



# DIVERSITY IN CONTRACTING

2023 ANNUAL REPORT  
AND 2019-2023 FIVE-YEAR REVIEW



# TABLE OF CONTENTS

- EXECUTIVE SUMMARY . . . . . 4**

---
- BACKGROUND . . . . . 7**

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  - Diversity in Contracting Program Background . . . . . 7
  - WMBE Program Background. . . . . 9
  - WMBE Data . . . . . 10
  
- 2023 DIVERSITY IN CONTRACTING . . . . . 12**

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  - 2023 WMBE Utilization . . . . . 12
    - 2023 Overall Utilization . . . . . 12
    - 2023 Utilization by Contract Type. . . . . 13
    - 2023 Utilization by Division . . . . . 15
    - 2023 Utilization by Business Owner Characteristics . . . . . 22
    - 2023 Utilization by Minority Status and Gender . . . . . 22
    - 2023 Utilization by Ethnicity . . . . . 23
  - 2024 WMBE Goals . . . . . 24
  - 2023 Disadvantaged Business Enterprise (DBE) Program . . . . . 26
  - 2023 Community Engagement and Training . . . . . 28
  
- DIVERSITY IN CONTRACTING PROGRAM FIVE-YEAR REVIEW (2019-2023) . . . . . 33**

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  - Five-Year Total Port Spend . . . . . 34
  - Five-Year Construction Spend . . . . . 39
    - Five-Year Construction Spend by Construction Type . . . . . 40
  - Five-Year Non-Construction Spend . . . . . 41
    - Five-Year Service Agreements Spend . . . . . 42
    - Five-Year Purchasing Spend . . . . . 45
  - Five-Year WMBE Utilization by Business Owner Characteristics . . . . . 47
  - Looking Ahead . . . . . 51
  
- APPENDIX . . . . . 52**

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# EXECUTIVE SUMMARY

On January 9, 2018, Port Commissioners adopted a new Diversity in Contracting (DC) policy, Resolution 3737, that drives equity in Port contracting. The 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 the annual Diversity in Contracting 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 annually (i.e. partner with 354 firms annually)
- Increase to 15% the amount of spend on WMBE contracts within five years

## 2023 WMBE UTILIZATION

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2023 was the fifth full year of the Diversity in Contracting Program operations. Below is data on WMBE utilization percentages and firms utilized between January 1, 2023 and December 31, 2023.

- Port-wide (construction and non-construction): WMBE spend was 12.4% (\$77.7M) of the \$627M total Port spend, compared to its 15% goal for 2023
  - Construction spend (\$323.3M total spend) constituted 51.6% of the Port's spend compared to 48.4% non-construction spend (\$303.7M total spend)
  - Construction WMBE utilization attainment percentage was 9.2%, equating to \$29.9M dollars spend towards WMBE businesses
  - Non-construction WMBE utilization attainment percentage was 15.7%, equating to \$47.8M dollars spend towards WMBE businesses
- Firms utilized: The Port worked with 392 firms in 2023, exceeding its goal of tripling the number of WMBE businesses working with the Port (354 WMBE firms by 2023) annually



## 2024 GOALS

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- For 2024, the established WMBE goal is 15%, with a 13% WMBE goal for construction. The goal for the number of WMBE firms partnering with the Port is 400.

## 2019 - 2023 WMBE UTILIZATION

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2018 was considered a pilot year for the Diversity in Contracting Program. The program began in earnest at the beginning of 2019, with the conclusion of 2023 marking the five-year benchmark for the program.

- Port-wide (construction and non-construction): WMBE spend over 2019-2023 ranged from 11.3% to (2019) to 14% (2021), producing a five-year WMBE utilization total of 12.4% (\$376M) of the \$3.0B total Port spend
  - Construction spend (\$1.8B total spend) constituted 60% of the Port's spend compared to non-construction at 40% (\$1.2B total spend)
  - Construction WMBE attainment percentage (9.5%), however, was vastly outperformed by non-construction WMBE attainment percentage (16.7%) and less construction dollars went to WMBE firms (\$175.9M WMBE spend) than non-construction dollars to WMBE firms (\$200.1M WMBE spend)
- Firms utilized: The Port partnered with a total of 392 WMBE businesses over the course of 2023, exceeding its policy goal of working with 354 firms annually. Over 2019-2023, the Port partnered with 791 unique WMBE firms

## LOOKING AHEAD

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The Diversity in Contracting team is assessing the program and program results for the past five years, engaging internal and external stakeholders, to establish new goals and update the policy resolution by the end of 2024. These new goals will establish the next five-year benchmarks for 2025–2029.









# BACKGROUND

## DIVERSITY IN CONTRACTING PROGRAM

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In 2016, the Port began focusing on the diversity of the businesses it partners with. In that year, only 5.3% of the Port's spend was with WMBE firms, and the Port partnered with only 118 firms.

On January 9, 2018, the Port adopted Resolution Number 3737 which found, through past disparity studies and WMBE community concerns, that minority and women businesses were underrepresented and had been underutilized on Port contracts. It also established the Diversity in Contracting Policy Directive to promote equity and address historical disparities in women and minority business enterprise (WMBE) participation in Port contracting.

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

- 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 include aspirational WMBE 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
- 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 directive 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 for 2019-2023

1. Triple the number of WMBE firms that contract with the Port from 118 in 2016 to 354 by 2023
2. Increase the percentage of total dollars spent on WMBE contracts from 5.3% in 2016 to 15% by 2023

Furthermore, the Century Agenda goals to increase WMBE utilization in all Port contracts dictate the following actions:

1. 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;
2. Improve inclusion and outreach to sustain and improve WMBE participation and to reduce disparity in Port contracting;
3. Take affirmative efforts to ensure equality of contracting opportunity through the development and application of Inclusion Plans or other tools as necessary; and expand opportunities for WMBE firms across Port functions, wherever practicable.

2018 was the pilot year for the Diversity in Contracting program, in which diversity in contracting elements, such as requiring proposers to submit WMBE inclusion plans, were applied to two service agreement procurements and one construction procurement. That same year, the Diversity in Contracting team partnered with department and division directors to develop their first annual WMBE utilization goals for the upcoming year, 2019.

Thus, 2019 marked the first full year that the Diversity in Contracting program was operational, establishing WMBE aspirational goals on service agreements and construction contracts that had subcontracting opportunities, and tracking annual division and department WMBE utilization against an established goal as part of their annual performance evaluation.





## WMBE PROGRAM BACKGROUND

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The WMBE Program is the flagship program of Diversity in Contracting at the Port. It is the program that is squarely within the authority of the Port, independent of other government requirements, and most directly impacts the five-year goals to triple WMBE firm participation and increase the percentage of dollars spent on WMBE contracts.

Internal to the Port, Diversity in Contracting staff in the WMBE Program perform the following actions:

1. Identify a WMBE aspirational goal for construction projects, Port-wide, for the year
2. Work with department and division directors to develop WMBE aspirational goals for non-construction projects, for their respective department/division, for the year
3. Conduct affirmative efforts to achieve the established goals
4. Monitor the attainment of the goals which is a part of directors' annual performance evaluations

The primary way the Port meets its contracting goals, and departments/divisions meet their annual non-construction goals is through WMBE goals that are applied to individual projects above certain dollar thresholds which vary depending on the contract type.

WMBE goals are set on individual Port projects in collaboration with Port project stakeholders and the Central Procurement Office. The process for setting a WMBE goal for a project generally includes the following steps:

### **1. Establish WMBE goal**

The WMBE aspirational goal is the aspirational minimum percentage of WMBE participation that prime firms must agree to make efforts to achieve when responding to the project solicitation. The WMBE goal-setting process begins during the contracting pre-procurement phase, in which the Diversity in Contracting (DC) department reviews the project's scope of work and researches the availability of WMBE firms to determine the appropriate WMBE aspirational goal for that project.

### **2. Secure WMBE commitment**

Once a goal has been established, each contract type takes its own path to evaluate WMBE efforts for the selection of the prime contractor. During the solicitation process, DC staff negotiate with the selected prime and finalize the dollars or percentage of a contract that will go to WMBE firms.

### 3. Track performance against requirement

Once the prime accepts a final WMBE commitment percentage, it turns into a requirement they are contractually bound to meet. The DC team tracks the prime's actual spend and percentage of WMBE spend against their WMBE requirement throughout the life of the project.

WMBE commitments are most often found in inclusion plans which prime contractors are required to provide during the solicitation process for a project. It includes a detailed description of the strategies and actions they will conduct to fairly and equitably outreach, support, and contract with WMBEs. The inclusion plan enables the Port to identify the contractors and consultants who share the Port's value of diversity in contracting and is factored into the overall evaluation of solicitations. Prime contractors are typically asked to address the following items in their inclusion plan:

- Outreach strategy
- Business development support
- Strategies for meeting the contract's WMBE aspirational goal
- Approaches to resolving disputes

For service agreements valued at or above \$200,000 and goods and services procurements valued at or above \$150,000, proposers are required to submit an inclusion plan as part of their proposal submittal. For low-bid major construction projects, the contract must be awarded to the lowest-price bidder submitting a responsible bid, and an inclusion plan will be required and evaluated as part of the responsibility review. On alternative public works contracts, however, prime companies are evaluated on past project WMBE efforts and the inclusion plan submitted with their proposal.

## WMBE DATA

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The Diversity in Contracting team works closely with the Port Central Procurement Office's Planning and Analytics team to extract, verify, and interpret data to guide decision-making. The data provided in this report comes from multiple sources:

- VendorConnect – the Port's contracting portal for vendors and potential vendors
- Contractor Data System – the database for the Central Procurement Office's contracts for service agreements and construction
- PeopleSoft – the Port's Enterprise Resource Planning (ERP) software where all financial records are kept
- Bank of America for Procurement Card data

The data in this report reflects the information that is found in these sources as of April 2024.

The Diversity in Contracting team and Planning and Analytics team also collaborate to extract, verify, and distribute quarterly reports to division and department leaders providing valuable information on how their groups are performing against their contract goals.



## VendorConnect

In January 2017, work began on a supplier database project to produce an application that would increase the visibility of WMBE firms, boost the Port's outreach capabilities, and replace the Port's aging procurement roster management system (PRMS). As a result, VendorConnect was launched in September 2019.

The Port's procurement platform, VendorConnect, is the online marketplace for businesses and the place for WMBE firms to "see and be seen." It is where Port employees and other government buyers search for and find firms, and in particular WMBE firms, to meet their business needs. It is also where WMBE firms can view Port contract opportunities, and all the information that they need to reach out to primes and other subcontractors that they would like to team up with on a Port project.



# 2023 DIVERSITY IN CONTRACTING

## 2023 WMBE UTILIZATION

This section shows data on 2023 Port-wide WMBE utilization. Further detail is provided on WMBE utilization spend by contract type, by division, and by business owner characteristics.

### 2023 Overall Utilization

Port-wide (construction and non-construction): WMBE spend in 2023 was 12.4% (\$77.7M) of the \$627M total Port spend, compared to its 15% goal for 2023.

Construction total spend (\$323.3M) and non-construction total spend (\$303.7M) at the Port were comparable in 2023. Construction WMBE attainment percentage (9.2%) and WMBE dollars (\$29.9M) were however much less than non-construction WMBE attainment percentage (15.7%) and WMBE dollars (\$47.8M) in 2023.

The Port also worked with 392 firms in 2023, exceeding its goal of tripling the number of WMBE businesses working with the Port (354 WMBE firms by 2023) annually.

### 2023 Port-Wide WMBE Utilization

Category	Spend (Dollars)		WMBE %	WMBE firm #
	Total	WMBE		
Public Works	323.3 M	29.9 M	9.2%	93
Non-Public Works	303.7 M	47.8 M	15.7%	307
<b>Total</b>	<b>627 M</b>	<b>77.7 M</b>	<b>12.4%</b>	<b>392</b>





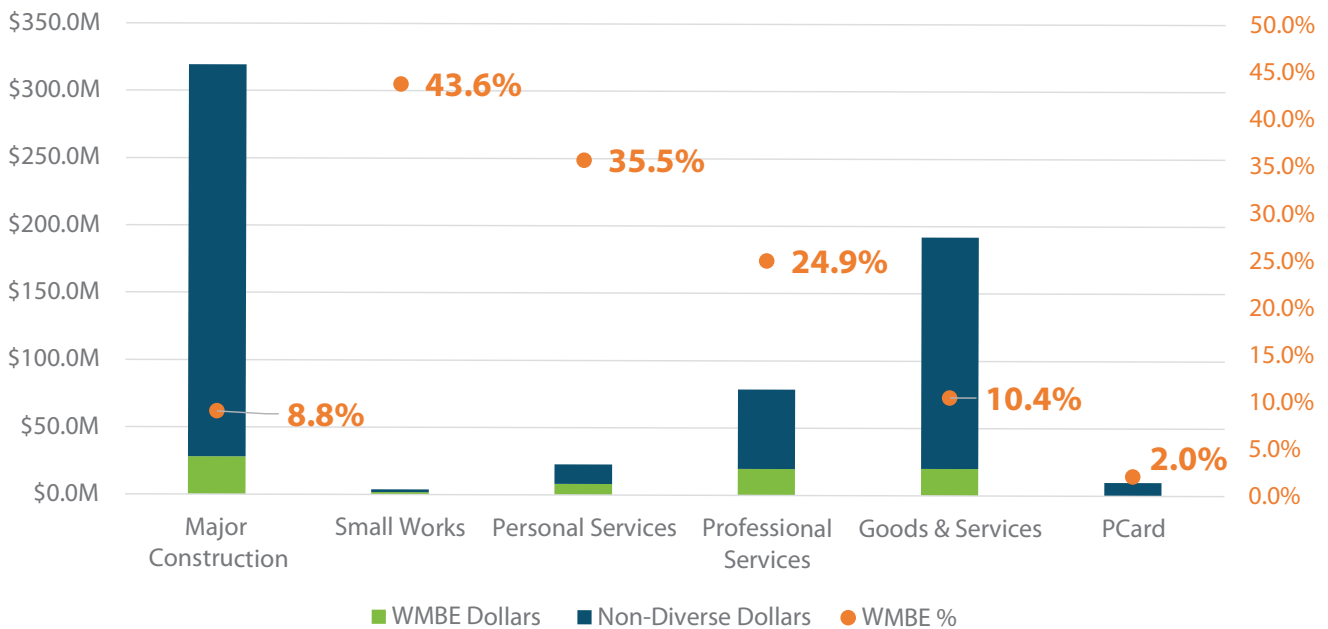
## 2023 Utilization by Contract Type

This section disaggregates 2023 utilization data by contract type.

Contracting at the Port is classified by the following types of work:

- Construction (also referred to as “public works”) which includes major construction and small works procurements
- Service agreements (also referred to as “consulting”) which includes professional services and personal services procurements
- Purchasing which includes goods and services procurements and P-card purchases

**Figure 1. 2023 Port Spend and WMBE Percentage by Contract Type**



2023 data highlights:

- The Port spent the most dollars on major construction projects (\$319.4M total spend), but only 8.8% of those dollars went to WMBE companies (\$28.2M WMBE spend)
- Small works has some of the fewest dollars (\$3.9M total spend), but had the highest WMBE utilization at 43.6% (\$1.7M WMBE spend)
- Personal services (\$22.8M total spend) and professional services (\$78.8M total spend), combined together constitute all service agreements which had fewer total dollars spent than construction and purchasing contracts, but very high WMBE utilization at 35.5% and 24.9% respectively (\$8.1M and \$19.6M WMBE spend respectively)

Construction includes small works (<\$300K), major construction (>\$300K), and alternative public work (job order contract, design build, general contractor/construction management) projects. In 2023, WMBE spend was 9.2% (\$29.9M) of the \$323.3M total construction spend.

