

# Diversity, Equity, and Inclusion (DEI)

## PDA Council Discussion

September 21, 2023

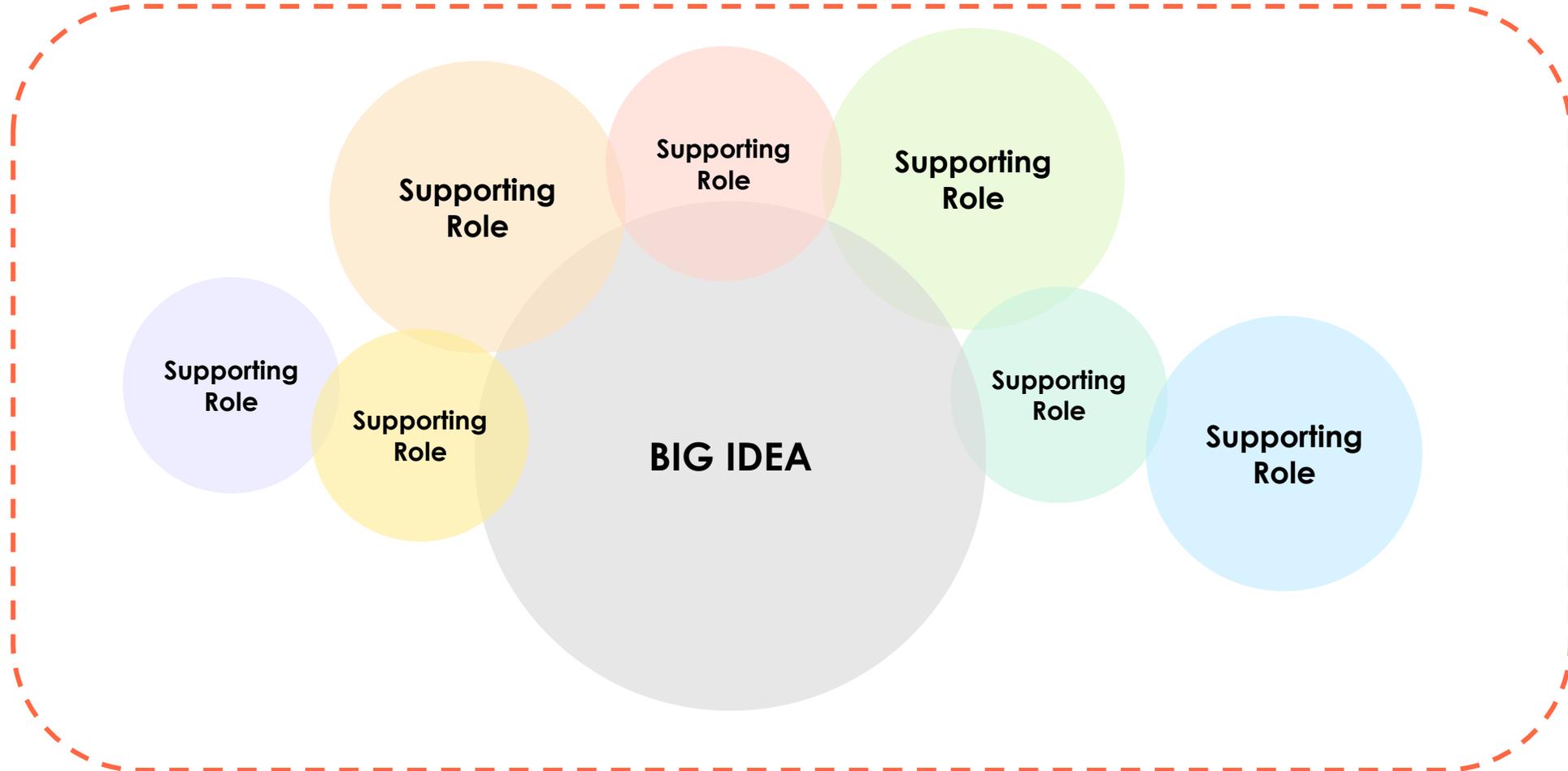


# Today's Agenda

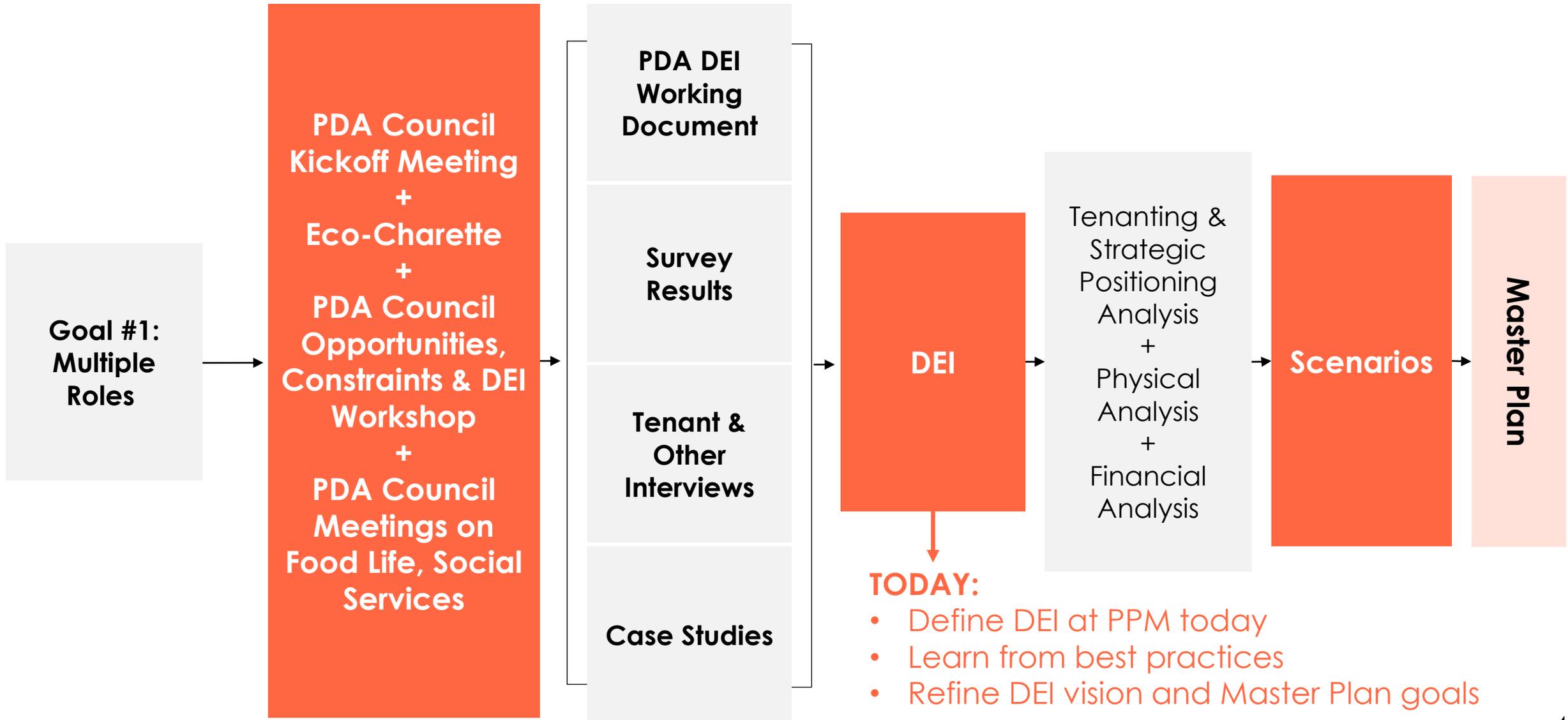
1. Defining DEI for Pike Place Market
2. DEI at Pike Place Market Today
3. DEI Best Practices
4. Discussion



