

2022

MWBE Minority and Women Owned Business Enterprise ANNUAL REPORT



The ADA ramp at the Tacoma Nature Center was completed in 2022 by Bear Construction, Inc, DBE/MBE. The project included 89% MWBE utilization.



MINORITY AND WOMEN OWNED BUSINESS ENTERPRISE (MWBE)

2022 ANNUAL REPORT

Abstract:

Policy No. 200.023 was adopted in 2016. Per this policy Metro Parks Tacoma shall strive to attain an overall MWBE participation goal of 8% of public work construction dollars on projects exceeding \$20,000.

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Major renovations to the pier at Point Defiance Marina were completed by American Construction working with Associated Underwater Services, DBE/WBE. This project achieved 10% MWBE utilization.

METROPOLITAN PARK DISTRICT OF TACOMA

Established in 1907, by a vote of the people as a special purpose district responsible for parks and recreation programs. The District’s jurisdiction includes the City of Tacoma, the areas of Browns Point and Dash Point, and Northwest Trek Wildlife Park in Eatonville.

The District is governed by a five member Board of Park Commissioners who are elected by voters in Tacoma and parts of unincorporated Browns Point and Dash Point to serve six-year terms. The Executive Director is appointed by the Park Board as the agency’s chief executive officer who in turn appoints the organization’s Directors and Officers.

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EXECUTIVE SUMMARY

Policy 200.023 established goals for the Minority Women Owned Business Enterprise (MWBE) program to increase the opportunities for minority and women owned firms to participate in Metro Parks Tacoma contracts. The policy sets a goal of 8% of the value of public works contracts over \$20,000 awarded to MWBEs in a calendar year. In 2016-2019, MWBE participation data was tracked and reported annually, as per the policy's requirement. The 2020-2021 MWBE report expanded by including a five-year retrospective, detailed data analysis, work plan summary, relationship building, professional networking, and recommendations for 2022 as well as the utilization. This year's report provides an overview of the data on MWBE participation in 2022, the results of ongoing efforts, and recommendations for continued work in 2023.

In 2022, we exceeded our goal by 12%.

In 2022 MWBE firms were awarded \$2,024,479, representing 20% of all expenditures on public works projects over \$20,000.

New tracking and continued analysis included data such as 855 targeted solicitations sent, 6 of 52 of the bids we received for capital projects contracts exceeding \$20,000 were from MWBE general contractors, 12 different MWBE firms were utilized, 9 of 12 OMWBE firms were added to the Small Works Roster this past year, and other data further described in the report. The data collected for 2022 demonstrates an overall increase in utilization of OMWBE-certified firms. We are improving our ability to analyze the data from multiple perspectives, while remaining focused on the public works contracts that are specified in the MWBE policy. As we add program elements, we are diligent about engaging staff at every level to gather feedback on implementation and properly prepare staff to execute the new processes.

We reviewed **other factors** that may affect utilization such as the pandemic, our Capital Improvement Plan and the local procurement landscape.

Owen Beach access was completed 2022 by Wildwood Carpentry, LLC with Woodland Industries, SBE, Newell Brothers, SBE, and Carli Trucking, DBE/WBE.





Tacoma Nature Center ADA and building improvements were completed in 2022 by Bear Construction Inc., DBE/MBE, working with Apex Electric Group, LLC, ACDBE/DBE/MBE, and LAMB Contracting, LLC, DBE/WBE.

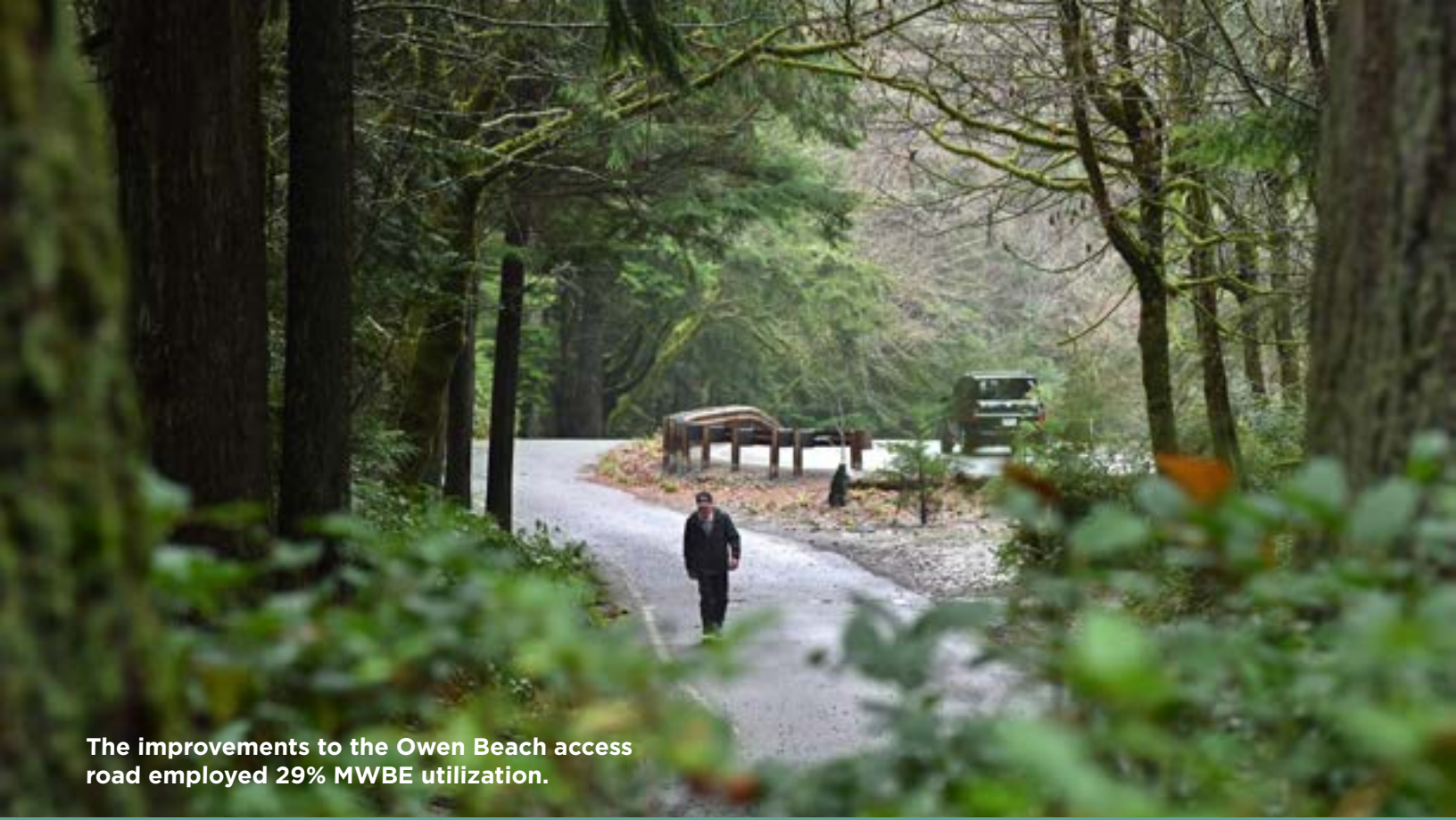
The 2022 program implemented recommendations from the 2020-2021 MWBE Report. These recommendations included outreach strategies such as bid outreach, pre-bid meetings, pre-construction meetings, and verification of MWBE utilization with contractors; network opportunities; updates to plans and processes; training; improved tracking; business case for inclusive procurement; and understanding concurrent efforts in the region.