	Spend (Dollars)		WMBE %	WMBE firm #
	Total	WMBE		
Major Construction	319.4 M	28.2 M	8.8%	79
Small Works	3.9 M	1.7 M	43.6%	18
<b>Total</b>	<b>323.3 M</b>	<b>29.9 M</b>	<b>9.2%</b>	<b>93</b>

Service agreements, also referred to as “consulting projects” is made up of professional service agreements and personal service agreements. Professional service agreements are used for architecture, engineering, landscape architecture, and land surveying services. Personal service agreements are for all consultant services that fall outside of the professional service agreements disciplines.

In 2023, WMBE spend was 27.1% (\$27.7M) of the \$102M total service agreement (SA) spend.

	Spend (Dollars)		WMBE %	WMBE firm #
	Total	WMBE		
Personal SA	22.8 M	8.1 M	35.5%	102
Professional SA	78.8 M	19.6 M	24.8%	96
<b>Total</b>	<b>102.0 M</b>	<b>27.7 M</b>	<b>27.1%</b>	<b>180</b>

Purchasing is constituted of goods and services contracts and purchase-card spends. Goods and services contracts consist of operational needs such as janitorial services, security, and other services that do not fall under consulting services.

Purchase card spend consists of purchases under \$4,999. These types of purchases are comprised of Amazon purchases, small work supplies orders, and smaller purchases to meet one-off needs for Port departments to carry out their day-to-day work.

In 2023, WMBE spend was 10% (\$20.1M) of the \$201.6M total purchasing spend.

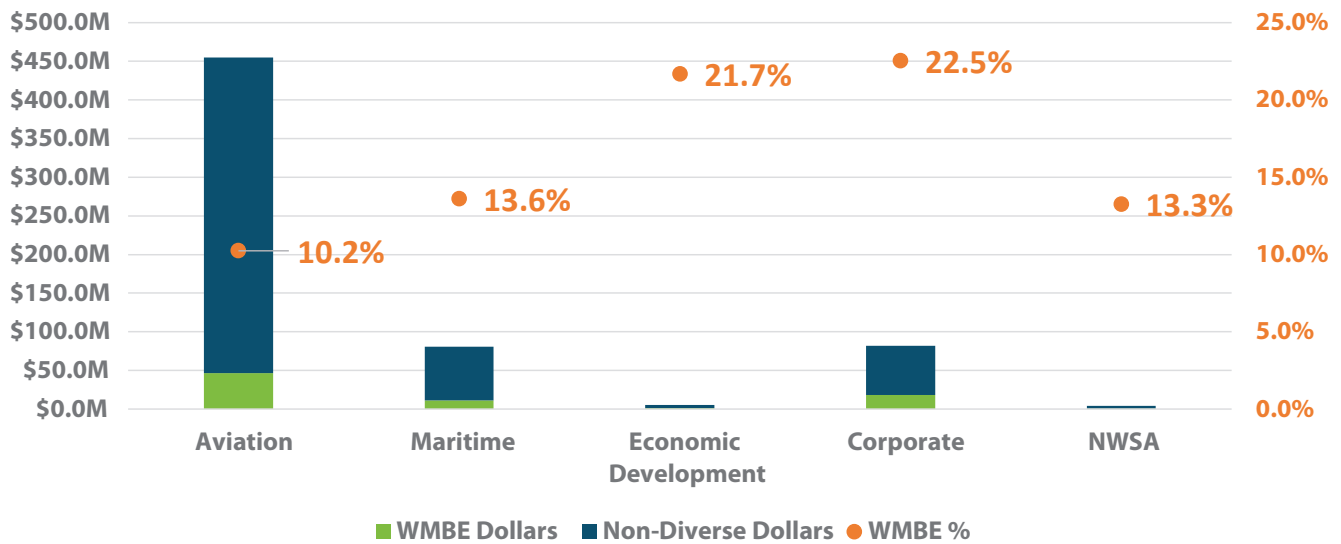
	Spend (Dollars)		WMBE %	WMBE firm #
	Total	WMBE		
Goods and Services	191.9 M	19.9 M	10.4%	106
P-Card	9.7 M	0.2 M	2.0%	33
<b>Total</b>	<b>201.6 M</b>	<b>20.1 M</b>	<b>10.0%</b>	<b>136</b>

## 2023 Utilization by Division

This section disaggregates 2023 WMBE data by division. Each year, Diversity in Contracting works with divisions and departments to determine their WMBE utilization goal for the year. Performance is monitored on a quarterly basis and is a part of directors' annual performance evaluations.

Each division in the Port has different business needs which impact how many and what kinds of WMBE firms they work with. That does not, however, change the fact that within their unique parameters, each division is expected to make affirmative efforts to increase WMBE utilization. The following presents division data for construction and non-construction total spend, construction spend, and non-construction spend.

**Figure 2a. 2023 Construction and Non Construction Spend and WMBE Percentage by Port Division**



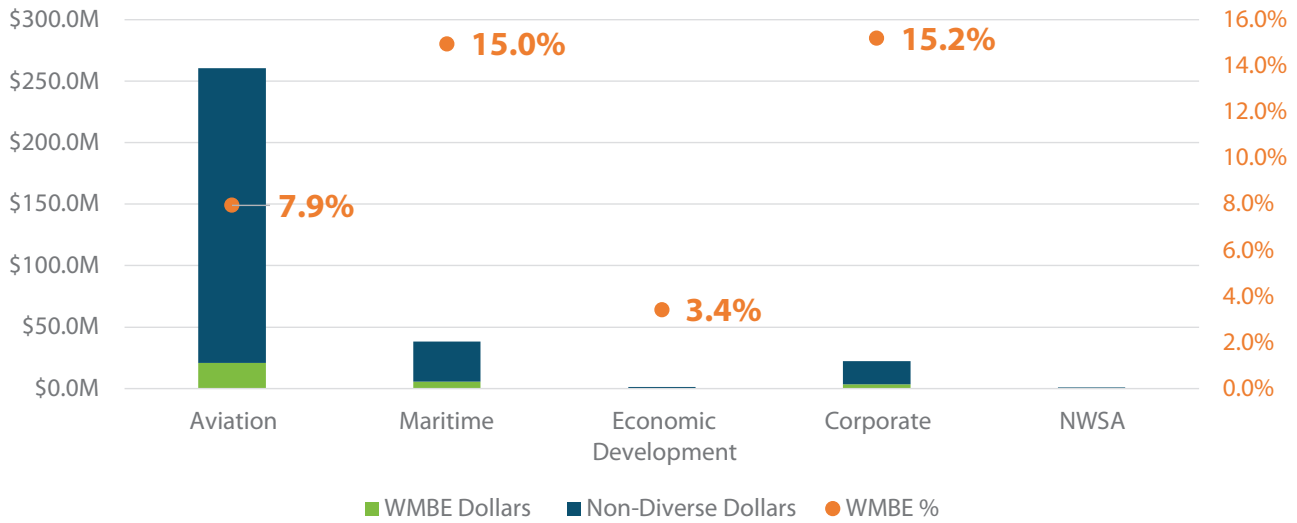
2023 data highlights:

- The Aviation Division spent vastly more dollars at the Port, both in total spend (\$454.9M) as well as WMBE spend (\$46.6M), than the other divisions
- Economic Development Division and Corporate Division had two of the highest WMBE utilization percentages at 21.7% (\$1.1M WMBE spend) and 22.5% (\$18.5M WMBE spend)

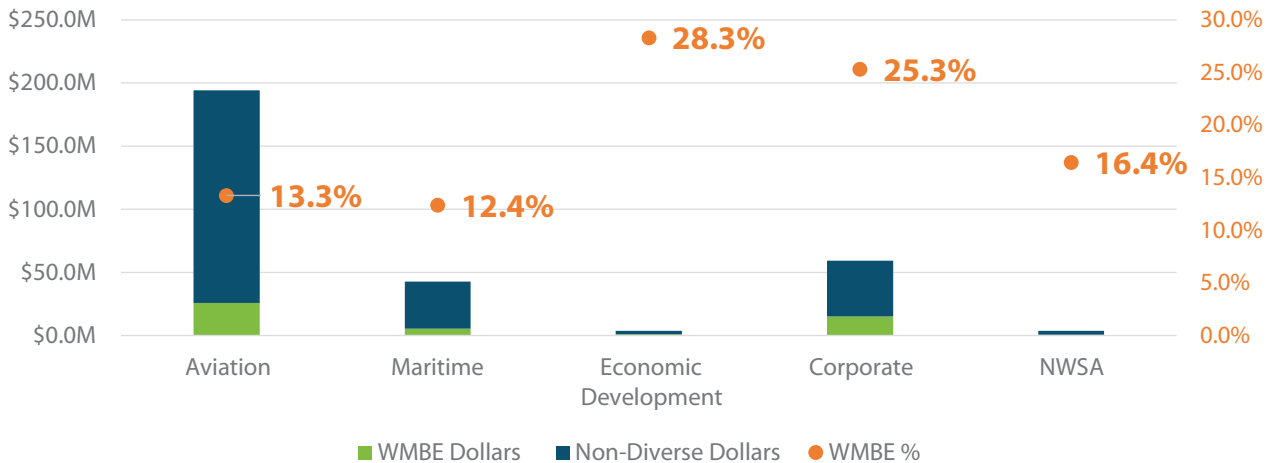




**Figure 2b. 2023 Construction Spend and WMBE Percentage by Port Division**



**Figure 2c. 2023 Non-Construction Spend and WMBE Percentage by Port Division**



**2023 data highlights:**

- Aviation Division had much more spend in construction (\$260.6M total spend) than non-construction (\$194.4M total spend) but the division had higher WMBE utilization on non-construction projects at 13.3% (\$25.9 WMBE spend) compared to 7.9% in construction (\$20.7 WMBE spend)
- Maritime Division spend on construction (\$38.1M total spend) was around the same amount as non-construction (\$42.6M total spend). And WMBE utilization on both were comparable at 15% (\$5.7M WMBE spend) and 12.4% (\$5.3M WMBE spend) respectively
- Both Economic Development and Corporate divisions had very high WMBE utilization on non-construction projects at 28.3% (\$1.1M WMBE spend) and 25.3% (\$15M WMBE spend)

# AVIATION

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The Aviation Division is responsible for managing and developing Seattle-Tacoma International Airport (SEA) which serves as a critical hub for passengers and cargo traffic in the Pacific Northwest. The Aviation Division oversees all aspects of airport operations which includes airline and passenger experience, Airport Dining and Retail, facilities maintenance, and a variety of major construction capital improvement projects. Aviation has the largest spend out of the Port divisions, more than the other divisions combined, with large sums spent on both public works and non-public works.

In 2023, the Aviation Division spent 10.2% of its \$454.9M total spend with WMBE firms (\$46.6M). 7.9% of its \$260.6M construction spend went towards WMBE firms (\$20.7M) and 13.3% of its \$194.4M non-construction spend went towards WMBE firms (\$25.9M).





# MARITIME

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The Maritime Division manages the operations, development, and maintenance of the Port's seaport facilities, which includes cruise and cargo terminals, as well as fishing and recreational facilities.

In 2023, the Maritime Division spent 13.6% of its \$80.7M total spend with WMBE firms (\$11M). 15% of its \$38.1M construction spend went towards WMBE firms (\$5.7M) and 12.4% of its \$42.6M non-construction spend went towards WMBE firms (\$5.3M).





# ECONOMIC DEVELOPMENT

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The Port's Economic Development Division (EDD) plays an important role in promoting economic growth and development in our region. It is comprised of various programs and initiatives, which include Portfolio and Real Estate Management, Diversity in Contracting, and Tourism Development.

In 2023, EDD spent 21.7% of its \$5.1M total spend with WMBE firms (\$1.1M). 3.4% of its \$1.4M construction spend went towards WMBE firms (\$47,600 WMBE spend) and 28.3% of its \$3.7M construction spend went towards WMBE firms (\$1.1M).





# CORPORATE

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Port of Seattle's Corporate Division is comprised of many departments and programs which manage the Port's administrative matters. This division oversees a wide range of departments, including, but not limited to Finance, Human Resources, and Information Technology. Corporate Division's spend is comprised of various consulting, goods and services contracts, and IT Infrastructure support.

In 2023, the Corporate Division spent 22.5% of its \$81.9M total spend with WMBE firms (18.5M). 15.2% of its \$22.5M construction spend went towards WMBE Firms (\$3.4M) and 25.3% of its \$59.4M non-construction spend went towards WMBE firms (\$15M).





# NORTHWEST SEAPORT ALLIANCE (NWSA)

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The Northwest Seaport Alliance (NWSA) is a marine cargo operating partnership between the Port of Seattle and the Port of Tacoma. Although some of the projects executed are jointly managed, Port of Seattle Diversity in Contracting tracks and reports their WMBE utilization as well.

Figures 2a, 2b, and 2c and tables 2a, 2b, and 2c in the appendix reflect NWSA numbers that are not also associated with a Port Executive Leadership Team member. By that exclusive accounting, in 2023, the NWSA spent 13.3% of its \$4.4M total spend with WMBE firms (\$0.6M), most of which was in non-construction spend. 16.4% of its \$3.5M non-construction spend went towards WMBE firms (\$0.6M). Total construction dollars was \$0.9M with no WMBE spend recorded.

For NWSA numbers that are inclusive of projects associated with Port Executive Leadership Team members, NWSA dollars are significantly higher. This inclusive accounting, shown in table 2d in the appendix includes dollars already reflected in the dollars of other Port division spends (primarily Maritime Division). By this inclusive accounting, in 2023, the NWSA spent 10.3% of its \$47.3M total spend with WMBE firms (\$4.9M). 14.4% of its \$27.4M construction spend was with WMBE firms (\$3.9M) and 4.7% of its \$19.9M non-construction spend was with WMBE firms (\$0.9M)





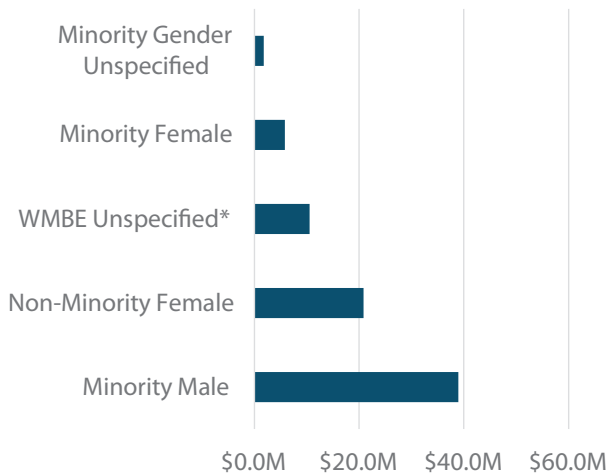
## 2023 Utilization by Business Owner Characteristics

This section disaggregates 2023 data by business owner-identifying characteristics. This data is important because the barriers and disparities experienced by different marginalized groups are unique and need to be understood and addressed as such.