## DIVERSITY, EQUITY & INCLUSION



# HOW DEI IS EMBEDDED IN THE MASTER PLAN



**DEFINING DEI FOR PPM**

# Diversity, Equity, and Inclusion

**Diversity** is the state of having people who have a variety of differences and identities (e.g., race, ethnicity, gender, disability, sexual orientation, country of origin etc.).

**Equity** means equality of opportunity, fairness of access to information and resources, and fair treatment for all, taking cognizance of past practices and their embedded effects while actively reducing disparities.

**Inclusion** means actively inviting the contribution and participation of all people.

# ESTABLISHING A COMMON LANGUAGE

The Pike Place Market Master Plan considers DEI across:

PDA  
COUNCIL &  
STAFF

+

MARKET  
BUSINESSES

+

MARKET  
RESIDENTS

+

VISITORS

## MARKET CULTURE

*PDA serves as Market's primary trustee, including in its roles as a public landowner, commercial and residential landlord, social service provider, community steward, and more.*

# ESTABLISHING A COMMON LANGUAGE

The Pike Place Market Master Plan considers DEI across:

**PDA  
COUNCIL &  
STAFF**

*Includes PDA Council, executives and staff, as well as external consultants & contractors.*

**MARKET  
BUSINESSES**

*Includes commercial tenants, daystall vendors (craft & farm), buskers, and others.*

**MARKET  
RESIDENTS**

*Includes people living in PDA-managed residential buildings.*

**VISITORS**

*Includes King County residents & out-of-county visitors.*

**DEI AT PPM TODAY**

# WHAT WE KNOW

## Pike Place Market DEI Strategic Working Document (2023)

- Data collection & analysis of staff demographics, external partners & consultants, community & tenant mix (with support from Executive Diversity Services)
- Identified core areas of focus and strategic goals:
  - **Human resources** – continually measure internal staff structure to ensure equity & diversity
  - **Commercial leasing** – ensure there is no bias in tenant selection and strongly consider BIPOC, minority and/or women-owned in recruitment
  - **Marketing & programs** – highlight BIPOC, minority, and women-owned businesses as well as new school outreach program
  - **Contractors & Consultants** – plans to host bi-annual contractor open house to engage minority and women-owned contractors as well as ensure external consultants have active DEI programs or policies

# WHAT WE KNOW: EXISTING & PLANNED INITIATIVES

## PDA COUNCIL & STAFF

- Internal **coaching** and **staff training** sessions, including in other languages
- Intentional recruiting of diverse candidates
- *PDA DEI staff training*
- *PDA staff salary study\**
- *Discussions around PDA Council Governance Committee\**

## MARKET BUSINESSES

- **Ongoing marketing efforts** highlight diverse vendors
- **Artisan & Prepared Foods Program** supports diverse vendors & farmers
- **Recruit more BIPOC & immigrant-owned businesses**
- **Provide support** to BIPOC businesses
- **Update leasing standards**, including for short-term use

## MARKET RESIDENTS

- **PPM Farm Stand & Highstall Dollars** allow provides Market Residents with vouchers to purchase food
- **Market Commons** provides one-on-one support to navigate community resources
- **Senior Center, clinic, and preschool** serves residents daily
- **Social services** through Five Families

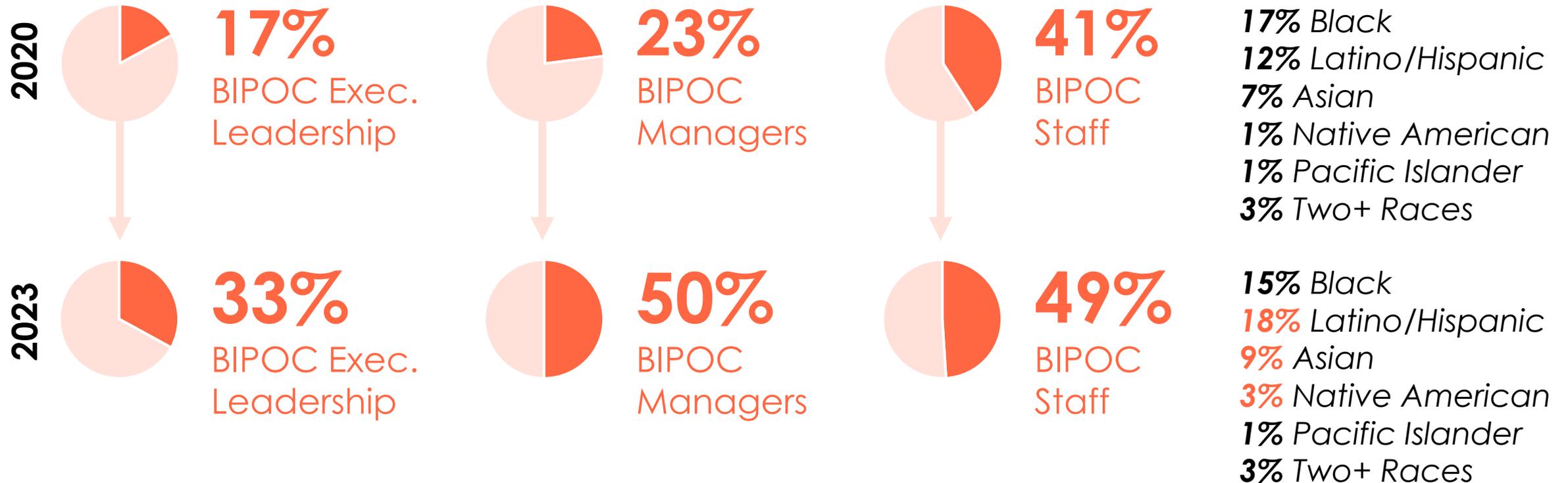
## VISITORS

- **Food Assistance Programs** serve low-income residents, seniors, and students in Seattle
- *Exploring how best to revamp **education program** to reach an audience more representative of Seattle's population*
- **Social services** through Five Families

*\*Italics indicate initiatives in planning stage.*

# WHAT WE KNOW: PDA STAFF

The PDA staff, managers and executive leadership are significantly more diverse than in 2020. That said, PDA is challenged with maintaining competitiveness with other employers who can offer greater financial incentives.