[The 2020-2021 MWBE Report is available here.](#)

Recommended 2023 efforts include continuing the strategies implemented in 2022 and expanding the program. Expanded elements include working more closely with our A&E firms to identify methods that improve the accuracy of our outreach, increase verification of utilization with our contractors at “notice to proceed” and change orders, use a dashboard to report on utilization during the year in addition to our year end annual report, explore how we can increase utilization for public works contracts below the \$20K threshold, analyze spending habits for other contract types, increase participation in shared training efforts, increase participation in workforce development and foster relationships that will enable us to form focus groups to assist with policy updates.



We understand that our stakeholders want to see **MWBE program expansion** into areas of professional services and all types of vendors. To that end, we are beginning to expand data collection and staff engagement as we consider districtwide purchasing and potential opportunities for the MWBE program’s expansion. We refer to the type of staff engagement as “inreach” because it is accomplished in conjunction with our “outreach” processes.



The improvements to the Owen Beach access road employed 29% MWBE utilization.

INTRODUCTION

This report will cover the percentage of utilization from all public works contracts over \$20,000. Along with the numbers, we will provide narrative analysis of the data, which will include an overview of the program updates we have implemented in 2022. The final section of the report will detail the recommendations for workplan elements for the Equity Outreach Program.

POLICY REVIEW

According to Policy 200.023, **MPT shall strive to attain an overall MWBE participation goal of 8% of public work construction dollars awarded for projects exceeding \$20,000 including subcontractors.** Following an appropriate measurement and tracking period, but not longer than 12 months following the adaption of this policy (and every calendar year thereafter), staff will make a report to the Board of Park Commissioners regarding actual MWBE utilization for public work projects. The above goal may be revised by the Board following analysis of the report.” This report serves to fulfill this requirement and provide analysis that will allow for the goal to be revised when such revisions are appropriate.

This year the report will focus on the outreach program we have developed to meet the additional mandate in our policy: **“Metro Parks Tacoma staff shall establish a comprehensive program to ensure proactive outreach to minority and women owned businesses.”**

2022 DATA REVIEW

2022 utilization of OMWBE-certified firms is \$2,024,479 which is 20% of \$10,328,823, the total contract award for all public works contracts greater than \$20,000. This is a 17% and \$1,694,553 increase over 2021 utilization which was at 3% and \$329,926. It appears that outreach efforts have had a significant impact. As we investigate the results of this work, we are taking a multifaceted approach to define success.

Many of our projects are not as large as those of our partner agencies. As we look at new ways to measure and define success, we are cautious when it comes to comparison with partner agencies. Over the last year, we have begun to build a reputation among our peers and procurement experts as an entry point for contractors interested in government contracts.



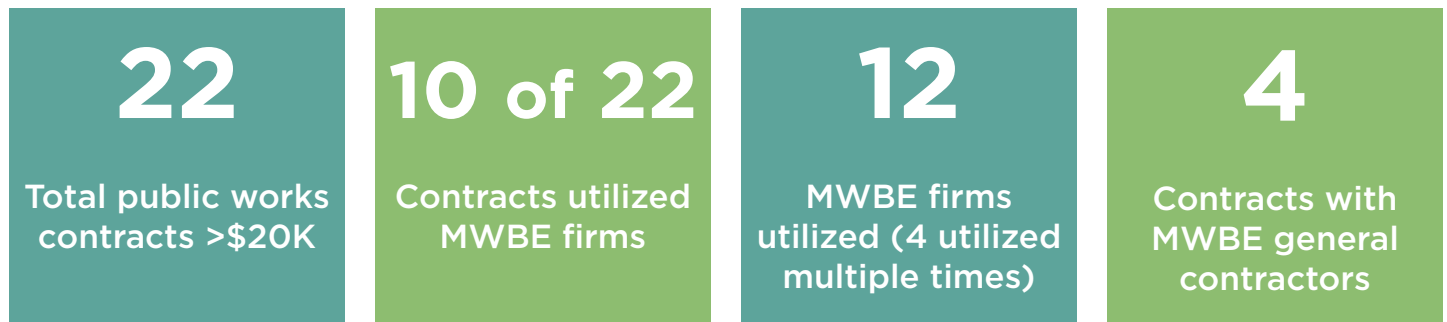
Figure 1: In 2022, **10 of 22** public works contracts that were awarded included utilization of OMWBE-certified firms.

In 2022, we identified additional data to track that helps define and measure the success of our efforts. In 2022, 14 public works contracts over \$20,000 were initiated. Of those 14, five included utilization of OMWBE-certified firms. Of the 22 contracts that were in process in 2022 (due to contracts that did not complete in the year they were initiated), ten included utilization of OMWBE-certified firms. These additional data points from 2022 further indicate the success of our outreach and allow us to monitor the effects of program elements at each stage of the contracting process:

2022 Outreach



2022 Utilization



NEW TRACKING IN 2022

Contracts at 100% MWBE Utilization

- **In 2022 there were 3 contracts at 100% MWBE utilization.** We looked at the contract types and discovered that two of these were maintenance contracts with a familiar firm.

Contractor	Contract Amount for 2022
Woodland Industries	\$93,080.37
Hunter's Tree Services	\$79,381.25
Hunter's Tree Services	\$40,721.98

- **Tracking Small Business Enterprises:** One of these firms, Woodland Industries, worked on our Wading Pool Demolition at Portland Avenue Park. Woodland is a certified Small Business Enterprise (SBE). In accordance with our policy, we focus on race and gender-based certifications. We have found, however, that it bears reaching out to SBE firms. Of the 358 firms we reached with targeted solicitations to bid or join the Small Works Roster, 206 were also certified as SBE.
- **Small Works Roster (SWR) Solicitations:** 2022 was the year that we sent targeted outreach and invited OMWBE-certified firms to join the SWR. Nine of the sixteen OMWBE-certified firms currently on the Small Works Roster (SWR) joined in 2022. Twelve total firms joined the roster in the past year, indicating that the bulk of the firms that joined in this time were OMWBE-certified firms. One of the contracts at 100% utilization was a Small Works Roster Contract that went to a firm that had recently joined the roster. This year's data set suggests that perhaps, smaller projects, like those with SWR contracts, can be self-performed by an OMWBE-certified firm. We will be watching closely to learn more about the benefits of participating in the SWR for OMWBE-certified firms.

Bid Types in 2022



Figure 2: Small Works Roster projects constituted one half of all bids in 2022.

OMWBE-Certified Firms as General Contractors

In 2022, two OMWBE firms were awarded contracts as general contractors. It is interesting to note that one of these firms was on two projects in two different capacities: as a subcontractor and as a general contractor. The total dollar amounts awarded to these firms are not always counted toward our utilization goal because they may have used subcontractors who were not certified. It is important to note that the total dollar amount was at their discretion. We adapted our tracking methods this year to calculate the total amount of work that was self-performed by OMWBE-certified firms. Differentiating between self-performance and the utilization of OMWBE-certified subcontractors is critical to our understanding of the real fiscal impact on the OMWBE-certified firms. We track this data for a better awareness of the potential for wealth building among these firms in particular.

Firm Name	Certification Type	Contract Award Amount
Bear Construction, Inc.	DBE/MBE	\$352,967.50
Woodland Industries	SBE	\$93,080.37

Contractors with Multiple Contracts

We know that some firms are looking to make government contracts a larger portion of their business. Tracking the firms that work with us frequently helps us identify both the type of work we need completed on a regular basis and the firms that are able to repeatedly fulfill those needs.

MWBE Firm Name	# of Contracts
Carli Trucking	2
Woodland Industries	2
LAMB Contracting, LLC	3
Hunter's Tree Services	2



Figure 3: Before and after: the removal of Portland Avenue wading pool was completed in 2022 by Woodland Industries, SBE, as general contractor. Utilization for this project was 100%.