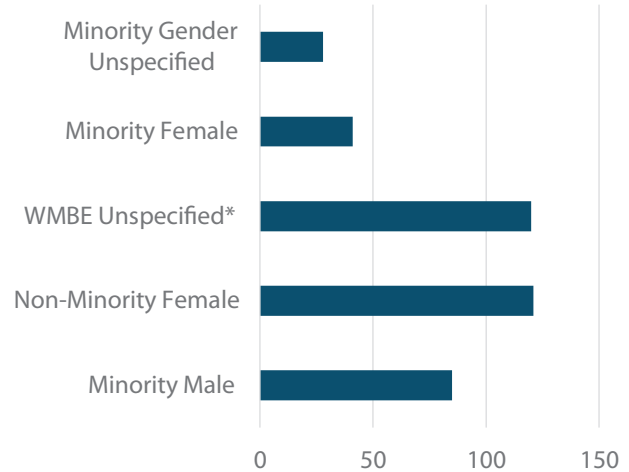
### 2023 Utilization by Minority Status and Gender

This section provides data on WMBE dollars spent and WMBE firm counts by the information the Port has on WMBE business' minority status and gender.

**Figure 3a. 2023 WMBE Dollars by Owner Characteristics**



**Figure 3b. 2023 WMBE Firm Count by Owner Characteristics**



\*"WMBE unspecified" represents WMBE dollars and firms for which we do not have minority status and gender information.

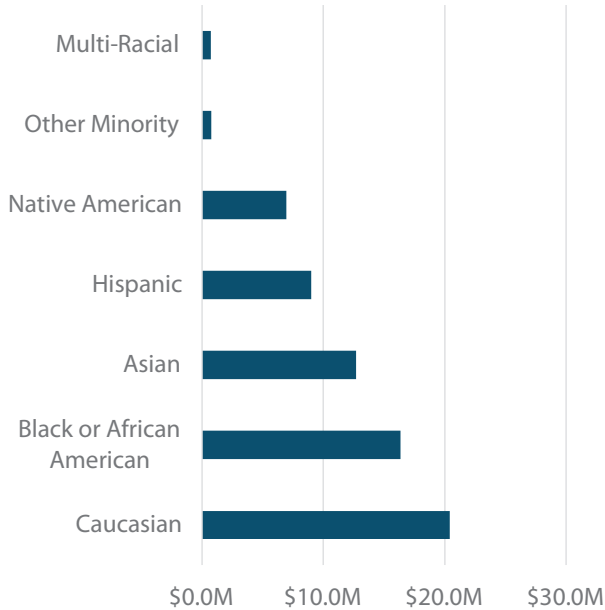
#### 2023 data highlights:

- There are a number of WMBE dollars (\$10.5M) and WMBE firms (120) that did not provide information on minority status and gender, shown as "WMBE unspecified"
- Of the WMBE firms for which the Port has minority status and gender information, non-minority female (Caucasian females) constituted the largest number of firms at 121 firms
- Of the WMBE firms for which the Port has minority status and gender information, minority female WMBE dollar amount (\$5.8M WMBE spend) and number of WMBE firms (41 WMBE firms) constituted the smallest portion of both the Port's WMBE dollars spend and partnerships.

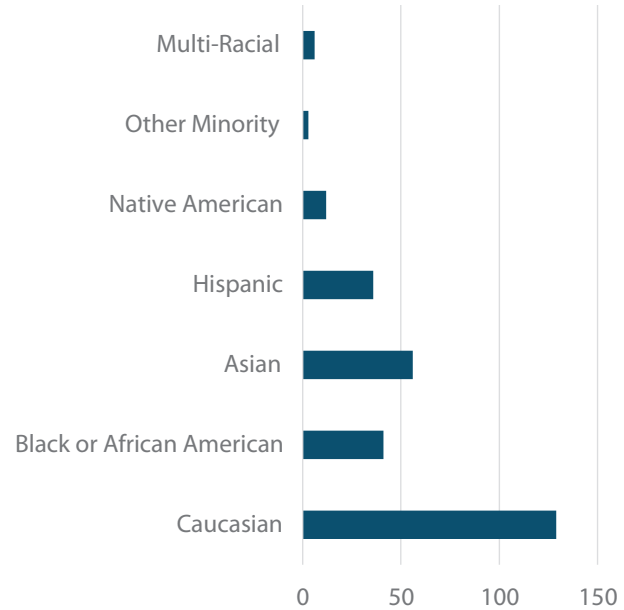
## 2023 Utilization by Ethnicity

This section provides data on WMBE dollars spent and WMBE firm counts by Port data on WMBE business' owner ethnicity.

**Figure 4a. 2023 WMBE Dollars by Ethnicity**



**Figure 4b. 2023 WMBE Firm Count by Ethnicity**



### 2023 data highlights:

- Of the WMBE firms for which we have ethnicity data, Caucasian WMBE firms (firms owned by Caucasian women) received the largest percentage of dollars going to WMBEs, (\$20.4M, 30.5% of total WMBE dollars) and constituted the largest percentage of the Port's WMBE firm numbers (129 firms, 45.6% of the total WMBE firm count)
- Of the WMBE firms for which we have ethnicity data, Black or African American firms received the second largest percent of WMBE dollars (\$16.4M which is 24.5% of total WMBE dollars)
- Of the WMBE firms for which we have ethnicity data, Asian firms constituted the second largest number of the Port's WMBE firm partners (56 firms which is 19.8% of the total WMBE firm count)





## 2024 WMBE GOALS

The Diversity in Contracting department worked with division directors to set their annual goals by reviewing their 2024 budget items and the WMBE utilization possible in each. The department identified a Port-wide 2024 WMBE aspirational goal of 15% for non-public works.

### 2024 Division Goals

#### 2024 WMBE Goals by Division (Non-Public Works Spend)

Division	2023 WMBE Attainment %	2024 WMBE Goal %	2024 Projected Overall Spend (Dollars)*
Aviation	10.2%	14%	149.9 M
Corporate	22.5%	17%	46.4 M
Economic Development	21.7%	16%	5.5 M
Maritime	13.6%	13%	14.8 M
<b>Total</b>	<b>12.4%</b>	<b>15%</b>	<b>216.6 M</b>

\* These figures are projections. Actual spend will vary.



## 2024 Corporate Department Goals

Corporate Department	2023 WMBE Attainment%	2024 WMBE Goal %	2024 Projected Overall Spend (Dollars)*
Engineering	17.6%	19%	17.5M
Chief Financial Office Group	31.1%	23%	13.5M
Environmental	12.4%	12%	10.4M
Equity	16.1%	16%	4.5M
Police	8.4%	10%	3.6M
External Relations	26.8%	20%	3.5M
Legal	3.3%	4%	1.7M
Human Resources	24.6%	21%	1.2M
Port Construction Services	46.2%	12%	1.1M
Central Procurement Office	29.6%	15%	0.7M
Commission	6.9%	5%	0.3M
Executive Director	50.4%	15%	0.2M
Strategic Initiatives	69.1%	20%	0.1M
Internal Audit	33.7%	5%	0.0M
Labor Relations	19.8%	10%	0.0M
<b>Total</b>	<b>15%</b>	<b>17%</b>	<b>\$46.5M</b>

\*These figures are projections. Actual spend will vary.





## 2023 DISADVANTAGED BUSINESS ENTERPRISE (DBE) PROGRAM

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The Port of Seattle receives Federal financial assistance from the Department of Transportation, and as a condition of receiving this assistance, the Port of Seattle has signed an assurance that it will comply with 49 Code of Federal Regulation (CFR) Part 26 "Participation by Disadvantaged Business Enterprises in Department of Transportation Financial Assistance Programs."

The Department's Disadvantaged Business Enterprise (DBE) Program is designed to remedy ongoing discrimination and the continuing effects of past discrimination in federally-assisted highway, transit, airport, and highway safety financial assistance transportation contracting markets nationwide. The primary remedial goal and objective of the DBE program is to level the playing field by providing small businesses owned and controlled by socially and economically disadvantaged individuals a fair opportunity to compete for federally-funded transportation contracts.

It is the policy of the Port of Seattle to ensure that DBEs, as defined in 49 CFR Part 26, have an equal opportunity to compete for contracts, subcontracts, and agreements in the award, participation, and administration of USDOT-assisted contracts. It is also the Port of Seattle's policy to engage in the following actions on a continuing basis:

1. Establish an overall DBE goal covering a three-year federal fiscal year period which is submitted to the Federal Aviation Administration (FAA). Goals are determined by availability of DBEs in the area and adjusted to reflect the possible DBE participation based on the most current disparity study data
2. Monitor and ensure DBE subcontractors are promptly paid for work
3. Gather and report data to the U.S. Department of Transportation (DOT)
4. Plan and participate in DBE training seminars and providing technical assistance
5. Ensure contractor compliance with good faith effort requirements to meet the DBE goal
6. Ensure nondiscrimination in the award and administration of DOT- assisted contracts
7. Create a level playing field in which DBEs can compete fairly for DOT-assisted contracts
8. Ensure that the DBE Program is narrowly tailored in accordance with applicable law
9. Ensure that only firms that fully meet 49 CFR Part 26 eligibility standards are permitted to participate as DBEs
10. Help remove barriers to the participation of DBEs in DOT-assisted contracts
11. Promote the use of DBEs in all types of federally-assisted contracts and procurement activities
12. Assist the development of firms that can compete successfully in the marketplace outside the DBE Program
13. Make appropriate use of the flexibility afforded to recipients of Federal financial assistance in establishing and providing opportunities for DBEs

For the Federal Fiscal Year 2023 (from October 1, 2022 to September 30, 2023), DBE firms were paid \$1.6M (7.1% of \$22M total projects spend) for non-job order contract projects and \$0.2M (4.8% of \$4.6M total projects spend) for job order contract projects.

## 2024 DBE Program Goals

The focus of the DBE Program in 2024 will be the following:

1. Increase DBE participation on FAA-funded Port projects
2. Conduct informational sessions for upcoming DBE projects including job order contract and small works projects
3. Collaborate with state and local transportation agencies to increase technical assistance training for DBEs
4. Conduct “get certified” events with the Washington State Office of Minority and Women’s Business Enterprises
5. Partner with other government entities that also receive USDOT’s Airport Improvement Program (AIP) grants on DBE matters





## 2023 COMMUNITY ENGAGEMENT AND TRAINING

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Diversity in Contracting's WMBE and DBE programs are complemented and supported by robust community engagement and training efforts, in which the primary goal is to improve and expand technical assistance (including WMBE certification, business development, training, and mentoring programs for WMBE firms) to enhance bidding expertise. Community engagement and training is comprised primarily of 1) training and networking events, 2) communications targeted to the WMBE community, and 3) engagement and partnership with the WMBE community, advocacy organizations, and other public agencies.

### Background

The PortGen program was first established in 2016. In 2019, the program had nine workshops with 400 total attendees. 2020 saw more than 450 businesses participate in PortGen events, even while the workshops transitioned to an online format due to the COVID-19 pandemic. It was also the first year of the Advanced PortGen training program which included two workshop series, one series for construction firms and another for architecture and engineering firms. In 2021, more than 250 businesses participated in PortGen activities. It was also the first year of the PortGen Accelerator mentorship program. 2022 saw 945 individuals from 452 companies participate, including 28 WMBE firms that successfully secured work at the Port. Staff specifically dedicated to community engagement and training was hired in early 2022.

### Training and Events

PortGen is the umbrella term applied to all in-person and online events hosted by the Port to connect WMBE businesses with business development training, Port contracts, or networking opportunities. Informational PortGen events focus on providing WMBE firms with what they need to know about an area at the Port, or with specific upcoming projects (referred to as "Project First Looks") so that they can determine whether they want to pursue it, and if so, begin teaming with other firms well ahead of the contract advertisement. The 2023 informational PortGen events included:

- PortGen 101 on Port Contracting and Information Technology and Communications at the Port
- PortGen 101 on Insurance and PLA and Telecommunications Meet Me Room- Fiber Project
- PortGen First Look on Utility Meter Networking and Baggage Claim
- PortGen First Look on Three Design Projects
- PortGen 101 and First Look— Airport Dining and Retail Program and Food Incubator Kiosks Project

Other PortGen events, while they may include an informational component, are geared more towards enabling WMBE firms to create and maintain relationships with primes and other subcontractors with whom they can collaborate on projects at the Port and beyond. Networking with decision makers at the Port, Prime contractors looking for subcontractors to partner with on upcoming projects, the Port's business development partners, and other small businesses is invaluable for businesses in the WMBE community. The 2023 networking-focused PortGen events included:

- New Year New Opportunities event
- PortGen Connects Architecture and Engineering Networking including two projects
- PortGen Connects Job Order Contracting and Small Works Opportunities
- Aviation Industry Day
- Maritime Industry Day

In addition, Diversity in Contracting hosted several events in partnership with prime contractors working on major Port projects:

- March PortGen First Look with Turner Construction on C Concourse Expansion
- PortGen First Look with Hensel Phelps
- September PortGen Connections with Turner Construction and eleven Turner subcontractors
- Construction and Inclusion Supplier Diversity Day organized and hosted by multiple general contractors

In 2023, Diversity in Contracting community engagement and training activities achieved the following PortGen outcomes:

- 13 total PortGen events
- 22 projects presented
- 20-225 attendees per event
- 358 unique attendees
- 238 unique firms
- 193 unique WMBE firms





Complementing annual or one-time PortGen events are the Advanced PortGen workshops, a series of workshops that the Port hosted in Fall 2023 to empower WMBE firms with resources to obtain their first government contract. The six-week series consisted of weekly drop-in workshops which featured business development presentations, and introductions to technical assistance resources and government agencies. In 2023, the Advanced PortGen outcomes include:

- 19 - 56 participants per session
- 122 unique attendees
- 108 unique businesses
- 26 unique WMBE businesses
- 100% participants who responded to the post-training survey reporting that they were very satisfied or satisfied with the workshops

The Business Accelerator mentorship program is the most advanced PortGen offering. 2023 was the second year that the Port conducted the 10-week cohort Business Accelerator Program, designed to enable WMBE firms with previous government contracting experience to level up, scale their business, and get more work. Chosen from a pool of applicants, selected WMBE businesses experienced weekly business development classes and weekly one-on-one sessions with a mentor selected just for them.

- 61 applications received
- 12 WMBE businesses graduated
- 100% participants who responded to the post-training survey reporting that they were very satisfied or satisfied with the workshops





## Communications

In 2023, Diversity in Contracting also continued distributing weekly e-mail digests to the nearly 7,000 contacts on its mailing list so that firms could stay up to date on the latest Port contracting opportunity postings and training and networking events. Communications have been successful with a 34% email open rate and a 1% click rate which aligns with industry standards.

The team also published newsletters and nine blogs spotlighting WMBE businesses, posted advertisements, and maintained an active social media presence. Lastly, Diversity in Contracting completed a renovation of its website to greatly improve the user experience, and which includes a new and improved future procurements list.