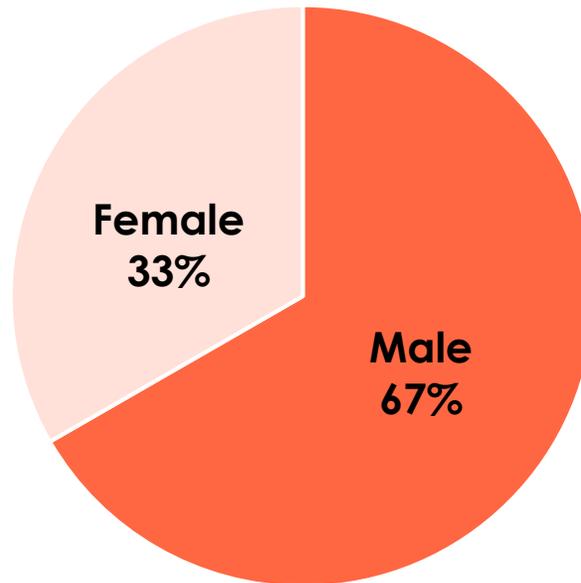


# WHAT WE KNOW: PDA COUNCIL

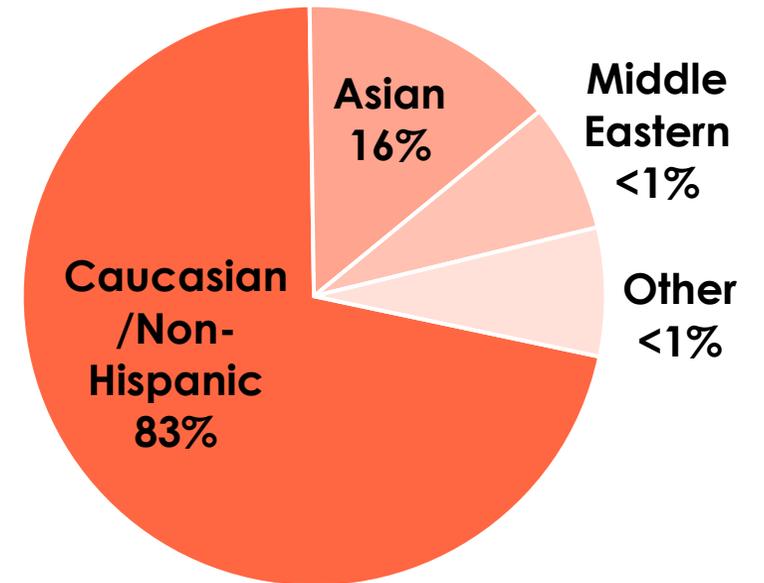
The PDA Council does not currently reflect the diversity of its tenants, residents, or visitors.

## *Council Self-Identification Survey Results:*

### Gender

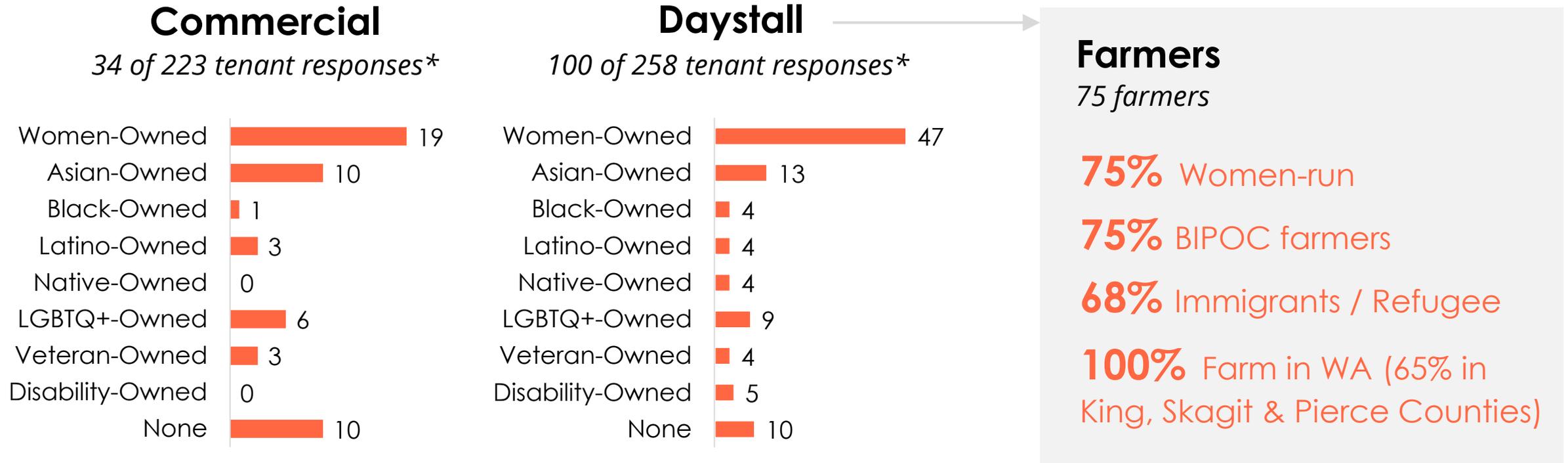


### Race/Ethnicity



# WHAT WE KNOW: MARKET BUSINESSES

There is limited data that describes the diversity of PPM businesses. What does exist (+ observation) suggests a significant presence of women-owned businesses and a lack of representation of Native-owned businesses.



\*Data from 2022 Community Survey represents a very small sample size.

# WHAT WE KNOW: MARKET RESIDENTS

Pike Place Market is home to 500+ residents – while state & federal requirements prohibit the PDA from selecting tenants based on gender and race, the Market offers a wide range of housing options that invites a diversity of backgrounds.