Point Defiance Marina complex facility major renovations (boathouse building utility and facility repairs) were completed in 2022 by Westmark Construction Inc, with Mason Coatings, DBE/WBE, NC Structures, LLC, MBE, and LAMB Contracting, LLC, DBE/WBE.

Tracking Contracts Below the \$20,000 Threshold

In 2022, we chose to track every public works project regardless of whether it met the \$20,000 threshold in response to the interest in expanding the program and potentially updating the policy to account for projects under the threshold.

We issued 20 separate contracts that totaled \$198,396.77 that were under \$20,000. If our niche is to be a training ground for OMWBE-certified firms to learn government contracting, we may consider further research to determine the level of interest in smaller contracts in the future.

For example, Hunter’s Tree Service is one of our most consistent OMWBE-certified firms, contracting with us for over a decade. In recent years, they signed two-year contracts with each of the different departments: Parks & Recreation, PDZA, and Northwest Trek. Two contracts began under \$20,000 but a change order for the Trek contract was processed at the end of the year that increased the total amount and brought it over the threshold. This circumstance illustrated to us that the small contracts require our attention for two apparent reasons:

1. Some of our frequently utilized firms work on multiple small contracts in one year.
2. Data collection protocols need to account for the end-of-year or seasonal increases that affect our MWBE utilization goal.

General Contractors Aligning with our MWBE Priorities

It is important to continually identify new ways to diversify our spend of capital dollars on underutilized firms. Our strategy for this analysis has been to examine the dollar amounts and percentages that comprise our MWBE spending, then determine the general contractors with a proven track record hiring OMWBE-certified firms. In 2022, we saw an increase in the number of general contractors that requested technical assistance in soliciting bids from OMWBE-certified firms during their bidding process. This type of contact between the general contractors and potential subcontractors increases the likelihood of MWBE utilization, as well as expands the professional network regardless of the immediacy of the partnership.

For example, in 2022 we were able to work with a firm called Wildwood Carpentry on two separate contracts. On the first contract, they found success hiring OMWBE-certified subcontractors. We have reached out to them regarding their potential utilization of OMWBE-certified subcontractors on their current project and they confirmed they are attempting to do so. This kind of deliberate contact during the project demonstrates to our general contractors that we are available to provide technical assistance as they attempt to solicit bids from subcontractors.

OTHER FACTORS AFFECTING UTILIZATION

Selecting strategies to accommodate our specific contract environment will help us to build a successful MWBE program to serve the contractors who want to work with us. To build an effective contract equity program, we consider outside factors that affect the program focus and success, such as the availability of OMWBE-certified firms, the scope of our capital improvement program, the nature of our major maintenance needs, as well as our funding sources.

Beyond a Global Pandemic

We set the utilization goal at 8% of projects over \$20,000 in 2016 based on information from state and local disparity studies. This goal was based on the number of OMWBE-certified firms that were available but underutilized at the time of the studies. Six years later, a global pandemic has negatively affected many businesses, causing the permanent closure of many disadvantaged businesses. We know many disadvantaged businesses were hit hard by the pandemic. It will take time to understand the full impact of the pandemic on availability of OMWBE-certified firms as well as the extent of the current utilization gap. Our task now is to track participation in various program elements at each stage of the contracting process to locate the points where OMWBE-certified firms drop out of the process. This will enable us to learn the impact of these variables in order to set reasonable utilization goals that will have tangible impacts in this community.

Why the Capital Improvement Plan Matters

Developing a Capital Improvement Plan (CIP) steers outreach and efforts needed to meet utilization goals. Proper analysis and outreach preparation are critical to the implementation of an MWBE program that is aligned with the size and scope of the required bids. If our CIP includes projects that are more conducive to Small Works Roster than alternative contract delivery methods such as General Contractor/Construction Management (GC/CM) and Design/Build, then we will continue the outreach strategy that we have put in place in recent years. However, if projects on the CIP are better suited to alternative contracting methods, we will need to revise the outreach methods to continue to reach appropriate levels of OMWBE-certified firm utilization.

Understanding our Local Procurement Landscape

We want to look beyond the percentage that is used as the measure for success in our policy. We must set goals according to the availability of the OMWBE-certified contractors who want to work with us while we work on the projects that our constituents want us to complete. As we develop the program, we will gain a fuller understanding of the local procurement landscape. This data will serve as the foundation for all of our MWBE outreach efforts in the coming years. The focus of our data collection will be the capabilities of OMWBE-certified firms available for the current Capital Improvement Plan and the exact nature of the barriers that they encounter as they prepare bids, renew certification, or execute the contracts. This data and the reporting mechanisms we are building are the tools we will use to analyze the utilization gap that exists. When we know which OMWBE-certified firms are available and underutilized we will know where to focus efforts. We will then implement the program elements to meet the needs for our service area.

For example, we are tracking data that will show us the types of contracts that are most popular among OMWBE-certified firms, how often each OMWBE-certified firm works for us and whether we have general contractors who consistently work with OMWBE-certified firms.

2022 MWBE PROGRAM REVIEW

The 2020-2021 MWBE Report outlined recommendations that have directly informed our actions in 2022. These recommendations consisted of two categories: 1) external efforts and 2) internal efforts. In this section you will find information on the outcomes of these directives in 2022.

ESTABLISH AN OUTREACH STRATEGY

Bid outreach included posting our bids on the Washington State Office of Minority and Women Business Enterprise and contacting OMWBE-certified firms that are qualified for the types of work included in each bid. For Small Works Roster Bids, we took a two-pronged approach. We encouraged OMWBE-certified firms to apply to our Small Works Roster to bid the work directly. Then we worked to connect them with the general contractors who were eligible to bid the work to build the professional network for all firms on the Small Works Roster. For formal bids, outreach consisted of encouraging OMWBE-certified general contractors to bid and connecting non-certified firms with OMWBE-certified firms that preferred to work as subcontractors.

Pre-bid meetings allow for the Equity Outreach Program support staff to provide technical assistance to contractors. These are also networking opportunities for contractors to meet plan holders, connect general contractors to subcontractors, and meet the project designers, project managers and contract staff. In 2022, we were able to add standard verbiage to the meeting agendas for pre-bid, pre-construction and MWBE utilization verification interviews. We were also able to provide potential bidders with the information about the OMWBE-certified firms with capabilities that matched the trades required for the project. This enabled the general contractors to review the capability statement and commodity codes for OMWBE-certified firms, reach them for bids, and possibly hire them. Many general contractors are interested in hiring OMWBE-certified firms, but lack the knowledge needed to identify them. Pre-bid meetings gave us a venue to explain the OMWBE Directory of Certified Firms, which provided a solution to this problem. The technical assistance we provided during pre-bid phase introduced general contractors to the OMWBE directory and facilitated networking opportunities which, according to OMWBE-certified firms, often led to utilization.

Pre-construction meetings gave us the opportunity to delineate our MWBE program to the contractors before they begin work as well as outline the regional support that exists for all contractors who work with government agencies. We used these points of contact to verify utilization that wouldn't appear on the Washington State Department of Labor and Industries records and then explain our business case for the MWBE program and its positive impacts on local economic development.

MWBE verification interviews were an important new element. In 2022, we began confirming utilization with the general contractors at substantial completion. The verification interviews allowed us to gather data about the challenges and barriers contractors faced, adjust how we determine the utilization percent, and allow for a deeper dive into the dollars invested in OMWBE-certified firms.