## Community Engagement

The Port continued to support and partner with community organizations and other government agencies to foster WMBE growth and expand the WMBE pool of businesses for our agencies to utilize. These events include attending community advocacy group meetings, trade group meetings, and the Regional Contracting Forum. These events drive new registrations to the Port's contracting portal. In 2023, 74 new WMBE firms registered onto VendorConnect.



Below are a few of the events that Diversity in Contracting participated in and collaborated with other agencies and organizations:

- Alliance Northwest
- White House Initiative on Asian Americans, Native Hawaiians, and Pacific Islanders
- Asia Pacific Economic Cooperation (APEC) Reception
- Conference of Minority Transportation Officials (COMTO) networking event
- Planes Trains and Automobiles
- Regional Contracting Forum
- American Council of Engineering Companies (ACEC) and COMTO joint event

Community engagement also includes providing direct assistance to WMBE firms to connect them with useful contacts and information. The team provided direct assistance to at least 66 WMBE firms.





# DIVERSITY IN CONTRACTING PROGRAM FIVE-YEAR REVIEW (2019-2023)





# DIVERSITY IN CONTRACTING PROGRAM FIVE-YEAR REVIEW (2019-2023)

The remainder of this report is devoted to WMBE utilization data from 2019 to 2023. It includes disaggregated data on construction WMBE attainment data by year, and five-year attainment by contract type. This is followed by data on non-construction attainment by year, five-year attainment by service agreement procurement type, five-year attainment by personal versus professional services, and attainment for purchasing by year. This section concludes with information on procurement data by business owner characteristics, ethnicity, ethnicity and contract type, and WMBE prime status.

## FIVE-YEAR TOTAL PORT SPEND

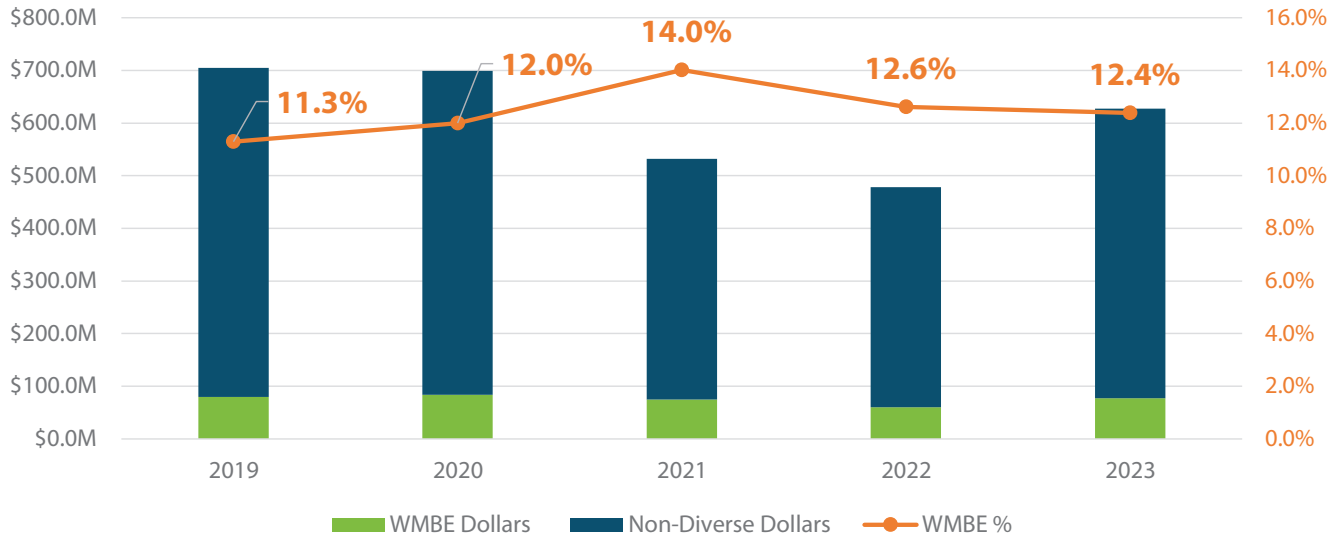
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From 2019 to 2023, the WMBE attainment percentage ranged from 11.3% to (2019) to 14% (2021), producing a five-year WMBE utilization total of 12.4% (\$376M) of the \$3.0B total Port spend with outside vendors.

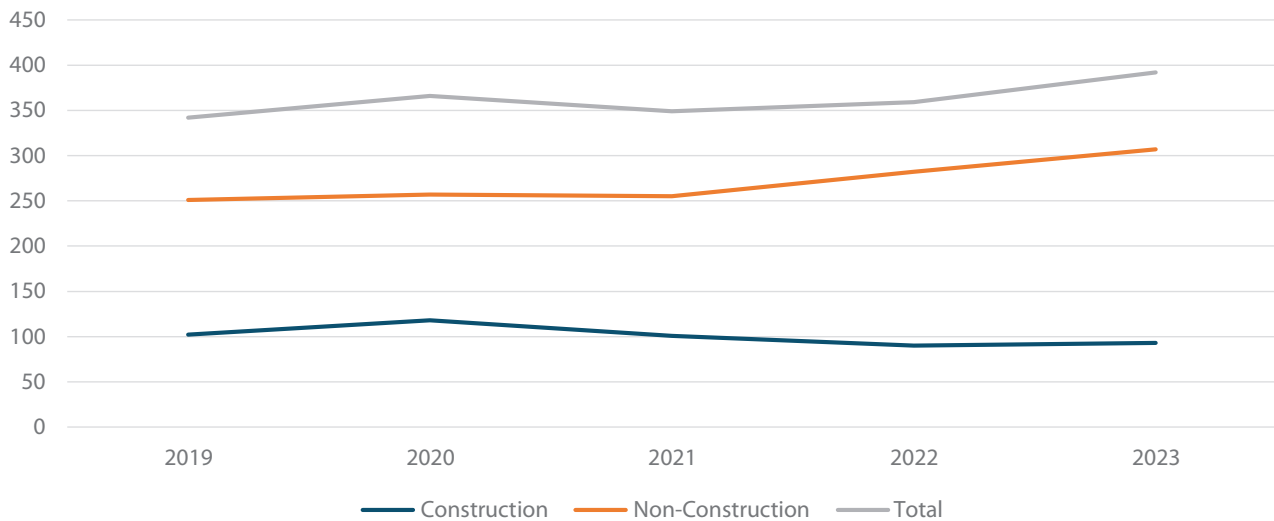
Construction spend (\$1.8B total spend) constituted 60% of the Port's spend compared to non-construction at 40% (\$1.2B total spend). Construction WMBE attainment percentage over the five years (9.5%), however, was vastly outperformed by non-construction WMBE attainment percentage (16.7%). Less construction dollars went to WMBE firms (\$175.9M WMBE spend) than non-construction dollars to WMBE firms (\$200.1M WMBE spend).

The Port partnered with a total of 392 WMBE businesses in 2023, exceeding its policy goal of working with 354 firms annually. Over 2019-2023, the Port partnered with 791 unique WMBE firms.

**Figure 5a. Year-to-Year Port-Wide Construction and Non-Construction Spend and WMBE Percentage**



**Figure 5b. Year-to-Year Port-Wide WMBE Firm Counts**



2019-2023 data highlights:

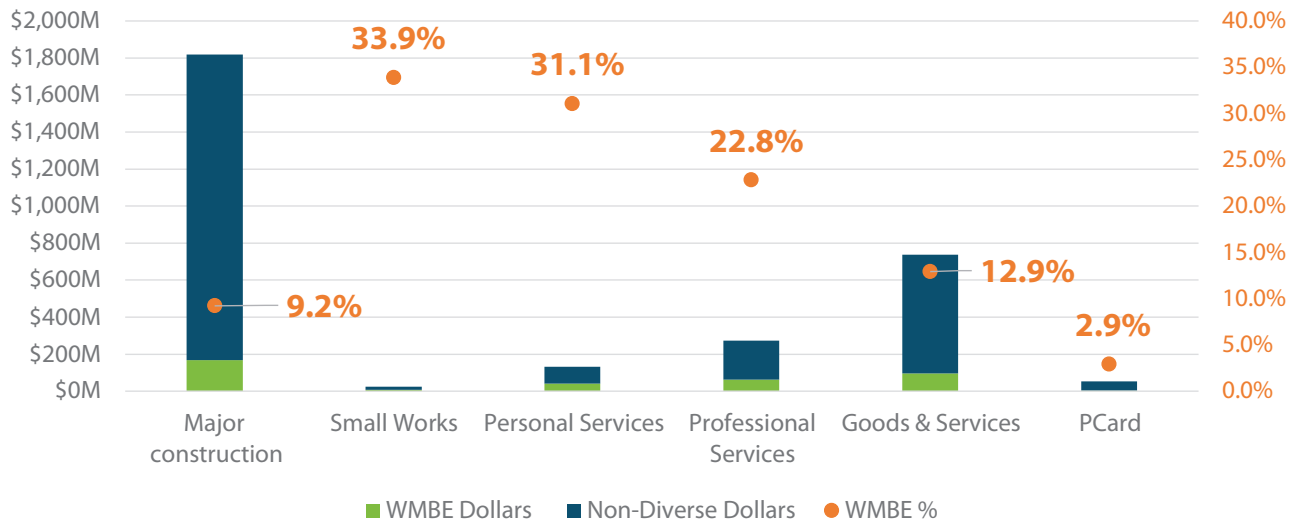
- The Port’s total spend varied greatly from year to year, whereas WMBE dollars, in comparison, held relatively steady
- The number of WMBE firms the Port partners with trended up over the five years, with a large part of that growth coming from increases in the number of non-construction WMBE firms



## Port-Wide Spend by Contract Type

The sections on five-year construction spend and five-year non-construction spend show a number of year-over-year trends for different contract types. Putting construction and non-construction contract types spend in perspective to each other, the graph below shows the total spend over five years and the average WMBE utilization percentage across the five years, for each of the contracting types.

**Figure 5c. Five-Year Total Port Spend and WMBE Percentage by Contract Type**

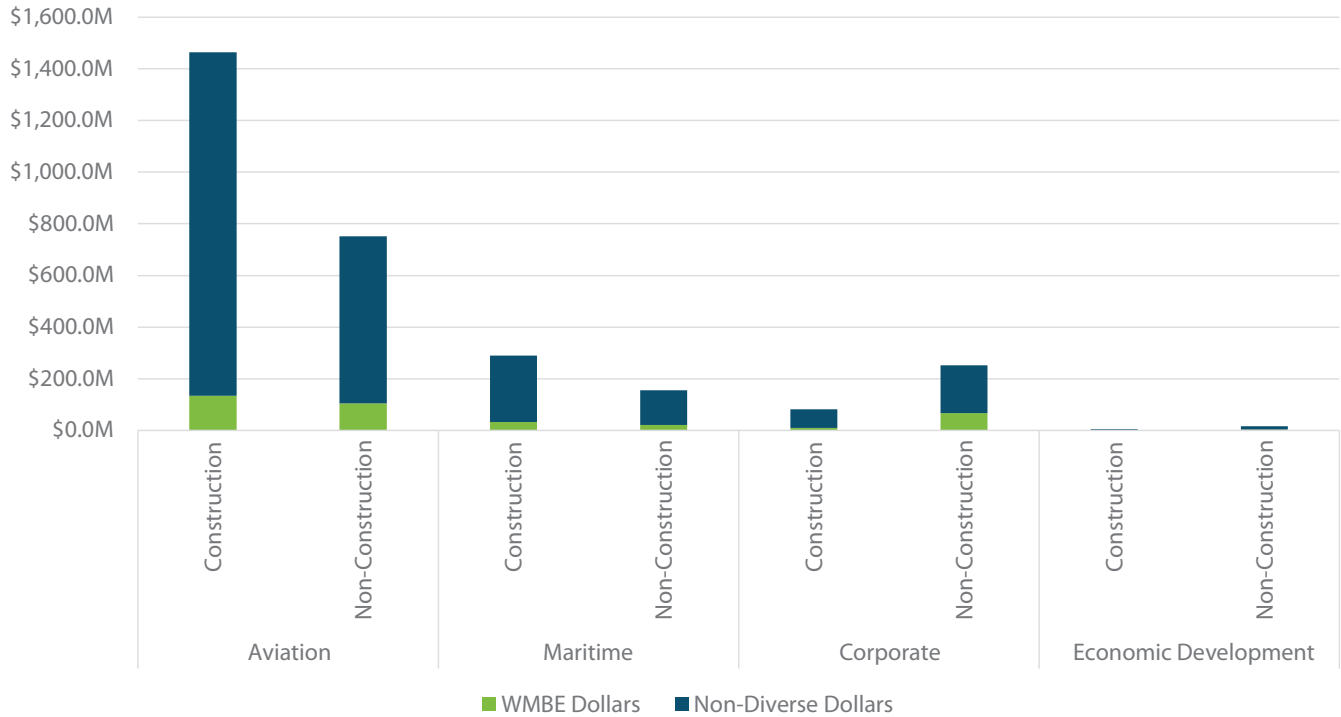


2019-2023 data highlights:

- Major construction had the highest spend (\$1.8B total spend) and the largest number of WMBE dollars (\$168M)
- Goods and services had the second largest spend (\$737.7M total spend) and the second largest number of WMBE dollars (\$95.3M)
- Small works had the smallest spend (\$24.4M total spend) but the highest WMBE utilization percentage (33.9%)

## Port-Wide Spend by Division

**Figure 5d. Five-Year Total Spend for Operating Divisions  
Construction and Non-Construction**



2019-2023 data highlights:

- Aviation construction constituted the largest portion of the Port’s spend (\$1.5B)
- Aviation construction spend (\$1.5B) is double the Aviation non-construction spend (\$752.2M) but WMBE dollars for both types of Aviation projects are comparable (\$133.5M for construction and \$105.1M for non-construction)

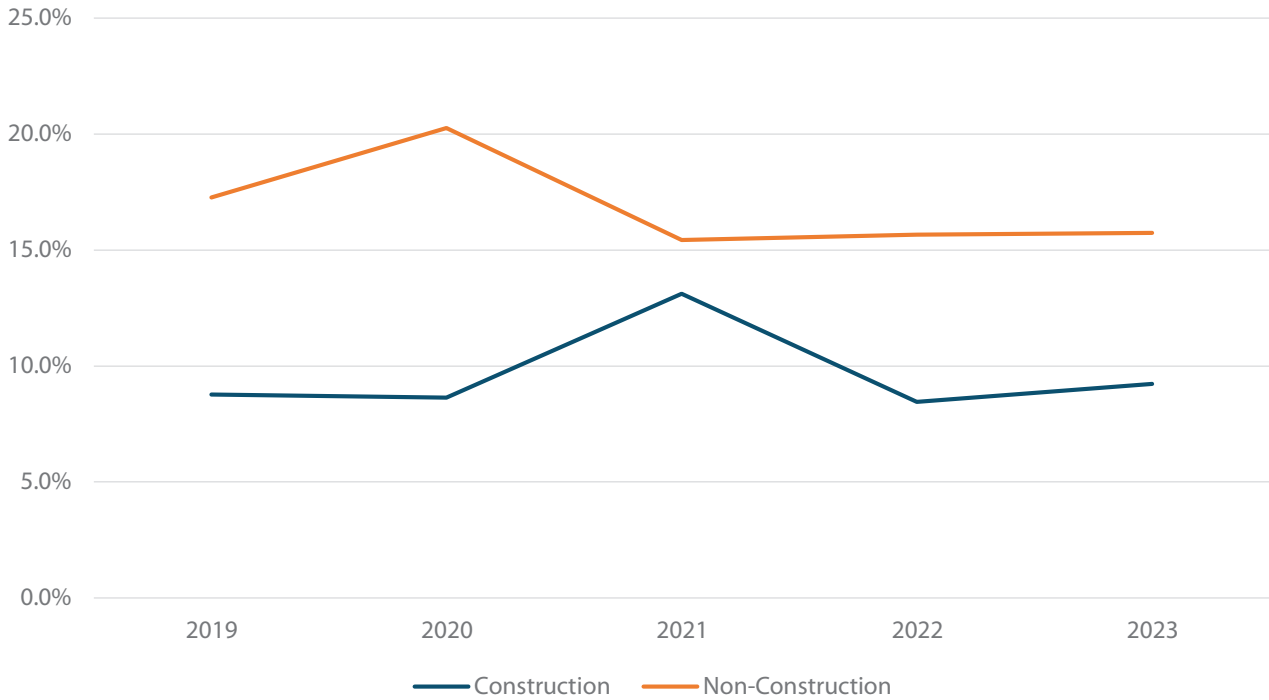
## Port-Wide Spend Construction and Non-Construction Comparison

Below are construction and non-construction WMBE percentages year-over-year. The five-year WMBE attainment average for non-construction is 16.7% compared to the five-year average for construction which is 9.5%

It bears noting that construction projects are typically evaluated by low-bid (i.e. they are evaluated by price, rather than other factors such as WMBE inclusion). Additionally, many more Port construction projects are more technically-specific (and therefore have fewer WMBE firms who do that work e.g. baggage claim systems) than Port non-construction projects.