## **Housing for Seniors**

112 HUD subsidized units  
across three buildings  
for ages 55+



## **Subsidized Housing**

51 HUD subsidized units  
provided in the Market  
House



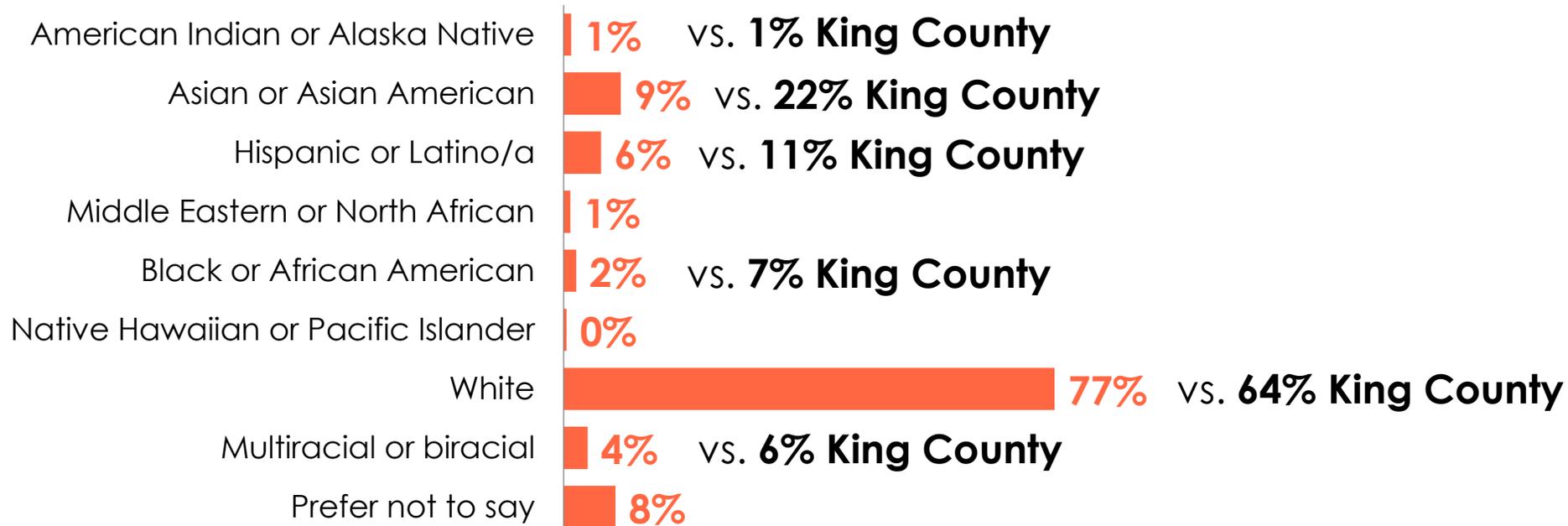
## **Market-Rate Units**

170 units across five  
buildings; including 37  
SRO units

# WHAT WE KNOW: VISITORS

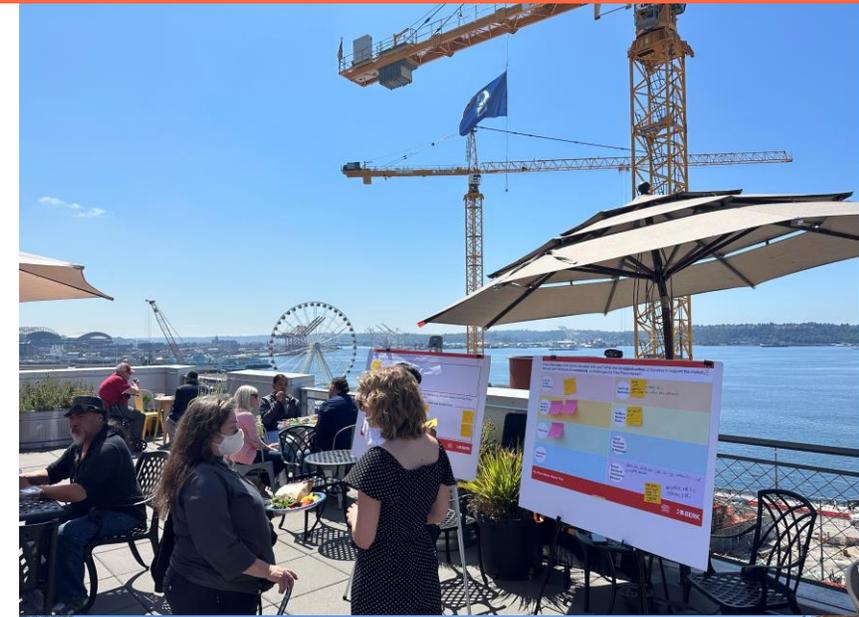
There is currently no accurate measure of PPM's visitor demographics. Visitors surveyed in the most recent Master Plan survey were predominantly from King County and largely reflect the county's racial demographics.