1. **Recommendations for External Efforts**
 - » Establish an Outreach Strategy
2. **Recommendations for Internal Efforts**
 - » Update Plans, Processes and Targets
 - » Increase Staff Knowledge
 - » Improve Tracking
 - » Articulate the Business Case for Inclusive Procurement
 - » Understand Concurrent Efforts around the Region
 - » Undertake Participatory Policy Review
 - » Select and Implement Best Practices
 - » Continue Annual Reports with Narrative Analysis

FACILITATE NETWORKING OPPORTUNITIES

Clover Park School District, Federal Way Public Schools, and Tacoma Public school district worked with a contracted consulting firm called 828 to host Regional Equity Labs for Career Technical Education in the South Sound. These events were organized around a goal to “define and model partnerships between community, educational and industry” to reduce barriers to entry for “students furthest from educational justice” in Career Technical Education (CTE) and science, technology, engineering, and math careers. We participated in training on the topic of “fair chance hiring.” We heard about the specific barriers to entry that Black, Indigenous, and people of color (BIPOC) students face when they try to enter Career Technical Education pathways. We also connected with local industry and education professionals to learn about various strategies they use to support BIPOC students entering the trades through public school pathways. As a result of the work we accomplished with the Regional Equity Lab, we were able to connect our human resources department with local industry leaders and public school staff so that our agency could participate in a job fair for Career Technical Education in August 2022.

UPDATE PLANS, PROCESSES AND TARGETS

Process Mapping for the Outreach Elements

We needed a process map to illustrate to internal staff how MWBE outreach fits into the larger capital project process. Contract coordinators, project managers, and others can now see how MWBE outreach is involved from the beginning of a project through to project completion.

Figure 4: The MWBE outreach/inreach process map illustrates areas where the program elements sync with capital project processes.

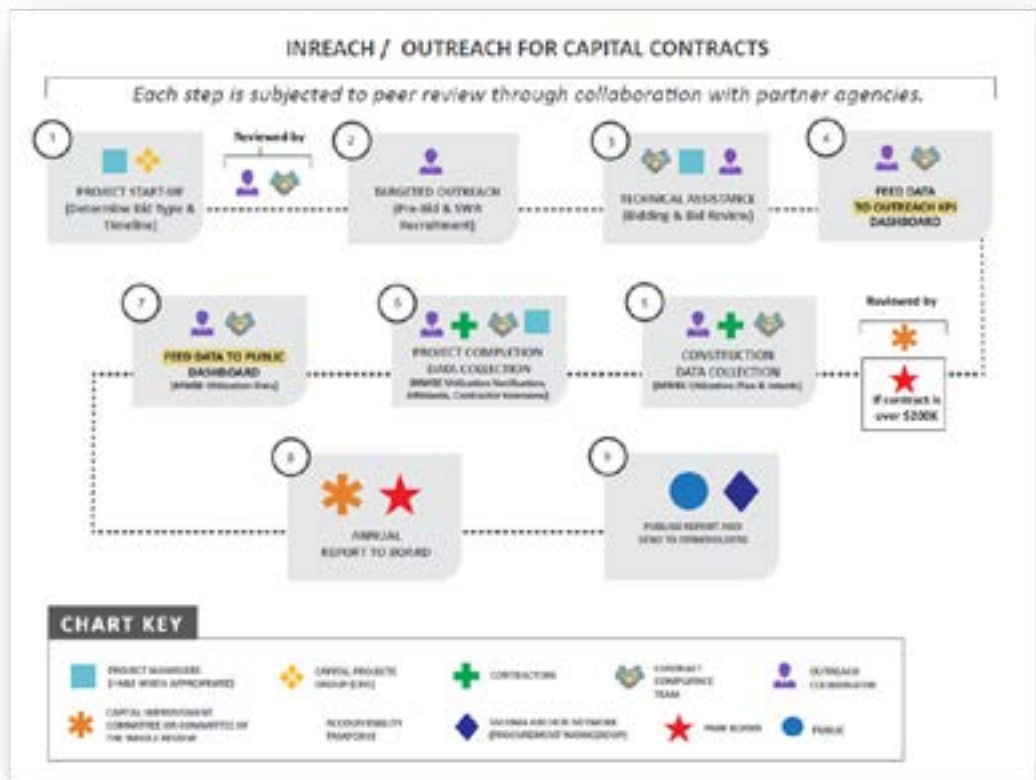




Figure 5: Major renovations to the pier at Point Defiance Marina were completed by American Construction working with Associated Underwater Services, DBE/WBE. MWBE utilization was 10% on this specialized work.

Contracts, Permits and Rental Systems Review

Staff have been collecting examples of vendor selection practices/preferences for culturally grounded events that align with best practices for contract equity. They have been charged with identifying methods for tracking vendor selection on contracts for goods, as well as professional and personal services.

Program managers have been asked to begin to define their priorities and articulate their protocols for procurement. They will continue to obtain quotes, using due diligence and commit to the price, fit for the program, and consider the mission, vision, values of the vendor whenever possible.

Creating Consistent Communication

We began to hear from staff at various levels and in different departments that they needed more information about contract timelines, requirements, and types. Staff are often expected to act as effective liaisons between a diverse group of customers/contractors/vendors and the contracts team. Any staff member interacting with public works contractors needs to have accurate information in order to respond to the needs of underrepresented or disadvantaged customers, contractors, and vendors in an equitable, consistent, and timely manner. To ensure that all staff are supported in this way as new program elements are launched, we provided key resources to staff, including the outreach process map mentioned above and monthly program updates.

We also tracked and increased participation in pre-bid meetings to facilitate efficient collaboration between staff and bidders in contract execution. These meetings provided valuable networking opportunities for general contractors and sub-contractors. As the MWBE program elements were an important part of the meeting agenda, we devised targeted outreach strategies to increase participation and provide increased incentive to attend meetings. We partnered with our staff, seeking to understand the impacts of the process elements. After piloting these program elements, we are now in a better position to assess their cost and benefit.

CIP Review

We are preparing to understand the relationship between the Capital Improvement Plan and potential MWBE utilization by collecting data on frequently used trades. We have been building a system that allows us to work with cost estimation professionals to properly assign codes that we use to search the Washington OMWBE Directory of Certified Firms. This has improved our targeted solicitations. The queries synthesize the relevant information about the firms, including contact information and capability statements. In 2023, we plan to make recommendations based on this information and identify OMWBE-certified firms available to do the work we need most often in order to create focused goals and strategies.

