>• Port of Seattle leadership that influences buying decisions</li> </ul>
<b>Key Messages</b>	<ul style="list-style-type: none"> <li>• “Diversity in contracting will help give underrepresented entrepreneurs an opportunity to build a successful business.”</li> <li>• “One contract can be a gateway to growing a successful business for a small and diverse business owner.”</li> <li>• “Working with diverse suppliers can inject competition, innovation and efficiencies into the Port’s supply chain.”</li> </ul>
<b>Content and Communication Channels</b>	<ol style="list-style-type: none"> <li>1. Email to employees from leadership</li> <li>2. Create 1 article in 2020 Q1 and create 8-9 articles in 2020 Q2-Q4               <ol style="list-style-type: none"> <li>a. Articles posted on Compass homepage and social media</li> <li>b. Articles posted on Portseattle.org/bid-opportunities and social media</li> </ol> </li> </ol> <p>Training support videos will continue to be developed to guide future businesses on the Port of Seattle’s Diversity in Contracting program.</p> <ol style="list-style-type: none"> <li>3. Advertise articles in diverse publications regarding VendorConnect signup, contracting opportunities, PortGen’s Workshops, Industry Days, targeted projects and other training events</li> </ol>
<b>Service Plan</b>	<ul style="list-style-type: none"> <li>• Use required Port Procurement P-Card trainings to educate P-card holders.</li> <li>• Port of Seattle Diversity in Contracting staff will be resources for buyers and leadership.</li> </ul>
<b>Other types of Engagement</b>	<ul style="list-style-type: none"> <li>• Quarterly, internal “Champion of Inclusion” recognition.</li> </ul>

# APPENDICES

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## Diversity in Contracting Policy Document

For the full document please see our website at:

[www.portseattle.org/page/diversity-contracting-creating-opportunities](http://www.portseattle.org/page/diversity-contracting-creating-opportunities)

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Parking  
LEFT LANE

To  
5 405 509  
Return to Terminal

Rematch  
LEFT LANE

SPEED  
LIMIT  
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**PORT OF SEATTLE  
COMMISSIONERS**

Stephanie Bowman  
Ryan Calkins  
Fred Felleman  
Sam Cho  
Peter Steinbruck

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Annual Report