## Master Plan External Market Survey - Visitors



# WHAT WE HEARD: MARKET RESIDENTS

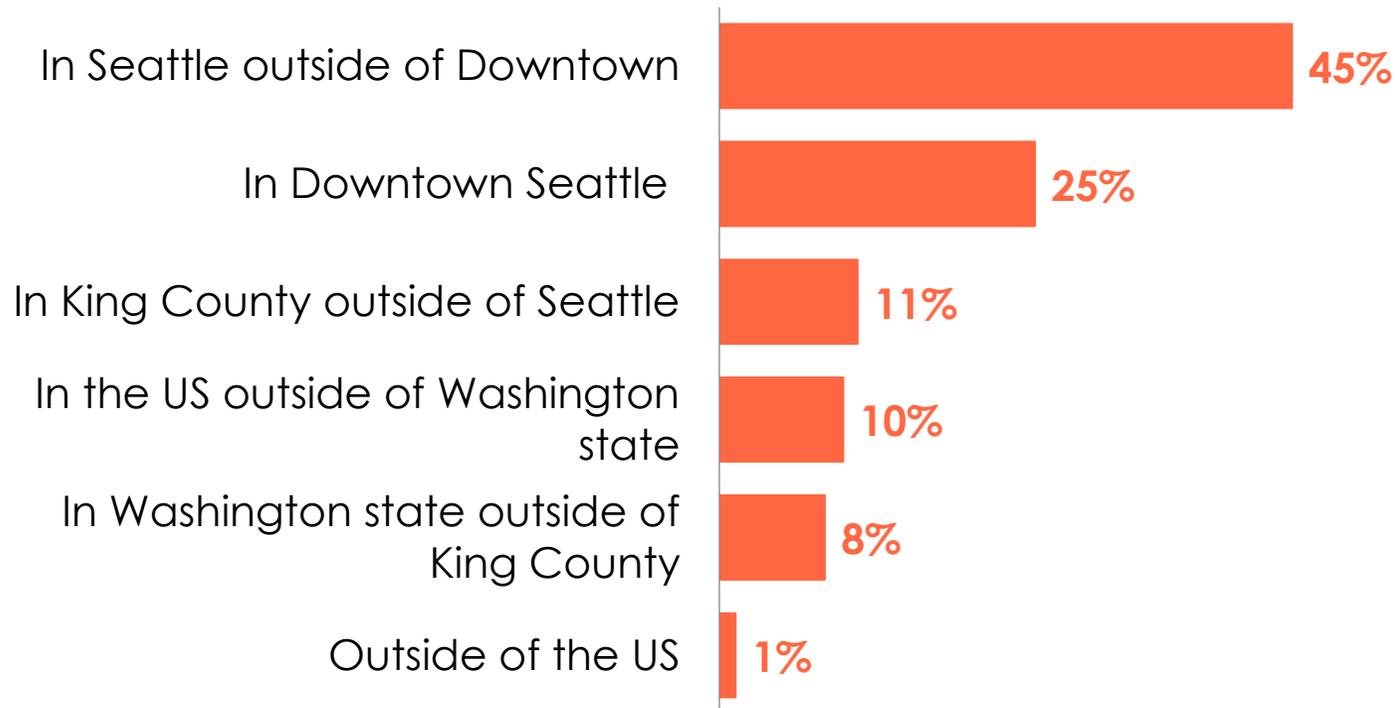
- **Sense of community and care for each other and workers at the Resident buildings.**
- **Concerns about public safety** due to increased substance use and mental health and lack of enforcement around street racing and drug dealing.
- **Food bank is a primary source of food** for some residents.
- The Market **is too expensive** for residents without Pike Bucks and other subsidies. Some noted that the Market used to be affordable for them to buy produce but that is no longer the case.
- **Accessibility improvements** to the Market, such as sidewalks and ramps, are needed.



# WHAT WE HEARD: VISITORS

## EXTERNAL MARKET SURVEY: 2,635 RESPONSES

**81%** of respondents were **King County Residents** vs. **19%** were **Out-of-County Visitors**

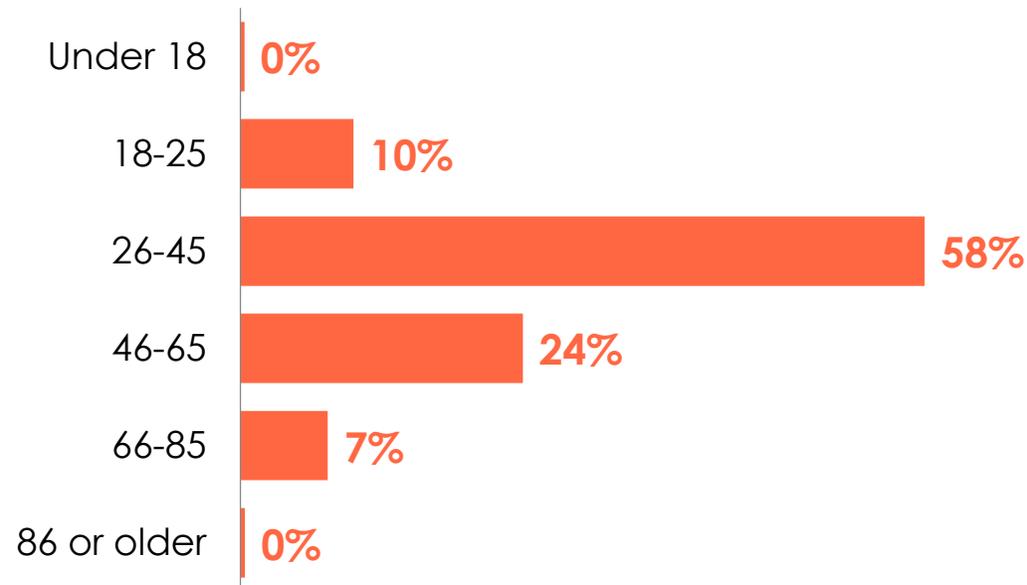


# WHAT WE HEARD: VISITORS

## EXTERNAL MARKET SURVEY: 2,635 RESPONSES

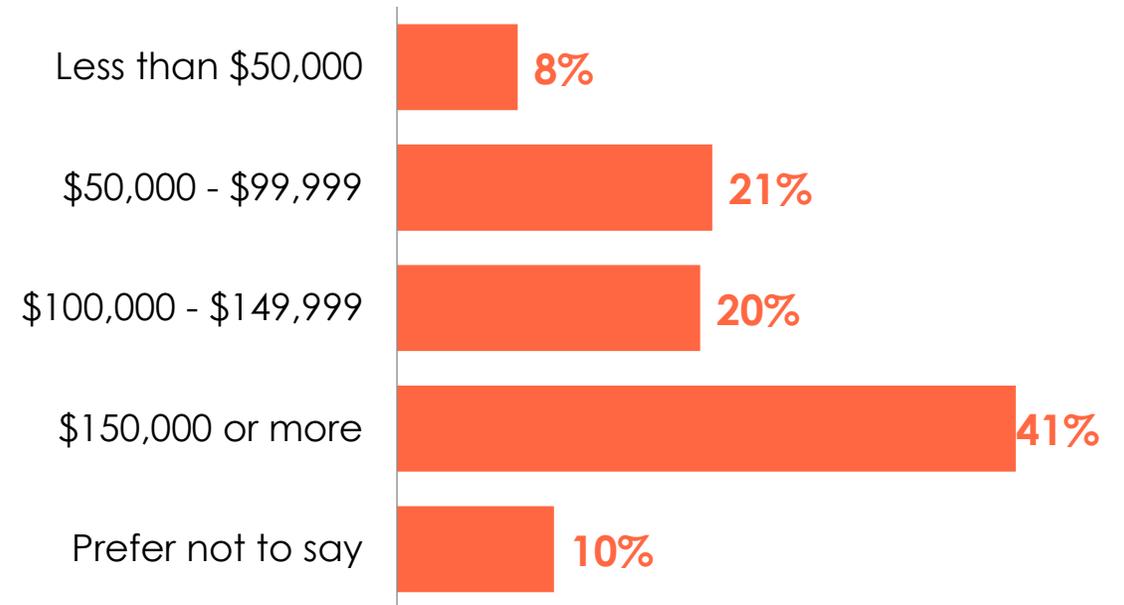
### Age

- **More than half of respondents** are between ages 26 and 45.



### Annual Household Income

- **61% of respondents** earn over 100K.