**Figure 5e. Year-to-Year Port-Wide Construction and Non-Construction WMBE Percentages**



2019-2023 data highlights:

- Non-construction WMBE attainment percentage has been higher than construction WMBE attainment percentage every year
- Higher construction WMBE percentages appear to be correlated with lower non-construction WMBE percentages within the same year. Lower construction WMBE percentages appear to be correlated with higher non-construction WMBE percentages within the same year

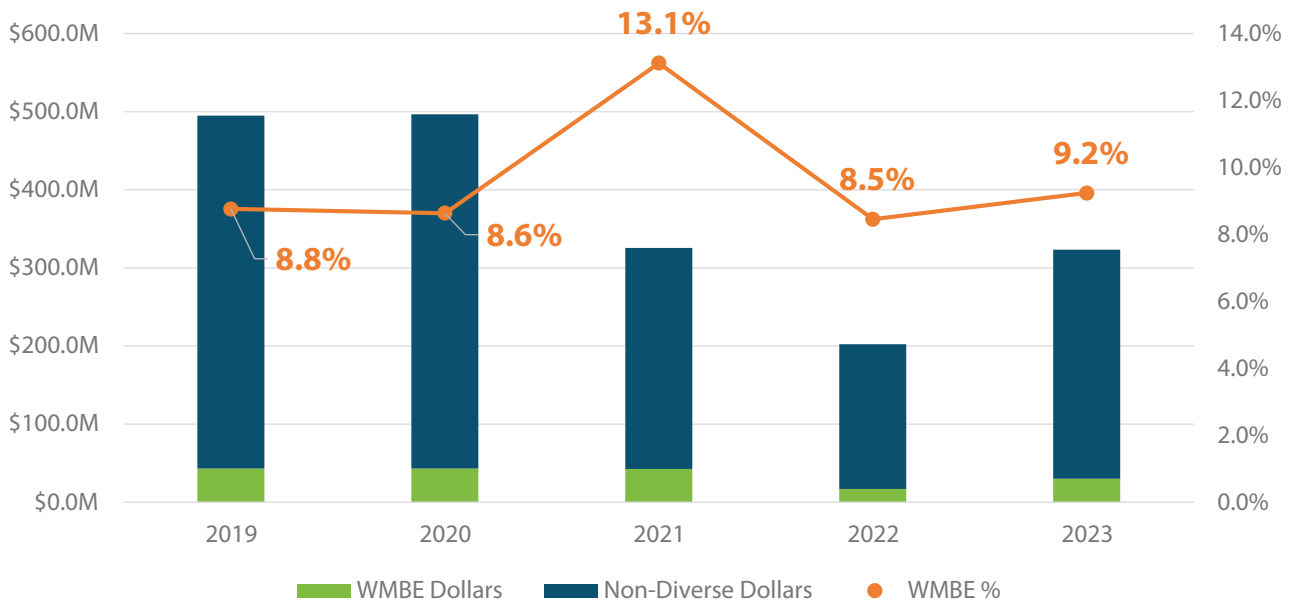


## FIVE-YEAR CONSTRUCTION SPEND

Construction spend is larger than the two other procurement types (purchasing and service agreements) combined. Over the five years, the Port’s total WMBE attainment for construction spend was 9.5% (\$175.9M WMBE spend) of the \$1.8B total Port spend. These were construction dollars spent with a total of 222 WMBE firms over five years.

Over the five years, the Port has raised the average WMBE aspirational goal percentage on construction contracts. In 2022, projects over \$1 million had an average WMBE goal of 11%, compared to 2021 where projects over \$1 Million had an average WMBE goal of 9%.

**Figure 6a. Year-to-year Port-wide Construction Spend and WMBE Percentage**



2019-2023 data highlights:

- Annual construction dollars have a very wide range, spanning from \$202.2M total spend in 2022 to more than double that in 2020 at \$496.8M total spend
- With the exception of unusually high WMBE attainment in 2021 at 13.1%, the WMBE attainment for construction held relatively steady each year ranging between 8.5% and 9.2%



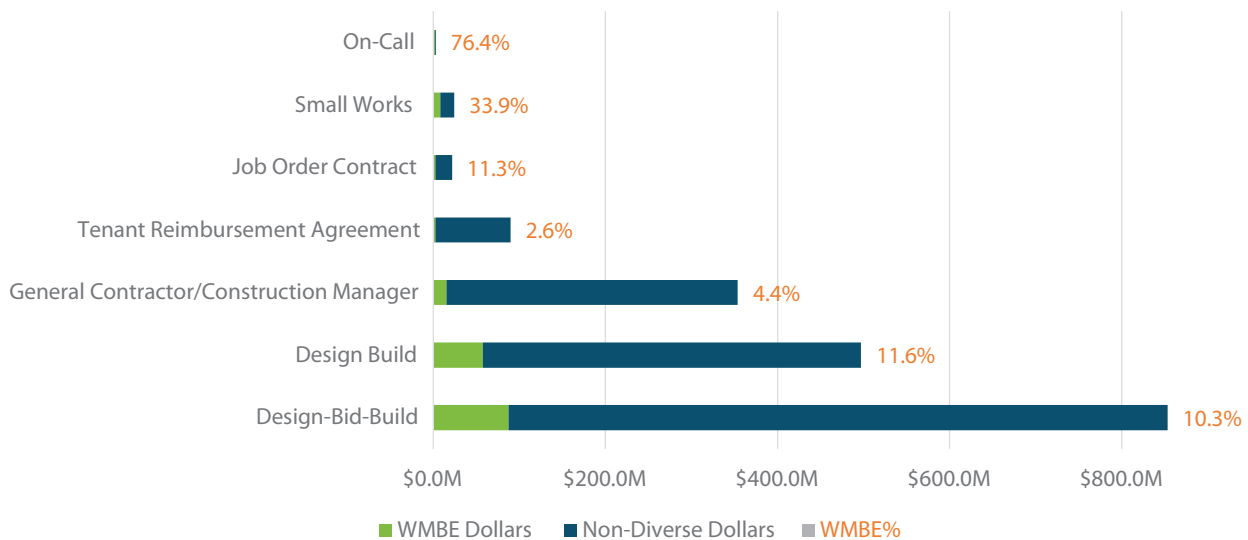
## Five-Year Construction Spend by Construction Type

Construction includes small works (<\$300K), major construction (>\$300K), and alternative public works (job order contract, design build, general contractor/construction management) projects. Different construction contract types have different WMBE requirements. That influences the WMBE percent of spend on construction projects.

For low-bid major construction projects (design-bid-build, tenant reimbursement agreements, small works, and on-call), the contract is required to be awarded to the lowest-price bidder submitting a responsible bid. An inclusion plan will be required and evaluated as part of the responsibility review. On alternative public works contracts (e.g. job order contract, design build, general contractor/construction management) however, prime companies are evaluated on past project WMBE efforts and the inclusion plan submitted with their proposal. Once awarded a contract, the inclusion plan is built into the contract which documents the aspirational commitment to use WMBE firms. This inclusion plan provides guidance for attainment during the life of the contract.

Over the past five years, Diversity in Contracting has leveraged our small works program, updated Port contract specifications to increase understanding of our program, and partnered with the Associated General Contractors of America (AGC) to continue making impactful changes.

**Figure 6b. Five-Year Total Construction Spend and WMBE Percentage by Procurement Type**



2019-2023 data highlights:

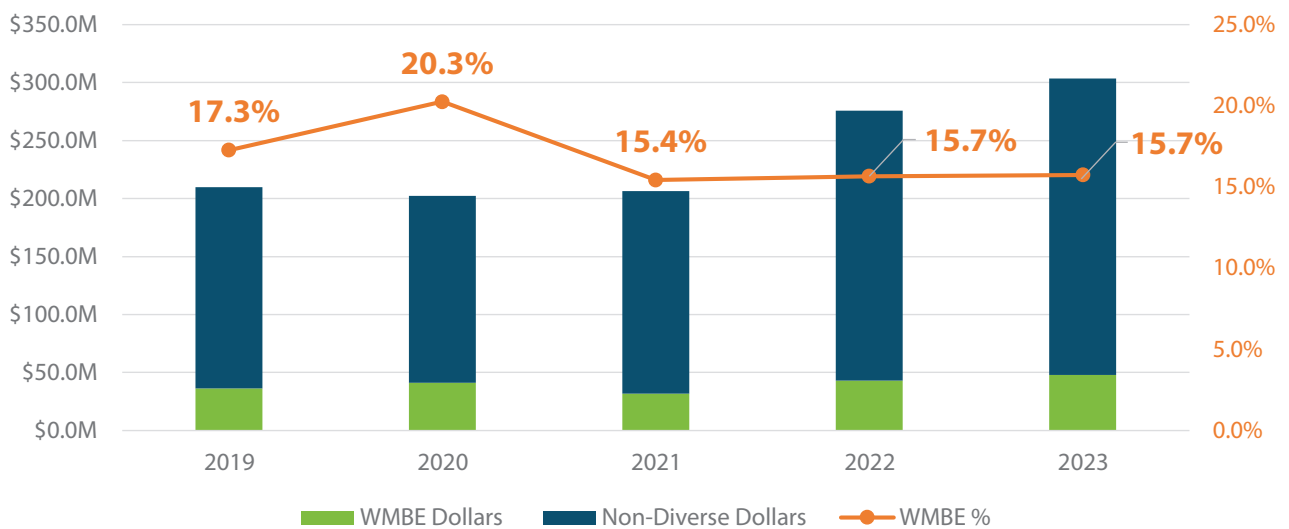
- Design-bid-build construction procurements (\$853.3M total spend) constituted the largest segment of the Port’s construction procurement dollars
- Despite design-bid-build spend being much higher than design-build spend, the WMBE dollars spent on both are comparable (\$87.6M for design-bid-build and \$57.7M for design build)
- On-call construction procurements had excellent WMBE attainment at 76.4%. Port spend on on-call projects, however, accounted for the smallest amount of Port construction dollars at \$2.8M total spend

# FIVE-YEAR NON-CONSTRUCTION SPEND

On non-construction projects, the Port’s total WMBE attainment over 2019-2023 was 16.7% (\$200.1M) of the \$1.2B total Port spend. These were non-construction dollars spent with a total of 600 WMBE firms over five years.

Non-construction includes both service agreements and purchasing. Service agreements consist of professional services and personal services. Purchasing includes goods and services and P-card purchases. This section includes additional definitions and data for each of these categories and subcategories of non-construction.

**Figure 7a. Year-to-Year Port-wide Non-Construction Spend and WMBE Percentage**



2019-2023 data highlights:

- Non-construction dollars to WMBE firms reached a five-year high at \$47.8M in 2023, which is \$6.8M (and 16.6%) more than the second-best year for WMBE firms in non-construction in 2020





## Five-Year Service Agreements Spend

Of the three contracting types at the Port, service agreement spend is less than purchasing spend and much less than construction spend. Over the five years, service agreements (inclusive of personal, professional, and legal services) reached 25.4% WMBE attainment (\$103M) out of \$407.4M total dollars spent.

Service agreements, also referred to as “consulting”, are best value procurements which allows the Port to evaluate other factors beyond price, such as WMBE inclusion. For service agreements valued at or above \$200,000, proposers are required to submit an inclusion plan as part of their proposal 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 2022, the Port developed a WMBE utilization calculator tool to assist project managers to monitor future work to ensure the prime firms were on track in achieving the contract WMBE requirement. This tool also helps determine if a firm is at risk of not achieving its WMBE requirement, allowing the Port to proactively work with the firm to develop a mitigation plan.