2022 Utilization

MWBE Utilization vs. Total Award

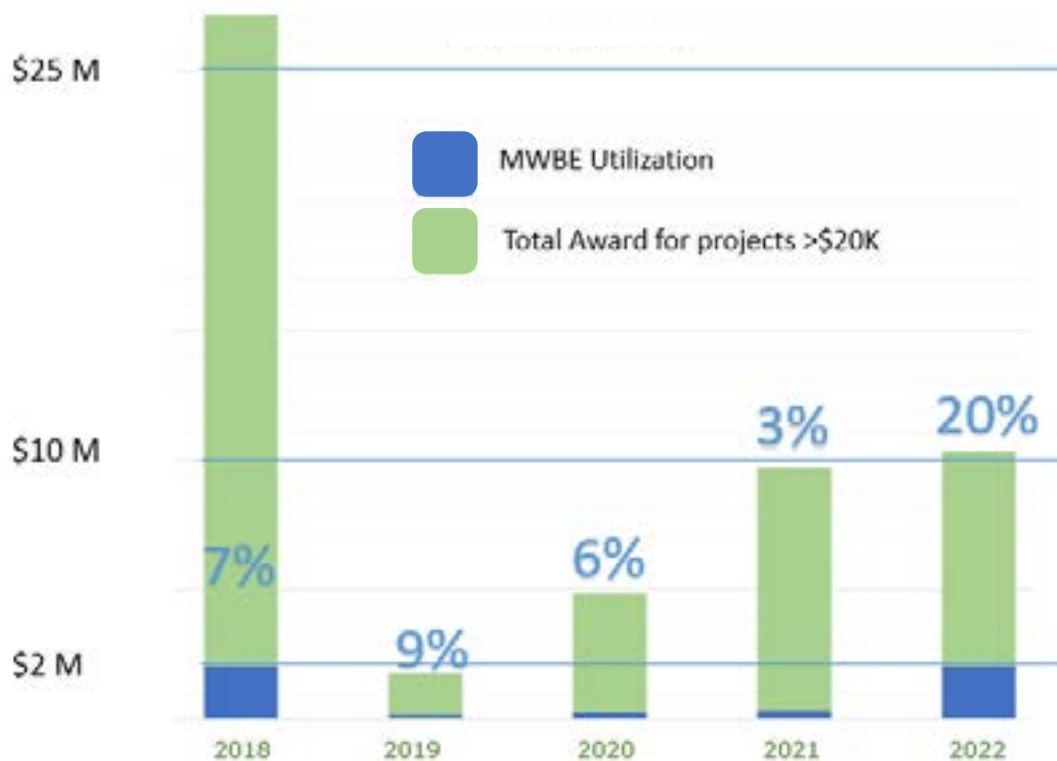


Figure 6: A five-year comparison demonstrates recent growth and 2018 as the most recent year that we were able to reach \$2 million dollars in MWBE utilization.

When we were able to forecast the size of the projects, the funding sources that may require utilization, and the feasibility of alternative contract delivery methods (GC/CM or design build), we could adjust our goal and the strategy for meeting that goal. The type of work required and the availability of firms capable of that work directly will inform our goal and strategy development. In preparation for the next capital bond program, we have been implementing best practices for a wide range of projects.

According to disparity studies from the City of Tacoma and the State of Washington, the use of available certified firms and the use of available non-certified firms are unequal. In other words, the issue is not a shortage of available firms. The available certified firms were underutilized regardless of the amount of work or the amount of funding for capital projects.

It's important to compare 2018 totals to the 2022 totals. In 2018, we had three large projects using GC/CM, an alternative contract delivery method, that allowed more flexibility to meet our utilization goal. In 2022, we did not have projects at that scale to be able to use alternative contract delivery methods. Nevertheless, we exceeded our goal. Moreover, the total dollar amount that went to MWBE is comparable to the dollar amount spent on OMWBE-certified firms in 2022 even though the total public works awards were much higher in 2016 and 2018. In 2018, we awarded about \$27 million in total and about \$2 million of that went to mwbe-certified firms. In 2022, we awarded about \$10 million in total and about \$2 million of that went to OMWBE-certified firms.

INCREASE STAFF KNOWLEDGE

MWBE Program Guide

The MWBE Program Guide can be used as a guide for all contracts and capital planning team members to familiarize themselves with the program elements and procedures of our MWBE policy. The current draft is out for comments with plans to be in circulation in 2023. This is part of a coordinated effort to keep the contracts and finance team updated on established protocols and best practices. We want to create consistency to ensure that all our clients and contractors receive the same high-quality customer service.

Training Completed in 2022

Training opportunities for MPT staff are offered through Procurement Technical Assistance Center (PTAC), Municipal Research and Services Center (MRSC), Department of Enterprise Services (DES), and Washington State Office of Minority and Women Owned Business Enterprise (OMWBE). We participated in the training to remain informed of best practices and familiarize ourselves with the resources that are available for OMWBE-certified firms. We also participated in training on conducting business with various agencies when offered by Tacoma Anchor Network (TAN) or Joint Municipal Action Committee (JMAC) participants in order to stay updated on their protocols as they host annual events for contractors. Below is the full list of training completed in 2022:

- US Chamber of Commerce, Equality of Opportunity: Global Strategies for Minority Owned Businesses
- The Women’s Bureau, US Jobs and the Economy: Advancing Equity for Latinas in the Workplace
- How to Do Business with the City of Tacoma
- MRSC Training: Procurement Series
- MRSC Training: Meaningful Outreach
- OMWBE Training: Forecasting, Public Facing Data Collection
- OMWBE Training: Inclusion Plan Workshop
- OMWBE Training: Internal Processes Workshop
- EAN Indigenous Participation Workshop with Sauncha Romey, Tahoma Indian Center
- DES/OMWBE Access Equity Tracking Tool Training
- University of Washington Supplier Orientation Events



Figure 7: We use the data provided by Washington OMWBE training for Access Equity to understand the context of the MWBE program’s work.

IMPROVE TRACKING

Key Performance Indicators (KPI) Tracker

Project Name	Bid Certification Date to (MWBE) Certified Firms	# of Solicitations sent to (MWBE) Certified Firms	MWBE Certification Types Included	Pre-Bid Meeting Date	Total # of Firms at Pre-Bid Meeting	MWBE Certified Firms at Pre-Bid Meeting	Bid Due Date	Total # of Bids Received	# of (MWBE) Certified Firms Bids Received	Approval
Public Parking Improvements in Bid	08/04/22	04		08/04/22	1	1	08/11/22	0	1	Approved
Portland Avenue Community Center Fire Remediation	08/02/22	05		08/11/22	2	0	08/23/22	2		Worked
Seawall Repair/Pool Improvements	08/10/22	122		08/17/22	1	0	07/28/22	1	0	Top Paid Bid (TPC)
Seawall Repair/Pool Repair project	08/02/22	25		08/10/22	0	1	08/02/22	0	0	Under Way
Sea Pier		0		08/02/22	0	0				Under Way
Sea Station Park Improvements	08/11/22	79		08/25/22	0	1	08/18/22	0	1	Best Cost Group
P. D. Lund Hall and adjacent street	08/23/22	00		08/31/22	10	3	08/27/22	7		Sound By
Seawall Park	08/10/22	221		08/23/22	10	2	10/14/22	0	0	Under Way
P. D. DeForme Recreation Bridge Demolition	08/16/22	25		08/17/22	0	0	08/16/22	0	0	Under Way

Figure 8: The MWBE outreach KPI tracking tool provides important data on our progress and accomplishments.

We wanted to focus on the most successful strategies, but we needed to understand our metrics for success. We selected Key Performance Metrics to better understand the Key Performance Indicators (KPIs) once we have a sufficient data set. To do this, we created our KPI Tracker tool to house data and interact with data analysis and presentation tools.

Our KPI Tracker now feeds directly to our MWBE Outreach dashboard to show outreach statistics in real time. We tracked the outreach completed for each bid, telling us if the outreach affected participation in bidding, execution, and cost-savings. This tool helped us to respond to anecdotal evidence with statistics and evidence. For example, we heard the OMBE firms cannot compete in a low bid environment. We also heard that lowest bids may have an increased potential to include change orders that increase the time or cost of the project. We believe this data will show where participation increases or decreases at each point in the process. We look forward to using this data to identify the exact location of the barriers to entry and reducing those barriers.

New Data Points in the KPI Data Tracker Include:

- Number of OMBE firms that participated in pre-bid meetings and submitted bids as general contractors
- Cost differences between OMBE bids and other bids
- Cost difference between a higher MWBE bid and a lower non-certified firm's bid that was followed by cost increases over the life of the project
- The frequency at which low bids from Disadvantaged Business Enterprises (DBE) are followed by change orders or timing delays
- The frequency that we solicit a type of work or a specific firm
- Number of solicitations sent and the return on the time investment

MWBE Outreach Dashboard

The MWBE Outreach Dashboard allows for periodic monitoring of outreach efforts. Data collection, data entry, and live update protocols are under development as we add staff to the finance and data analytics teams. This tool is one way to increase transparency and we look forward to collecting feedback on the metrics that matter to our stakeholders.