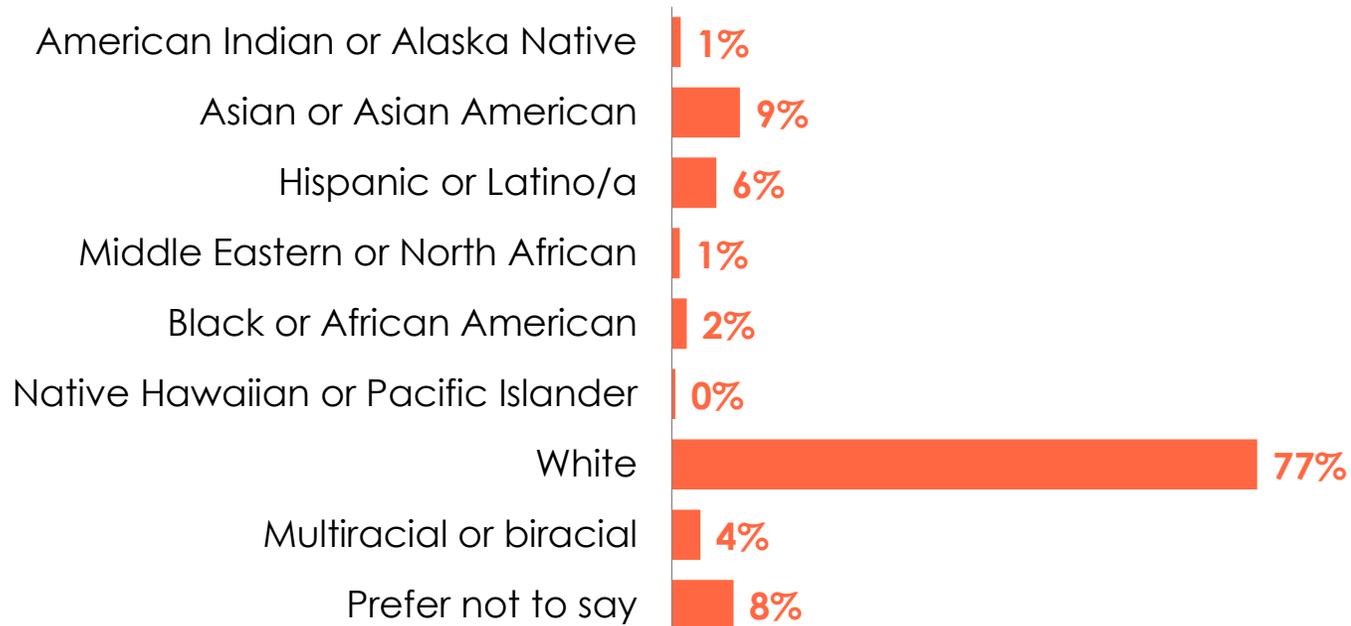


# WHAT WE HEARD: VISITORS

## EXTERNAL MARKET SURVEY: 2,635 RESPONSES

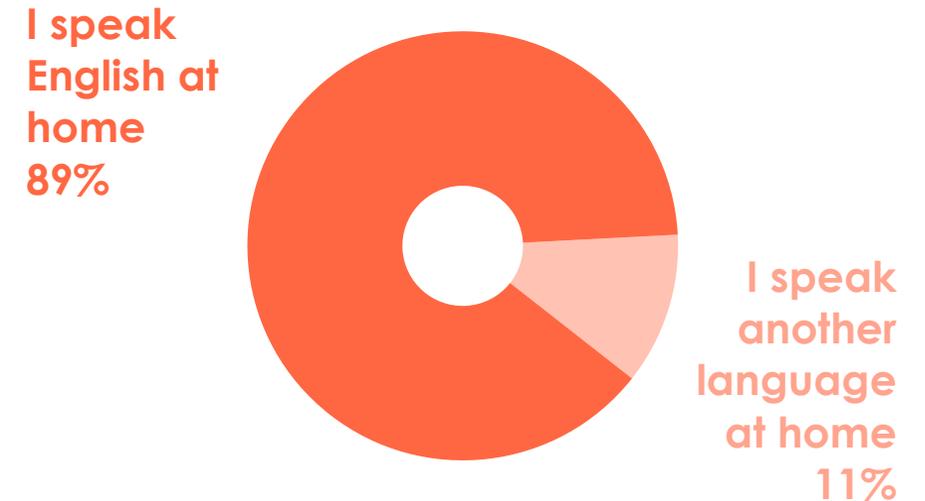
### Race/Ethnicity

- **77% of respondents are White.**



### Primary Language at Home

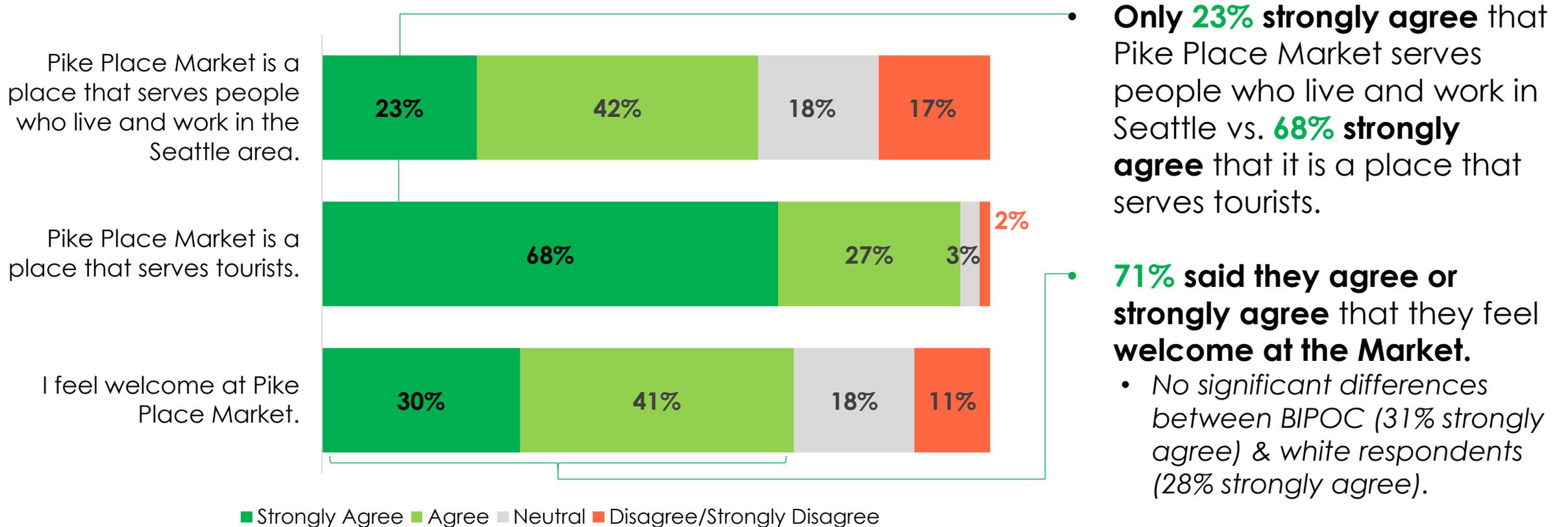
- **89% of respondents primarily speak English at home.**



# WHAT WE HEARD: VISITORS

**King County residents** feel welcomed at the Market, despite a significant share of survey respondents strongly agreeing that PPM primarily serves tourists.