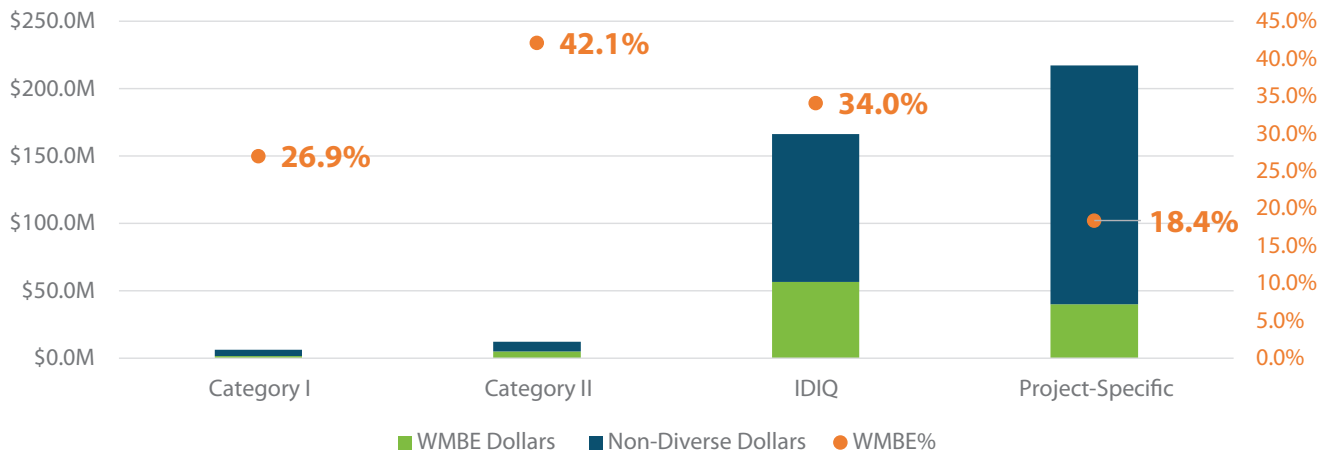
## Service Agreement by Procurement Type

This section disaggregates service agreement data first by procurement type:

- Category I - procurements \$49,999 and below
- Category II - procurements valued between \$50,000 and \$199,999
- Indefinite delivery indefinite quantity (IDIQ)
- Project-specific contracts



**Figure 7b. Five-Year Total Service Agreement Spend and WMBE Percentage by Procurement Type**



2019-2023 data highlights:

- Of all service agreements, project-specific service agreements had the highest total spend (\$217.2M) and had relatively strong WMBE attainment at 18.4%
- Of all service agreements, the Port spent the most WMBE dollars on IDIQ procurements (\$56.6M) and second-most WMBE dollars on project-specific (\$39.9M)
- Of all service agreements, the Port had the highest WMBE attainment in Category II procurements at 42.1% of total dollars going to WMBE firms





## Professional Services versus Personal Services

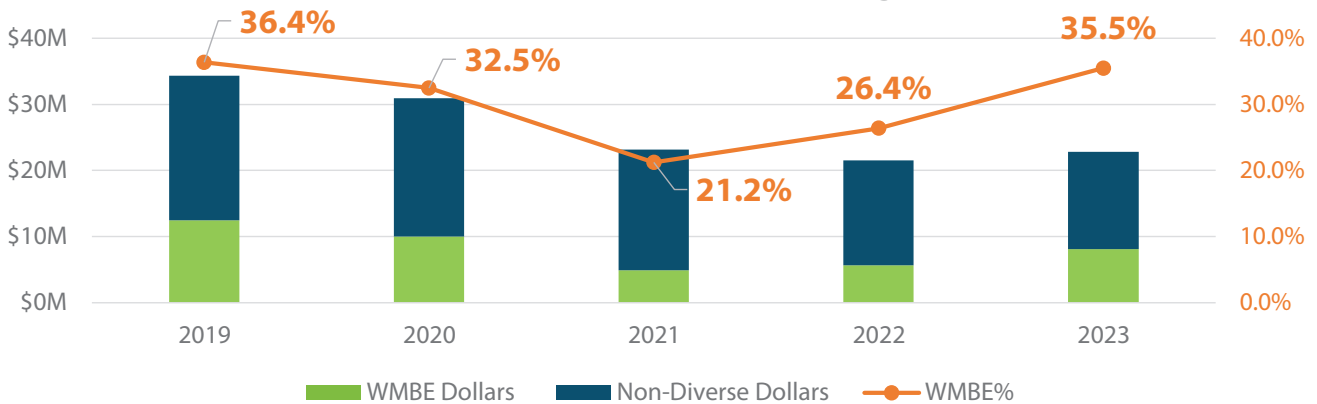
This section disaggregates service agreement data by the two types of service agreements: professional service agreements and personal service agreements.

Professional service agreements are architecture, engineering, landscape architecture, and land surveying services. Personal service agreements are for all consultant services that fall outside of the professional service agreements disciplines.

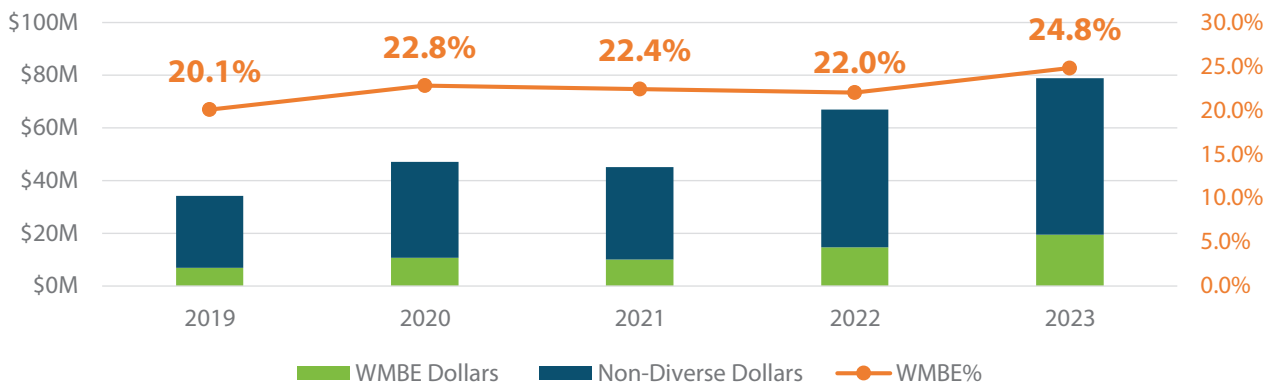
The Port spends around twice as much on professional services (\$272.2M total spend over five years) than personal services (\$132.8M total spend over five years). WMBE dollars for professional services (\$62M WMBE dollars) are also significantly more than WMBE dollars for personal services (\$41M WMBE dollars).

WMBE attainment in both professional and personal services is strong with WMBE attainment in personal services (31.1% WMBE utilization five-year average) outperforming WMBE attainment in professional services (22.8% WMBE utilization five-year average).

**Figure 7c. Year-to-Year Personal Service Agreements Spend and WMBE Percentage**



**Fig 7d. Year-to-Year Professional Service Agreements Spend and WMBE Percentage**



2019-2023 data highlights:

- Personal service agreement total spend has decreased in recent years, while WMBE percentages started strong at 36.4% in 2019 before decreasing to 21.2% in 2021 and then returning to 35.5% by 2023
- For professional services, both spend and WMBE percentages have followed a positive trend over the past five years

## Five-Year Purchasing Spend

The Port's purchasing spend is much less than the Port's construction spend but nearly twice the size of service agreement spend. Over the five years, purchasing reached an average of 12.2% WMBE attainment (\$96.8M) of \$790.6M spend.

Purchasing contracts consist of goods and services for operational needs such as janitorial services, supplies, and other services that do not fall under consulting services. Subcontracting for purchasing procurements is generally less common than other contract types. Within the goods and services procurement type, janitorial services continue to be a major driver for the Port of Seattle's WMBE participation. For goods and services procurements valued at or above \$150,000, proposers are required to submit an inclusion plan as part of their proposal submittal.

Port staff recognizes small dollar value contracts offer a great opportunity for the Port to directly purchase from WMBE firms. As such, the Port encourages staff to provide opportunities to WMBE firms when soliciting quotes for goods and services under \$150,000. As part of this guidance, developed by the Port Legal Division and Central Procurement Office (CPO), when soliciting quotes, CPO staff are instructed to document their efforts to reach out to WMBE firms in the contract file.

## Purchase Card

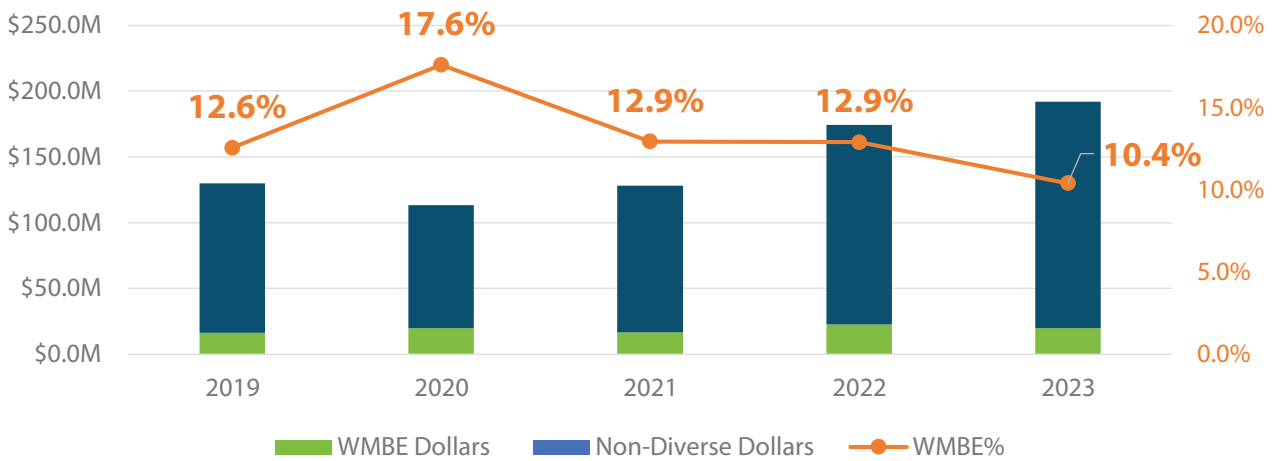
Purchase card (P-Card) spend consists of purchases under \$4,999. These types of purchases consist of Amazon purchases, small works supplies orders, and smaller purchases to meet one-off needs that Port departments have to carry out their day-to-day work.

Use of the P-Card as a tool to maximize WMBE participation in Port purchasing opportunities was first implemented in 2018 and is now a basic portion of the Port's required training for all Port staff who are new P-Card holders. These trainings provide guidance on how P-Card holders can be influential in helping the Port reach our Diversity in Contracting goals. This training is offered no less than twice per quarter.

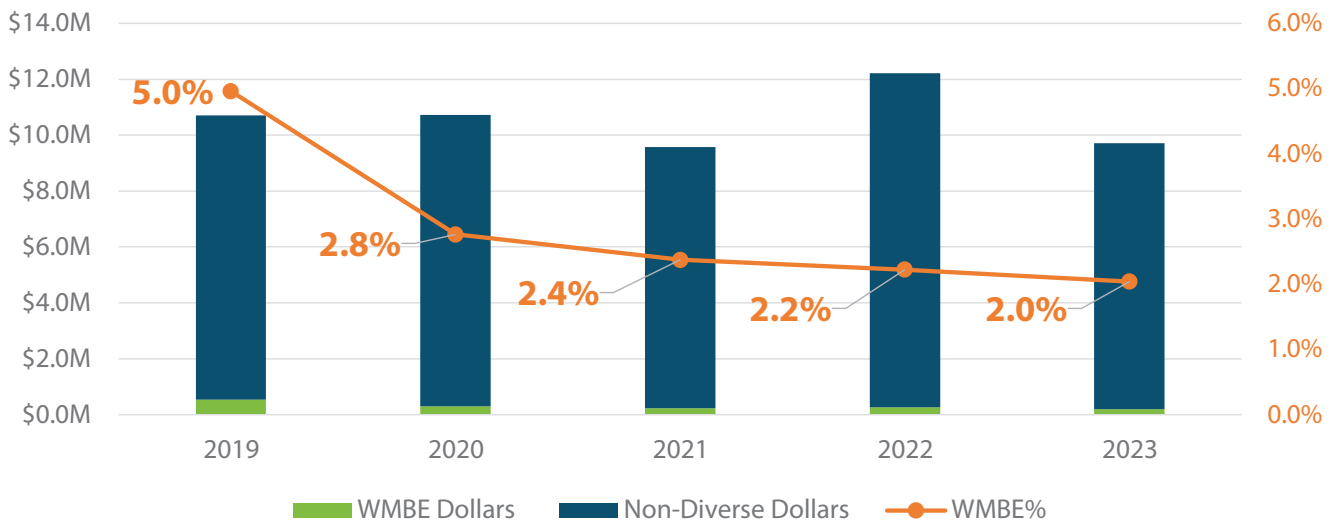
In purchasing, goods and services (\$737.7M total spend over five years) constitute the majority of purchasing's spend, much more spend than P-Card (\$52.9M total spend over five years). WMBE attainment in goods and services is much higher (12.9% five year average) than WMBE attainment in P-Card (2.9% five year average).



**Fig 8a. Year-to-Year Goods and Services Spend and WMBE Percentage**



**Figure 8b. Year-to-Year P-card Spend and WMBE Percentage**



2019-2023 data highlights:

- Total dollars spent on goods and services have significantly increased from 2021 to 2022 (36% increase from 2021 to 2022), and 2022 to 2023 (10% increase from 2022 to 2023)
- Total dollars spent on P-card have remained steady over the five years
- WMBE dollars for both held largely steady over the five years

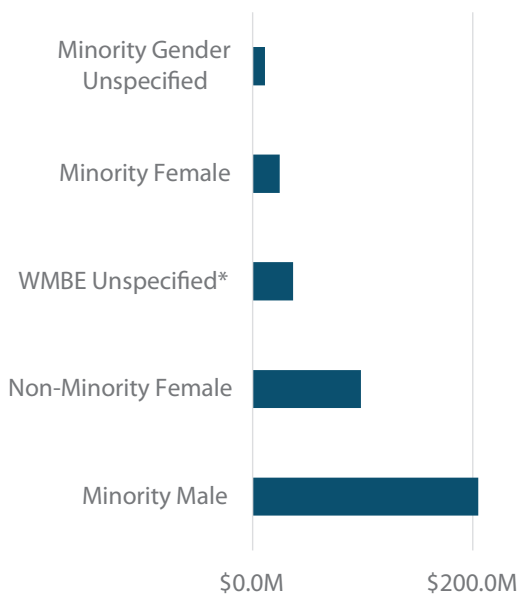
# FIVE-YEAR WMBE UTILIZATION BY BUSINESS OWNER CHARACTERISTICS

This section disaggregates 2019-2023 data by business owner identifying characteristics. This data is important because the barriers and disparities experienced by different marginalized groups are unique and need to be understood and addressed as such.

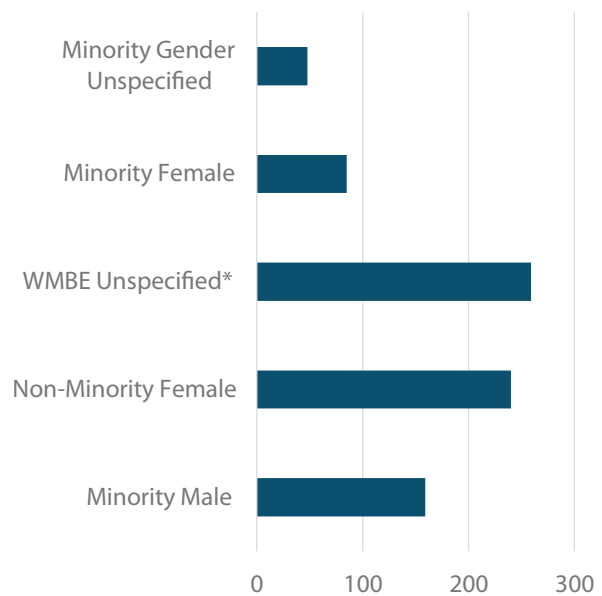
## 2019-2023 Utilization by Minority Status and Gender

This section provides data on WMBE dollars spent and WMBE firm counts by the information the Port has on WMBE business' minority status and gender.

**Figure 9a. Five-Year Total WMBE Dollars by Owner Characteristic**



**Figure 9b. Five-Year Total WMBE Firm Count by Owner Characteristic**



\*"WMBE unspecified" represents WMBE dollars and firms for which the Port does not have minority status and gender information.