This dashboard helped us track important details we had not tracked before. For example, in the future, we will be able to track the use of various contract types such as Small Works Contracts that draw from our Small Works Roster. This roster is an important tool for smaller contracts. If we can increase the number of MWBE firms that are on this roster, then we will have a better chance of utilizing MWBE firms overall.



Figure 9: The MWBE outreach dashboard was a useful tool in understanding the impact of proactive communication.

ARTICULATE THE BUSINESS CASE FOR INCLUSIVE PROCUREMENT

We know questions will arise about the fiscal reason for our investment in our MWBE program. In addition to the staff time invested in the MWBE program, we can foresee rising construction costs associated with all projects and we are creating our program to account for these costs. There are two main benefits associated with these costs coming into view. First, we may be able to increase the competition that will drive down the bids we receive on various projects. Second, we know there is a larger economic benefit for the county and south sound region as we invest public works dollars in the local economy. We have relied on the Office of Business and Economic Development at the City of Tacoma to gain an understanding of the economic impacts of the various contract equity measures they are working on and how we can participate in these efforts through our MWBE program. They are working closely with us as we define the boundaries around “Local Procurement” because we share their interest in community wealth building for Disadvantaged and Underutilized Business Enterprise (DBE and UBE). The MWBE program at Metro Parks inherently supports local procurement because research shows that a growing portion of our local workforce is comprised of minority and women entrepreneurs.

As you will see in the following section of this report, our work with Joint Municipal Action Committee (JMAC) and Tacoma Anchor Network (TAN) is an extension of this city-wide effort. Through our work with City of Tacoma, JMAC and TAN, we have been able to name our unique role as an entry point into government contracting among partner agencies. Our work around regional economic development is a vital part of understanding the cost/benefit of our MWBE program. As part of this goal, we aim to include a comment about the business case for the MWBE program when we update the MWBE policy.

UNDERSTAND CONCURRENT EFFORTS AROUND THE REGION

Joint Municipal Action Committee + Tacoma Anchor Network

Metro Parks is an active participant in a pair of regional collaborations that are engaged in efforts to align work to achieve common goals for the community.

The Joint Municipal Action Committee (JMAC) was established in the mid-1970s for elected officials representing different governmental organizations to share information and collaborate. Its members are the City of Tacoma, Metro Parks Tacoma, Tacoma Public Schools, Pierce County, Port of Tacoma, Puyallup Tribe of Indians, Pierce Transit, and the Tacoma-Pierce County Health Department.

The 2020 crises of the COVID-19 pandemic along with the acknowledgement of systemic racism prompted JMAC members to seek innovative solutions that create a resilient, anti-racist community by focusing their collective work under three strategic themes:

- **Justice, Equity, Diversity, & Inclusion (JEDI)** – innovation in this area reduces systemic racism, sexism, and other biases that hold our community back.
- **Public Health and Safety** – innovation in this area reduces vulnerability to health, wellness, and safety challenges.
- **Community Wealth Building** – innovation in this area aids local entrepreneurship and wealth accumulation – especially for sectors of the community traditionally excluded from wealth building opportunities – and stems the losses that come with competing over national corporate employers.

The Tacoma Anchor Network (TAN) was established by the City of Tacoma in 2018 to support the community priorities identified in the City’s 2025 strategic planning process. It seeks to increase coordination among Tacoma’s place-based institutions in order to create a new normal for how business is done by leveraging institutional assets to address economic, social, and racial inequities. TAN’s 14 members work collaboratively to keep resources circulating locally and ensure that all people who live here can work here, and all people who work here can afford to live here. TAN has established staff workgroups to address procurement, healthcare careers pathways, and affordable housing.



Tacoma Anchor Network Vision

The Tacoma Anchor Network is creating a new normal for how business is done by leveraging institutional assets to address economic, social, and racial inequities. We work collaboratively to keep resources circulating locally and ensure that all people who live here can work here and all people who work here can afford to live here.

Tacoma Anchor Network Mission

Strengthen interconnectedness & collaboration between institutions in order to

- Increase contract and procurement spending with local businesses, with an emphasis on minority- and women-owned business
- Increase the number of living wage jobs available to Tacoma residents in key industries, and increase access to those jobs by removing systemic barriers
- Increase the amount of place-based investment that focuses on social and economic disparities in Tacoma
- Advance policy at a local, regional, and state level that enables anchor institutions to more effectively use their economic resources to meet needs identified by residents

Figure 10: The Tacoma Anchor Network vision and mission help MPT honor our anti-racist commitments.

A key distinction between the two groups is that JMAC’s elected officials oversee policy, while TAN’s staff work groups are deeply engaged in operations and implementation. JMAC’s policymakers are closely tracking TAN’s procurement staff work group, which seeks to identify ways to increase contract and procurement spending with local businesses.

This year the Equity Outreach Program Coordinator co-facilitated workshops at two day-long workshop events for TAN, as well as co-facilitated monthly meetings of the Local Procurement Landscape (LPL) Working Group. The current projects coming out of the LPL include sharing tracking strategies for key performance indicators so that we can collect enough data to measure the success of regional efforts and compare expertise. The group is working toward collaborative outreach events and creating consistent user experiences across agencies for contractors. There is also interest in a charter document to guide collaboration of a government subgroup of the TAN LPL.

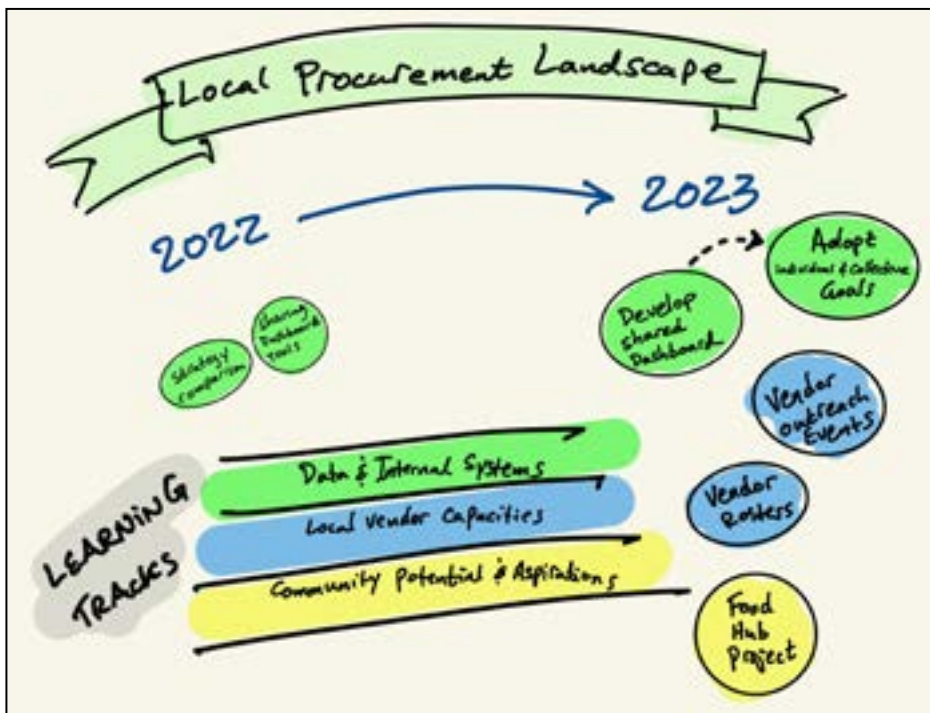


Figure 11: Year-end summary from Tacoma Anchor Network’s Local Procurement Landscape group. We anticipate this group will help Metro Parks to implement contract equity strategies and keep pace with regional efforts.