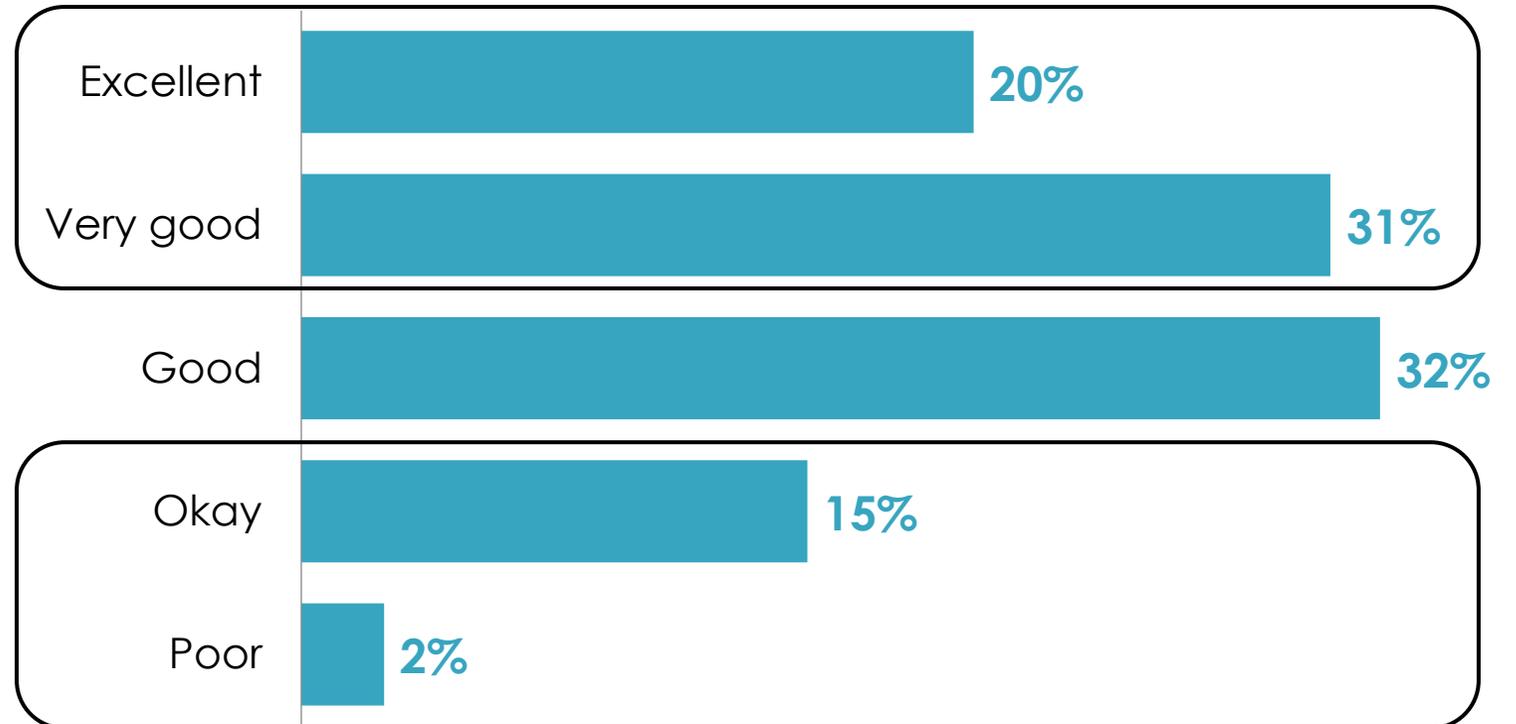
**Do you agree with the following statement:**



## WHAT WE HEARD: VISITORS

While most **out-of-county visitors** have a positive overall experience, a meaningful share (17%) reflect that their visit was only “okay” or “poor.”

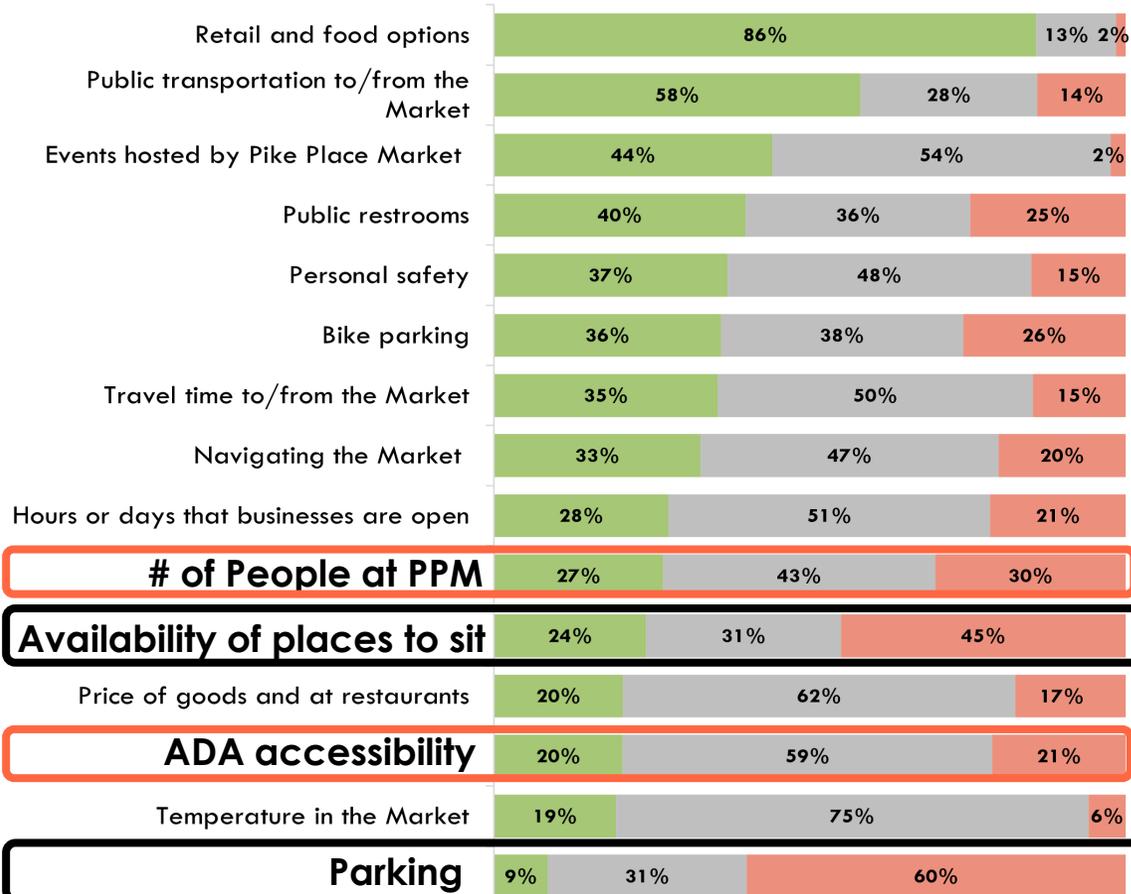
- **51% of visitors rated their overall visit as very good or excellent.**
  - *No significant differences between BIPOC (24% rated “excellent”) vs. white (22%) or by income.*
- **17% of visitors said their visit was only okay or poor.**
  - *Higher rates of “okay” or “poor” in younger age groups.*