2019-2023 data highlights:

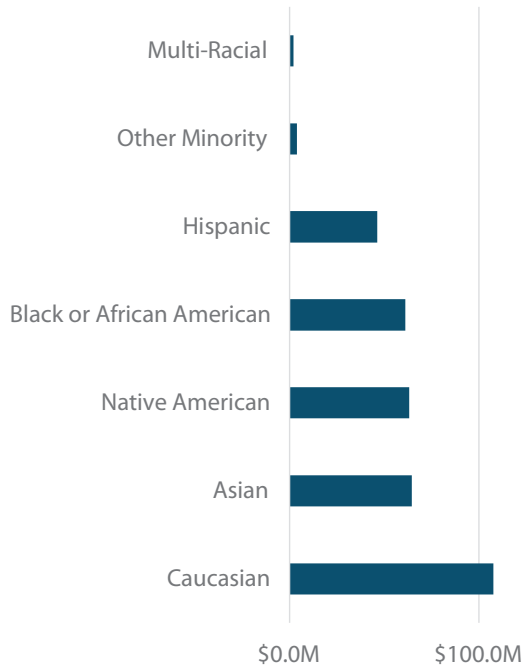
- Of the WMBE firms for which the Port has minority status and gender information, minority males received the most Port dollars (\$205.1 M five-year total), but placed third in terms of number of businesses that the Port worked with (159 firms) compared to WMBE unspecified (259 firms) and non-minority females (240 firms)
- Of the WMBE firms for which the Port has minority status and gender information, minority female firms received the least dollars (\$24.6M five-year total) and constituted the smallest number of businesses that the Port worked with (85 firms)



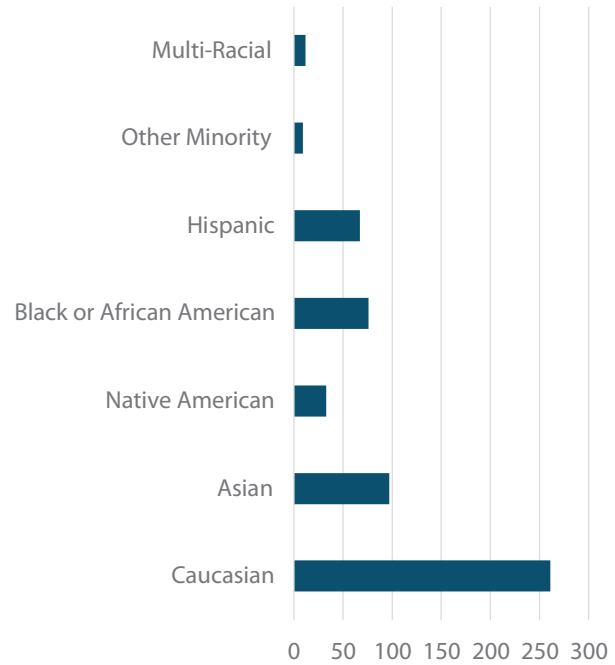
## 2019-2023 Utilization by Ethnicity

This section provides data on WMBE dollars spent and WMBE firm counts by the information the Port has on WMBE business' ethnicity.

**Figure 10a. Five-Year Total WMBE Spend by Ethnicity**



**Figure 10b. Five-Year Total WMBE Firm Count by Ethnicity**



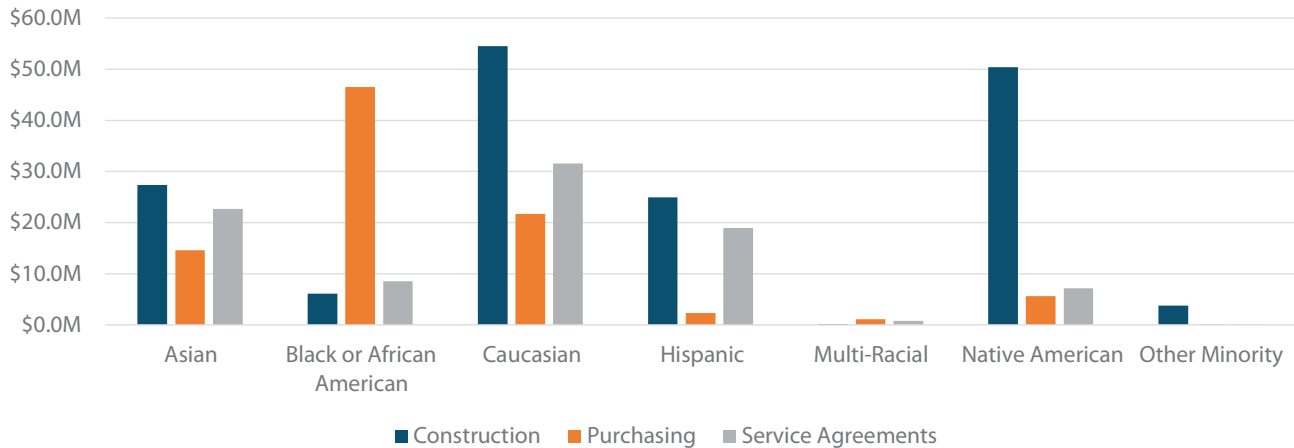
### 2019-2023 data highlights:

- Of WMBE firms for which we have ethnicity data, Caucasian WMBE firms (firms owned by white women) received the most Port dollars (\$107.7M five year total) and constituted the majority of WMBE firms that the Port worked with (261 firms five year total)
- Of WMBE firms for which we have ethnicity data, Black or African American firms received 17.5% of Port WMBE spend (\$61.2M five-year total) and 13.2% of Port WMBE firms (76 firms five-year total)
- Of WMBE firms for which we have ethnicity data, Native American firms received 18.1% of Port WMBE spend (\$63.2M five year total) while constituting only 6% of Port WMBE firms (33 firms five-year total)

## WMBE Utilization by Ethnicity and Contract Type

While Port data on WMBE firm's ethnicity is limited to the information that firms provide the Port and publicly available data, the Port does have ethnicity data for 69.7% of the WMBE firms it partners with. This section examines, for the WMBE firms for which we have ethnicity data, how WMBE dollars and the number of Port WMBE partners are distributed by different contract type and by different ethnicity groups.

**Figure 11a. Five-Year Total WMBE Dollars Spent by Ethnicity and Contract Type**

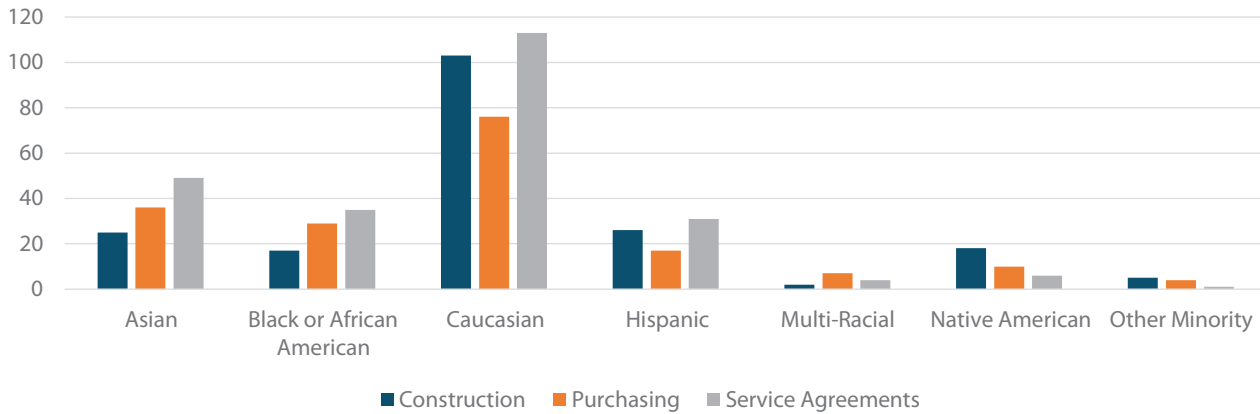


2019-2023 data highlights:

- Of the WMBE firms for which we have ethnicity data, Caucasian WMBE firms received the most Port construction dollars (\$54.5M WMBE spend), with Native American WMBE firms receiving second-most construction dollars (\$50.4M WMBE spend)
- Of the WMBE firms for which we have ethnicity data, Black or African American firms received the most Port dollars going to purchasing contracts (\$46.5M WMBE spend) with Caucasian firms receiving second-most purchasing dollars (\$21.7M WMBE spend)
- Of the WMBE firms for which we have ethnicity data, within each of the ethnicity groups, the dollars received from each of the three contract types varies significantly



**Fig 11b. Five-Year Total WMBE Firm Count by Ethnicity and Contract Type**



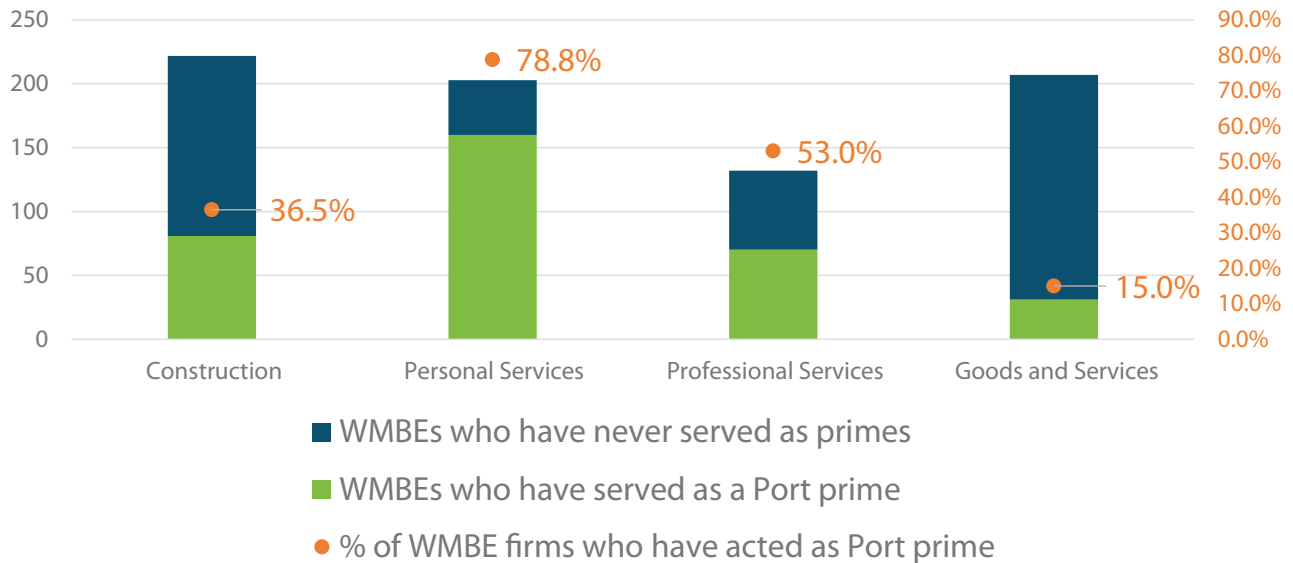
2019-2023 data highlights:

- Of the WMBE firms for which we have ethnicity data, Caucasian firms constituted the largest portion of WMBE firms for which we have ethnicity data for in all three contract categories (103 firms in construction, 76 purchasing, 113 service agreements, 261 firms total)
- Of the WMBE firms for which we have ethnicity data, Asian firms constituted the second largest portion of WMBE firms for all three contract categories (25 firms in construction, 36 purchasing, 49 service agreements, 97 firms total)
- Of the WMBE firms for which we have ethnicity data, outside of multi-racial (12 total firms) and other minority (9 total firms), Native American firms constituted the smallest portion of WMBE firms (33 total firms)



## WMBE Utilization and Prime

Figure 12. Five-Year Total WMBE Firms who Have Served as a Prime Contractor



2019-2023 data highlights:

- A large percent (41.7%) of WMBE firms have acted as a prime at least once (330 firms)
- Personal service contract types had the largest percentage (78.8%) and number of WMBE firms (160 firms) who have acted as a prime
- Of all the contract types, goods and services had the smallest percentage of WMBEs who have acted as a prime (15%, 31 firms). Construction had the second smallest percentage of WMBEs who have acted as a prime (36.5%, 81 firms)

## LOOKING AHEAD

The Diversity in Contracting team is assessing the program and program results for the past five years, engaging internal and external stakeholders to establish new goals and update the policy resolution by the end of 2024. These new goals will establish the next five-year benchmarks for the years of 2025 – 2029.

# APPENDIX



**Table 1 – 2023 Port Spend and WMBE Percentage by Contract Type**

Contract Type	Spend (Dollars)		WMBE %	WMBE firm #
	Total	WMBE		
Major Construction	319.4 M	28.2 M	8.8%	79
Small Works	3.9 M	1.7 M	43.6%	18
Personal	22.8 M	8.1 M	35.5%	102
Professional Services	78.8 M	19.6 M	24.9%	96
Goods & Services	191.9 M	19.9 M	10.4%	106
Purchase Card	9.7 M	0.2 M	2.0%	33

**Table 2a – 2023 Construction and Non-Construction Spend and WMBE Percentage by Port Division**

Division	Spend (Dollars)		WMBE %	WMBE firm #
	Total	WMBE		
Aviation	454.9 M	46.6 M	10.2%	231
Maritime	80.7 M	11.0 M	13.6%	100
Economic Development	5.1 M	1.1 M	21.7%	29
Corporate	81.9 M	18.5 M	22.5%	126
NWSA	4.4 M	0.6 M	13.3%	1
<b>Total</b>	<b>627.0 M</b>	<b>77.7 M</b>	<b>12.4%</b>	<b>392</b>

**Table 2b – 2023 Construction Spend and WMBE Percentage by Port Division**

Division	Spend (Dollars)		WMBE %	WMBE firm #
	Total	WMBE		
Aviation	260.6 M	20.7 M	7.9%	70
Maritime	38.1 M	5.7 M	15.0%	27
Economic Development	1.4 M	0.0 M	3.4%	5
Corporate	22.5 M	3.4 M	15.2%	15
NWSA	0.9 M			
<b>Total</b>	<b>323.3 M</b>	<b>29.9 M</b>	<b>9.2%</b>	<b>93</b>

**Table 2c – 2023 Non-Construction Spend and WMBE Percentage by Port Division**

Division	Spend (Dollars)		WMBE %	WMBE firm #
	Total	WMBE		
Aviation	194.4 M	25.9 M	13.3%	164
Maritime	42.6 M	5.3 M	12.4%	73
Economic Development	3.7 M	1.1 M	28.3%	25
Corporate	59.4 M	15.0 M	25.3%	113
NWSA	3.5 M	0.6 M	16.4%	1
<b>Total</b>	<b>303.7 M</b>	<b>47.8 M</b>	<b>15.7%</b>	<b>307</b>

**Table 2d – 2023 WMBE Data for NWSA (inclusive of NWSA dollars that have Port Executive Leadership Team members associated)**

	Spend (Dollars)		WMBE %	WMBE firm #
	Total	WMBE		
Public Works	27.4 M	3.9 M	14.4%	16
Non-public works	19.9 M	0.9 M	4.7%	8
<b>Total</b>	<b>47.3 M</b>	<b>4.9 M</b>	<b>10.3%</b>	<b>24</b>