UNDERTAKE PARTICIPATORY POLICY REVIEW

We were able to conduct interviews with stakeholders in 2022 and gauge interest in policy development. In 2023-2024, Metro Parks will be reviewing all policies including MWBE Policy No. 200.023. Our chief equity officer, Norinda Rosario Yancey, asked us to review the Equity Analysis Tool for this purpose. In preparation for policy review, we want to determine the feasibility of using an external focus group to reach beyond the in-house expertise.

SELECT AND IMPLEMENT BEST PRACTICES

Peers in procurement have launched efforts through Tacoma Anchor Network to survey participants about the contract equity practices they have implemented. Practices such as pre-bid outreach, vendor fairs, adjusting bid bond requirements on smaller projects, processing pay applications in a timely manner, unbundling large contracts, and using collaborative networking events to increase Small Works Roster participation are all in use around the region. Our contracts team has increased focus on pre-bid and pre-construction meetings, adjusted bid bond requirements, tracked L&I filings, and worked closely with contractors on compliance. All these efforts have been enacted to ensure that pay applications are complete and can be processed expeditiously. As we have continued to work with peers, we have learned from their experiences, which has informed the development of these practices.

CONTINUE WITH ANNUAL REPORTS THAT INCLUDE NARRATIVE ANALYSIS

One of our program goals for 2022 was to publish a report that would provide a look at the first five years of policy implementation. An examination of the first 5 years was critical to our ability to make informed decisions about the next right steps as we build the program.

The narrative analysis in this report covers both the numbers and the strategic direction the program will take as we expand and create increasingly meaningful goals. We met our 8% goal for utilization. We believe this success was in part due to focused efforts on outreach. We note that this goal was established in 2016. Further investigation and updated statistics may lead to an adjustment of this goal in the future. Agencies with goals like ours may be reporting success to varying degrees, but they are employing deeper analysis to redefine success according to the current contracting environment. They are listening to the narrative around disadvantaged business enterprises because they want to increase accountability to their stakeholders. In other words, there is a regional effort to update metrics and in-depth analysis in our service area.

We hope the narrative analysis of the utilization and the outreach provided in this and subsequent reports will demonstrate the results of our efforts to follow through on the recommendations and complete the tasks that support the stated goals. In the future, the narrative analysis will be increasingly valuable as we work to identify the inclusion strategies that go beyond utilization percentages to capture how we are learning, implementing changes, and engaging the stakeholders directly affected by our program elements.



The Brown's Point tennis court improvement project was completed by Beisley Enterprises, LLC with Carli Trucking at 1% utilization.

RECOMMENDATIONS FOR 2023 WORK PLAN

Continue Current Efforts

We recommend continuing the following efforts described in the 2022 Program Review Section:

OUTREACH STRATEGIES

- » Bid Outreach
- » Pre-Bid Meetings
- » Pre-Construction Meetings
- » MWBE Verification Interviews

NETWORK OPPORTUNITIES

- » National Association of Minority Contractors
- » Minority Business Development Association

INCREASE STAFF KNOWLEDGE

- » Training
- » Refine Processes

TRACKING DATA

- » Outreach KPI's and Dashboard
- » Track Additional Data Points and Analysis
- » Provide Narrative Analysis for Various Data Collection

UNDERSTAND CONCURRENT EFFORTS

- » Joint Municipal Action Committee (JMAC)
- » Tacoma Anchor Network (TAN)

Government Subgroup of the Tacoma Anchor Network, Local Procurement Landscape Working Group

Government subgroup of the Tacoma Anchor Network Local Procurement Landscape began working on a project charter to guide our efforts. We see opportunities for this sub-group of the Tacoma Anchor Network Working Group to collaborate to create consistency and efficiencies. We are hoping to share tracking systems, leverage collaboration to build our Small Works Roster, explore shared rosters, provide training and networking opportunities, and help DBEs compare the type of government contracts available.

Figure 5: South Pacific Aquarium (SPA) exhibit improvements were contracted in 2022 to Pease Construction Inc. LAMB Contracting, LLC, DBE/WBE, served as a subcontractor, leading to 4% MWBE utilization for this project.



New Efforts

1. INCORPORATE USE OF NAICS CODES FOR TARGETED OUTREACH

Last year we studied the use of standard codes that would improve the accuracy of our searches in the Washington OMWBE Directory of Certified Firms. Project managers, cost estimators, and the architecture firms that we work with are in favor of learning to use these codes. We are implementing the changes to the contracts with our architecture and engineering firms that will make these codes part of our standard operating procedures.

2. INCREASE MWBE VERIFICATION TOUCHPOINTS

Until now, our program assumed that the most important part of contract equity happened before the contracts were signed. In 2022, we learned that there is evidence to the contrary as we verified utilization at substantial completion. At bid, the MWBE Utilization form- submitted as part of the bid proposal- is not usually a true reflection of what the utilization will be. General Contractors don't tend to focus on utilization until after the contract is awarded. In 2023, we plan to add additional touchpoints at several steps in the contract process: notice to proceed, change orders, and continue at substantial completion. We expect the added touchpoints will allow us to track utilization in real time. Continued support from MPT staff will also be key, and it is important that staff are available to visit job sites and reach out to the general contractors throughout the life of the contract to ensure that the firms have the support they need. Both the certified and non-certified firms struggle to provide the required documentation for timely compensation, and need support to navigate complex change orders and other challenging conditions while they execute the contract. We need tracking improvements that will allow our data to tell the whole story of utilization. The report we publish at the end of each year is a snapshot of utilization, but it will only be as comprehensive as our data collection allows. Consistent tracking and monthly updates allow us to understand the big picture as we provide an entry point into government contracting for a variety of disadvantaged business enterprises.

3. EXPAND THE DASHBOARD TO SHOW UTILIZATION THROUGHOUT THE YEAR

Historically, we collect the data and complete a report at the end of the year. However, we believe it would be beneficial to monitor and assess our progress in MWBE utilization throughout the year. We will develop a process to know our utilization at any point in time. Our MWBE utilization table will be updated consistently and will also feed directly to our dashboard to show relevant utilization statistics, allowing us to understand our progress at any point in the year.

4. REVIEW AND ADJUST SPENDING HABITS ON PUBLIC WORKS CONTRACTS LESS THAN \$20,000

We have begun tracking utilization on all public works contracts, including those below our tracking threshold of \$20,000 mandated by the MWBE policy. Those contracts under \$20,000 are discretionary and are not subject to the typical low bid requirement. We will start to train contract coordinators and staff who request this type of contract on the data we are tracking, how they can support the program expansion into this area of contracting, and how it will benefit their departments. Contract coordinators are eager to understand how the 2023 workplans will be part of economic development and contract equity goals. We will use the information they provide to develop tracking systems for discretionary spending or projects that are not subject to formal or Small Works Roster bids protocols. Our next steps will be to develop tracking methods, assess the available opportunities, and then train staff to optimize these opportunities. This will serve as a pilot for other contract types.