**Table 3a/3b – 2023 WMBE Dollars and Firm Count by Owner Characteristics**

Minority Status	Gender	WMBE Spend (Dollars)	% of Total WMBE Dollars	WMBE Firm #	% of Total WMBE #
<b>Minority</b>	Female	5.8 M	7.5%	41	10.5%
	Male	38.9 M	50.0%	85	21.7%
	Unknown	1.8 M	2.3%	28	7.1%
	Subtotal	46.5 M	59.8%	154	39.3%
<b>Non-Minority</b>	Female	20.8 M	26.7%	121	30.9%
<b>Unknown</b>	Unknown	10.5 M	13.5%	120	30.6%

**Table 4a/4b – 2023 Dollars and Firm Count by Ethnicity**

Ethnicity	% of WMBE Dollars with Known Ethnicities		% of WMBE Firm # with Known Ethnicities	
	WMBE Spend (Dollars)		WMBE Firm #	
Asian	12.7 M	19.0%	56	19.8%
Black or African American	16.4 M	24.5%	41	14.5%
Caucasian*	20.4 M	30.5%	129	45.6%
Hispanic	9.0 M	13.5%	36	12.7%
Multi-Racial	0.7 M	1.1%	6	2.1%
Native American	6.9 M	10.4%	12	4.2%
Other Minority	0.7 M	1.1%	3	1.1%

\*Caucasian WMBE firms are WMBE firms owned by Caucasian Women

**Table 5 a/b – Year-to-Year Port-Wide Spend and WMBE Percentage and Firm Count**

Year	Spend (Dollars)		WMBE %	WMBE firm #
	Total	WMBE		
2019	704.7 M	79.6 M	11.3%	342
2020	699.3 M	83.9 M	12.0%	366
2021	532.1 M	74.6 M	14.0%	349
2022	478.0 M	60.3 M	12.6%	359
2023	627.0 M	77.7 M	12.4%	392
<b>Total</b>	<b>3,041.0M</b>	<b>376.0M</b>	<b>12.4%</b>	<b>791</b>

**Table 5c – Five-Year Total Port Spend and WMBE Percentage by Contract Type**

Contract Type	Spend (Dollars)		WMBE %	WMBE firm #
	Total	WMBE		
Major construction	704.7 M	79.6 M	11.3%	342
Small Works	699.3 M	83.9 M	12.0%	366
Personal Services	532.1 M	74.6 M	14.0%	349
Professional Services	478.0 M	60.3 M	12.6%	359
Goods & Services	627.0 M	77.7 M	12.4%	392
P-Card	52.9 M	1.5 M	2.9%	134



**Table 5d – Five-Year Total Spend for Operating Divisions Construction and Non-Construction**

Division	Spend Type	Spend (Dollars)		WMBE %
		Total	WMBE	
Aviation	Construction	1,463.8 M	133.5 M	9.1%
	Non-Construction	752.2 M	105.1 M	14.0%
Maritime	Construction	289.9 M	32.6 M	11.3%
	Non-Construction	155.1 M	21.8 M	14.1%
Corporate	Construction	4.5 M	9.6 M	11.8%
	Non-Construction	15.6 M	66.5 M	26.4%
Economic Development	Construction	3.5 M	0.2 M	3.7%
	Non-Construction	23.6 M	3.9 M	24.8%

**Table 5e – Year-to-Year Port-Wide Construction and Non-Construction WMBE Percentages**

	2019	2020	2021	2022	2023
Construction	8.8%	8.6%	13.1%	8.5%	9.2%
Non-Construction	17.3%	20.3%	15.4%	15.7%	15.7%
<b>Total</b>	<b>11.3%</b>	<b>12.0%</b>	<b>14.0%</b>	<b>12.6%</b>	<b>12.4%</b>

**Table 6a – Year-to-Year Port-wide Construction Spend and WMBE Percentage**

	2019	2020	2021	2022	2023	Total
Total Spend (\$)	494.9 M	496.8 M	325.6 M	202.2 M	323.3 M	1,842.9 M
WMBE Spend (\$)	43.4 M	42.9 M	42.7 M	17.1 M	29.9 M	175.9 M
Percentage	8.8%	8.6%	13.1%	8.5%	9.2%	9.5%
Firm Count	102	118	101	90	93	222

**Table 6b – Five-Year Total Port-Wide Construction Spend and WMBE Percentage**

Procurement Type	Spend (Dollars)			WMBE %
	Total	WMBE	Non-Diverse	
Lump Sum	853.3 M	87.6 M	765.7 M	10.3%
Design Build	497.2 M	57.7 M	439.5 M	11.6%
General Contractor / Construction Manager	353.7 M	15.4 M	338.3 M	4.4%
TRA	89.8 M	2.4 M	87.4 M	2.6%
Small Works	24.4 M	8.2 M	16.1 M	33.9%
Job Order Contract	21.7 M	2.5 M	19.3 M	11.3%
On Call	2.8 M	2.2 M	0.7 M	76.4%
<b>Total</b>	<b>1,842.9 M</b>	<b>175.9 M</b>	<b>1,667.0 M</b>	<b>9.5%</b>

**Table 7a – Year-to-year Port-wide Non-Construction Spend and WMBE Percentage**

	2019	2020	2021	2022	2023	Total
Total Spend (\$)	209.7 M	202.5 M	206.4 M	275.7 M	303.7 M	1,198.1 M
WMBE Spend (\$)	36.2 M	41.0 M	31.9 M	43.2 M	47.8 M	200.1 M
Percentage	17.3%	20.3%	15.4%	15.7%	15.7%	16.7%
Firm Count	251	257	255	282	307	600

**Table 7b – Five-Year Total Service Agreement Spend and WMBE Percentage by Procurement Type**

Procurement Type	Spend (Dollars)			WMBE Firm #
	Total	WMBE	WMBE%	
Category I	6.1 M	1.7 M	26.9%	64
Category II	12.1 M	5.1 M	42.1%	63
Indefinite Delivery Indefinite Quantity	166.3 M	56.6 M	34.0%	130
Project-Specific	217.2 M	39.9 M	18.4%	130

**Table 7c/7d – Year-to-Year Personal and Professional Service Agreements Spend and WMBE percentage**

Service Agreement Type	Year	Spend (Dollars)			WMBE Firm #
		Total	WMBE	WMBE%	
Personal	2019	34.4 M	12.5 M	36.4%	65
	2020	30.9 M	10.0 M	32.5%	86
	2021	23.1 M	4.9 M	21.2%	86
	2022	21.5 M	5.7 M	26.4%	98
	2023	22.8 M	8.1 M	35.5%	102
	<b>Subtotal</b>	<b>132.8 M</b>	<b>41.2 M</b>	<b>31.1%</b>	<b>203</b>
Professional	2019	34.2 M	6.9 M	20.1%	49
	2020	47.1 M	10.7 M	22.8%	55
	2021	45.1 M	10.1 M	22.4%	74
	2022	67.0 M	14.8 M	22.0%	91
	2023	78.8 M	19.6 M	24.8%	96
	<b>Subtotal</b>	<b>272.2 M</b>	<b>62.0 M</b>	<b>22.8%</b>	<b>132</b>
All Service Agreements	2019	69.2 M	19.4 M	28.0%	
	2020	78.5 M	20.8 M	26.5%	
	2021	68.6 M	15.0 M	21.9%	
	2022	89.2 M	20.4 M	22.9%	
	2023	102.0 M	27.7 M	27.1%	
	<b>Total</b>	<b>407.4 M</b>	<b>103.3 M</b>	<b>25.4%</b>	



**Table 8a/8b – Year-to-Year Purchasing Spend and WMBE Percentage**

Contract Type	Year	Spend (Dollars)		WMBE%	WMBE Firm #
		Total	WMBE		
Goods & Services	2019	129.9 M	16.3 M	12.6%	84
	2020	113.3 M	20.0 M	17.6%	77
	2021	128.2 M	16.6 M	12.9%	73
	2022	174.4 M	22.5 M	12.9%	84
	2023	191.9 M	19.9 M	10.4%	106
	<b>Subtotal</b>		<b>737.7 M</b>	<b>95.3 M</b>	<b>12.9%</b>
Purchase Card	2019	10.7 M	0.5 M	5.0%	77
	2020	10.7 M	0.3 M	2.8%	61
	2021	9.6 M	0.2 M	2.4%	47
	2022	12.2 M	0.3 M	2.2%	42
	2023	9.7 M	0.2 M	2.0%	33
	<b>Subtotal</b>		<b>52.9 M</b>	<b>1.5 M</b>	<b>2.9%</b>
All Purchasing	2019	140.6 M	16.8 M	12.0%	
	2020	124.1 M	20.2 M	16.3%	
	2021	137.8 M	16.8 M	12.2%	
	2022	186.6 M	22.8 M	12.2%	
	2023	201.6 M	20.1 M	10.0%	
	<b>Total</b>		<b>790.6 M</b>	<b>96.8 M</b>	<b>12.2%</b>

**Table 9a/9b – Five-Year Total WMBE Dollars and Firm Count by Owner Characteristics**

Minority Status	Gender	WMBE (Dollars)	% of Total WMBE Dollars	WMBE Firm #	% of Total WMBE #
Minority	Female	24.6M	6.6%	85	10.7%
	Male	205.1M	54.6%	159	20.1%
	Unknown	11.2M	3.0%	48	6.1%
	<b>Subtotal</b>	<b>240.9M</b>	<b>64.1%</b>	<b>292</b>	<b>36.9%</b>
Non-Minority	Female	98.4M	26.2%	240	30.3%
Unknown	Unknown	36.6M	9.7%	259	32.7%

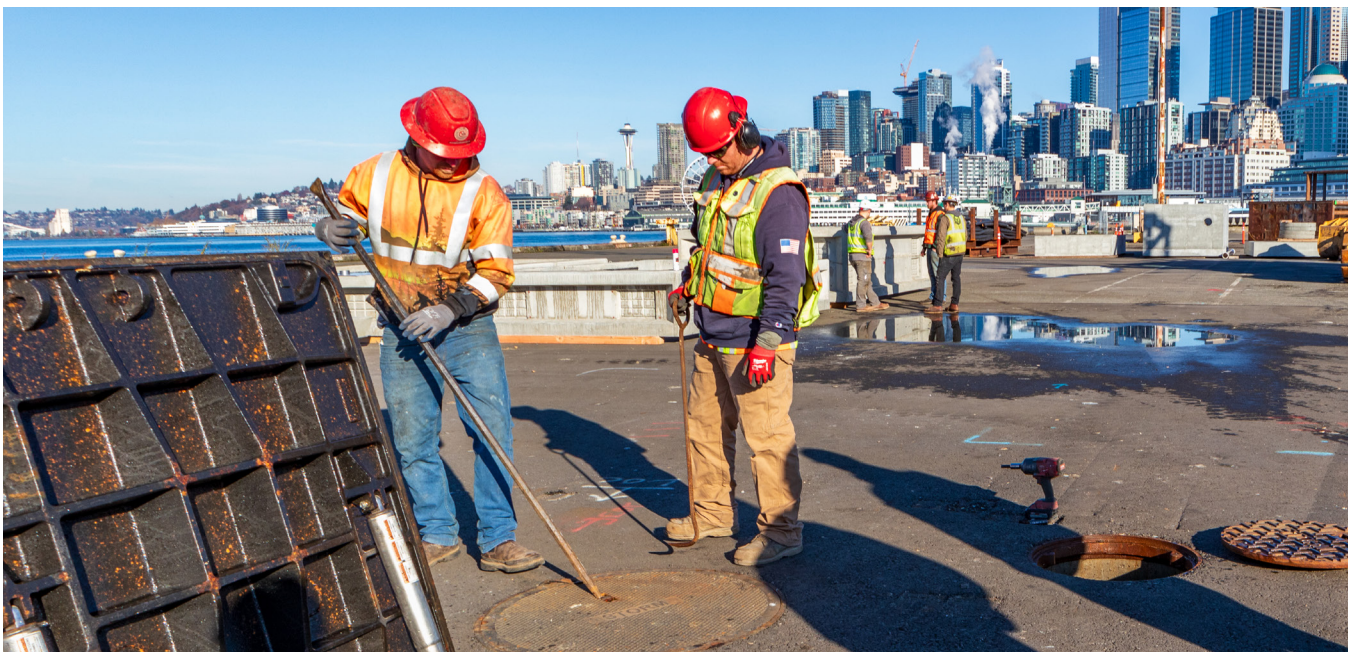
**Table 10a/10b – Five-Year Total WMBE Data for WMBE Firms with Known Ethnicities**

Ethnicity	WMBE Spend (Dollars)	% of WMBE Dollars with Known		% of WMBE Firm # with Known	
		Ethnicities	WMBE Firm #	Ethnicities	WMBE Firm #
Caucasian*	107.7 M	30.9%	261	47.3%	
Asian	64.5 M	18.5%	97	17.6%	
Native American	63.2 M	18.1%	33	6.0%	
Black or African American	61.2 M	17.5%	76	13.8%	
Hispanic	46.2 M	13.3%	67	12.1%	
Other Minority	3.8 M	1.1%	9	1.6%	
Multi-Racial	2.0 M	0.6%	12	2.2%	

**Table 11a – Five-Year Total WMBE Dollars by Ethnicity and Contract Type**

	Asian	Black or African American	Caucasian*	Hispanic	Multi-Racial	Native American	Other Minority	Total
<b>Construction</b>	27.3 M	6.1 M	54.5 M	24.9 M	0.1 M	50.4 M	3.8 M	167.2 M
<b>Purchasing</b>	14.6 M	46.5 M	21.7 M	2.3 M	1.1 M	5.6 M	0.0 M	91.8 M
<b>Service Agreements</b>	22.7 M	8.6 M	31.5 M	19.0 M	0.8 M	7.2 M	0.0 M	89.7 M
<b>Total</b>	<b>64.5 M</b>	<b>61.2 M</b>	<b>107.7 M</b>	<b>46.2 M</b>	<b>2.0 M</b>	<b>63.2 M</b>	<b>3.8 M</b>	<b>348.7 M</b>

\*Caucasian WMBE firms are WMBE firms owned by Caucasian Women



**Table 11b – Five-Year Total WMBE Firm Count by Ethnicity and Contract Type**

	Asian	Black or African American	Caucasian*	Hispanic	Multi-Racial	Native American	Other Minority	Total
<b>Construction</b>	25	17	103	26	2	18	5	196
<b>Purchasing</b>	36	29	76	17	7	10	4	177
<b>Service Agreements</b>	49	35	113	31	4	6	1	238
<b>Total</b>	<b>97</b>	<b>76</b>	<b>261</b>	<b>67</b>	<b>12</b>	<b>33</b>	<b>9</b>	<b>552</b>

\*Caucasian WMBE firms are WMBE firms owned by Caucasian Women

**Table 12 – Five-Year Total WMBE Firms Prime and Subcontracting Status**

Contract type		Total WMBE #	WMBEs who	WMBEs who	% of WMBE
			have been a prime once or more	have only been subcontractors	firms who have been a prime once or more
<b>Construction</b>		222	81	141	36.5%
<b>Purchasing</b>		207	31	176	15.0%
<b>Service Agreement</b>	<b>Personal</b>	203	160	43	78.8%
	<b>Professional</b>	132	70	62	53.0%
	<b>Subtotal</b>	301	223	78	74.1%
	<b>Total</b>	<b>791</b>	<b>330</b>	<b>461</b>	<b>41.7%</b>







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