5. START TO ANALYZE THE SPENDING HABITS AND DEVELOP THE PROCESS FOR OTHER CONTRACT TYPES

Contracts are currently categorized by the dollar amount and type. Our policy uses \$20,000 as a threshold for tracking and focuses on public works contracts. Discretionary spending limits allow us to contract with materials and equipment suppliers and professional service providers up to \$50,000. Analysis of the spending trends will reveal any utilization disparities in these contract areas. Once we have this data on discretionary spending, we can begin development of equity outreach and tracking strategies to accommodate each department. We can also determine next steps which may include revising the policy and expanding the scope of the program. Subsequent efforts would include training staff to use the data collection processes and outreach strategies to develop and create sustainable and equitable relationships with a diverse group of contractors. Any staff member who purchases materials, supplies, or equipment or requests contracts would then be able to implement equity outreach and tracking strategies that work for their particular purchase and department.

6. INCREASE PARTICIPATION IN SHARED TRAINING EFFORTS

The Local Procurement Landscape (LPL) Working Group of the TAN advises that we host several MWBE training and networking events each year to accommodate construction or vendor schedules. Pierce Transit, City of Tacoma, University of Washington, and Tacoma Public School District each hold training and networking events and we should be providing similar opportunities. These should also be events of various sizes and provide different types of information. We are looking forward to collaborating with TAN partners to execute these training events in 2023.

7. INCREASE PARTICIPATION IN WORKFORCE DEVELOPMENT

- **Job Fairs:** Networking events and job fairs of various sizes are hosted by agencies and construction firms around the South Sound region. Some of the events are annual, such as the Regional Contracting Forum. We have been invited to participate in several over the course of 2022 but were unable to participate due to timing constraints. We look forward to joining the efforts of our TAN partners and others in 2023.
- **Career Technical Education Support (CTE):** CTE support is a growing concern among our peers. We learned about this issue from our participation in Equity Labs around the region. We look forward to working across departments and agencies to provide career pathways for school-age children, disadvantaged community members, and an alternative workforce.

8. FOSTER RELATIONSHIPS THAT ALLOW FOR PARTICIPATORY POLICY REVIEW OF MWBE POLICY AND GOALS

Convene a Focus Group to Advise on Policy Updates

As previously stated, our goals are adjustable. Our policy itself is ready for adjustments. We have heard from stakeholder interviews that there are simple measures we can take to dismantle barriers to participation. For example, one Disadvantaged Business Enterprise (DBE) owner informed us that the bid bond on a Small Works Roster project posed a hardship for his firm, and he asked if the bid bond was, in fact, necessary. We discussed the question with contract staff and legal counsel and discovered that waiving the bid bond does not pose an increased risk on certain small projects. We will continue to document the decision-making process to track the frequency of this practice and we will assess the cost and benefit to MWBE firms.

As we anticipate updates to our policy, **we recognize the need to gain external feedback through a focus group comprised of community members.** Peer review is possible through

our agency partners, but the contractors and the community partners that provide technical assistance and certification support are also willing to provide feedback. We have learned the costs and benefits of taskforces or commissions through observation of Tacoma Public Schools and the City of Tacoma. Armed with this knowledge and the need we see in this sector, we look forward to building on the peer review processes and adding the voices of stakeholders, contractors, advocates, and others to this conversation in 2023.

In the previous report we recommended conducting research into participatory policy making. Our findings uncovered a potential to use participatory practices even now as we continue our investigation and data collection.

The markers of a participatory research process include but are not limited to:

- Dialog with community members
- Culturally informed or place-based interactions
- Considering lived experiences, stories as the trustworthy data source
- Reciprocity
- Co-ownership of the data as an asset



ADA-compliant access to the Tacoma Nature Center, completed in 2022 by Bear Construction, Inc, DBE/MBE, who acted as general contractor and performed 76% of the contract amount.

APPENDIX

2022 MWBE Utilization: [Page 25](#)

**Metro Parks Tacoma 2022 Public Works Awarded Contracts
>\$20,000 MWBE Utilization Report**
As of March 6, 2023

Contract No.	Project Name	General Contractor	GC MWBE Type	2022 Contract Total w/o Sales Tax	MWBE Firms Utilized	2022 MWBE Utilization	Percentage MWBE
202137J*	Seymour Conservatory Rehabilitation	Pease Construction	N/A	\$34,766.00	N/A	-	0%
202158J*	NW Trek Tram Station	Lake Tapps Construction	N/A	\$60,909.30	N/A	-	0%
2021145J*	McCarver & Wright Parks Playground Resurfacing	Playcreation Inc	N/A	\$2,484.00	N/A	-	0%
202186J*	Browns Point Tennis Court Improvement Project	Beisley Enterprises LLC	N/A	\$5,200.00	Carli Trucking (Sub-Looker)	\$2,066.50	1%
2021128J*	PDMC Major Renovations-Pier Work	American Construction	N/A	\$544,255.56	Associated Underwater Services	\$56,246.25	10%
2021127J*	Pt. Defiance Sanitary Sewer Lift Station	Award Construction	SBE	\$545,887.23	Award Construction Taurus	\$360,883.00 \$37,830.20	66% 7%
202169P*	Tree Service Projects	Hunter's Tree Service	DEB/MWBE	\$79,381.25	Hunter's Tree Service	\$79,381.25	100%
202176T*	Tree Service Projects	Hunter's Tree Service	DEB/MWBE	\$40,721.98	Hunter's Tree Service	\$40,721.98	100%
202236J	Owen Beach Access	Wildwood Carpentry LLC	N/A	\$295,739.00	Woodland Industries Newell Brothers Carli Trucking	\$33,090.00 \$52,920.70 \$1,187.40	11% 18% 0%
202254J	Portland Avenue Wading Pool Demolition and Stabilization	Woodland Industries	SBE	\$93,080.37	Woodland Industries	\$93,080.37	100%
202275J	PDMC Major Renovations-Boathouse Buildings Utility and Facility Repairs	Westmark Construction Inc.	N/A	\$2,013,684.57	Mason Coatings NC Structures LLC LAMB Contracting LLC	\$119,000.00 \$431,812.00 \$244,680.00	6% 17% 10%
202291J	Tacoma Nature Center Building & ADA Improvements	Bear Construction, Inc.	DBE/MBE	\$352,967.50	Bear Construction, Inc. Apex Electric Group LLC LAMB Contracting LLC	\$269,060.83 \$5,266.84 \$40,190.00	76% 1% 11%
202292P	Splashpad & Pool UV Filtration	Aquatic Speciality Services Inc.	N/A	\$30,343.34	N/A	-	0%
2022103J	SPA Exhibit Improvements	Pease Construction Inc.	N/A	\$3,612,395.79	LAMB Contracting LLC	\$157,061.48	4%
202238J	NW Trek Asphalt Project	Asphalt Patch	N/A	\$45,600.00	N/A	-	0%
202253J	PDZA Arctic Fox Exhibit Improvements	Concrete Solutions LLC	N/A	\$81,492.12	N/A	-	0%
202284J	SERA Playground Resurfacing	Playcreation	N/A	\$260,299.41	N/A	-	0%
2022112J	PDZA Painting Improvement Project	Realfine Painting LLC	N/A	\$178,053.63	N/A	-	0%
2022117J	Emergency Threat MM	Sound Security, dba Sonitrol Pacific	N/A	\$37,615.01	N/A	-	0%
2022180J	Portland CC Fire Repair	Asher Construction	N/A	\$68,000.00	N/A	-	0%
2022185J	Pt. Defiance Loop Trail Phase I	Sound Pacific Construction	N/A	\$1,267,337.00	N/A	-	0%
2022186J	Gas Station Park Improvements	Wildwood Carpentry	N/A	\$678,610.00	N/A	-	0%
Total for Public Works Contracts over \$20,000 in 2022:					\$10,328,823.06	\$2,024,478.80	20%

*Note additional 2022 change orders awarded from prior year contract



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