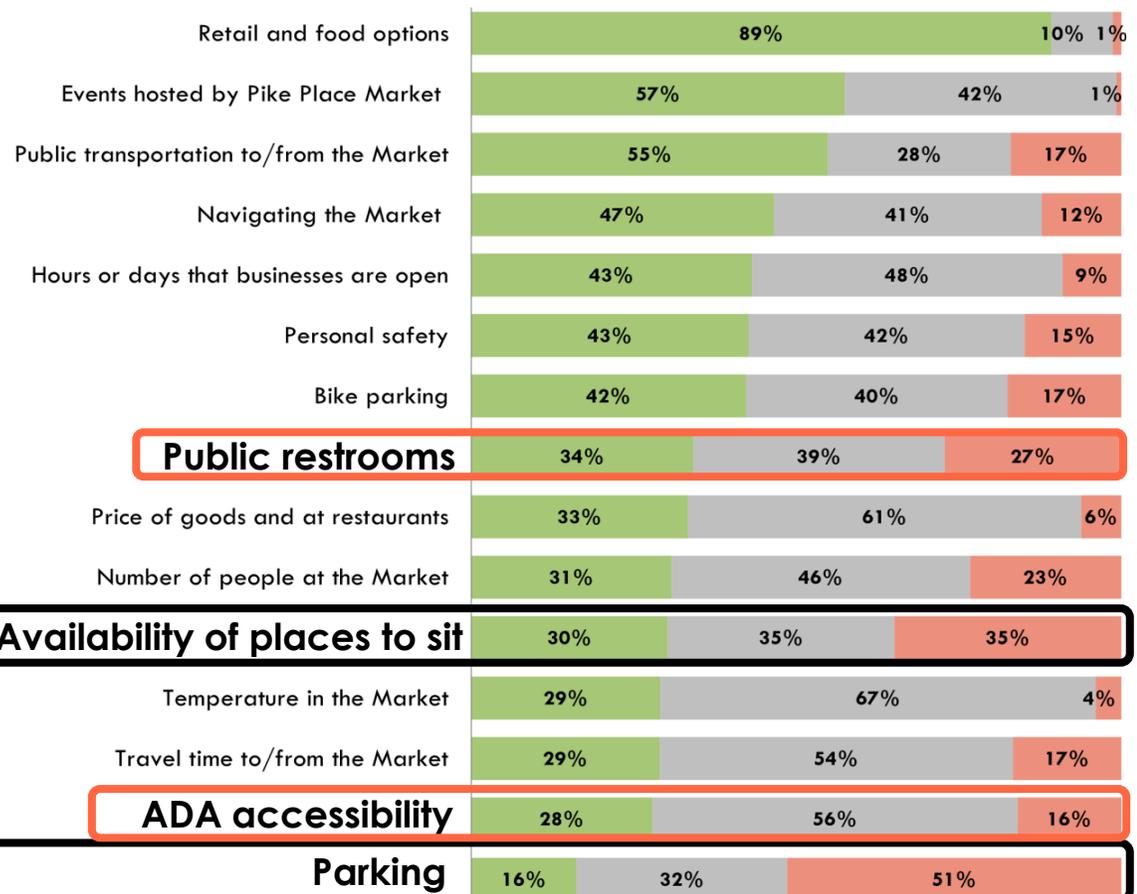
# WHAT WE HEARD: VISITORS

For both King County & out-of-county visitors, **accessibility** is the biggest issue.

## KING COUNTY RESIDENTS



## OUT-OF-COUNTY VISITORS



■ Positively impacts my experience ■ Neutral ■ Negatively impacts my experience

#2 ISSUE

#1 ISSUE

## WHAT WE HEARD: VISITORS & MARKET BUSINESSES

Interviews with external stakeholders reflect similar sentiment around accessibility challenges and raise opportunities for increasing awareness and partnerships with BIPOC and Native organizations.

- **Lack of seating and ADA accessibility** are challenges at the Market.
- Tenants noted that working at PPM can be **difficult for their employees** due to the lack of break rooms and lactation spaces, and lack of health insurance.
- PPM has **great multi-cultural richness that should be more visible** through joint planning efforts with BIPOC organizations.
- Community organizations would like to see an **increased Native presence and partnership at PPM.**

# WHAT WE THINK: WHERE PIKE PLACE MARKET IS TODAY

## PDA Council & Staff

- The PDA has made strides to improve DEI at the Market with the increase in diversity among PDA staff and leadership.
- The DEI strategic working document is a great start on realizing an opportunity to examine the organizational structure and culture of the Market more deeply:
  - The PDA's DEI efforts are currently housed in Human Resources. The experience of other organizations suggests that, even with empowered, dynamic HR leadership, this is not an optimal placement.
  - While internal departments actively consider DEI, there is currently no clear process for or accountability on how DEI informs decision-making.
  - The lack of baseline [business and visitor] data makes establishing annual DEI metrics difficult, and, in fact, they are currently unclear.
- There is significant opportunity to consider Council appointments and processes to reflect DEI goals.

# WHAT WE THINK: WHERE PIKE PLACE MARKET IS TODAY

## Market Residents & Visitors

- Pike Place Market offers an inclusive visitor experience but needs to address major accessibility challenges.
- More and consistent data collection (of demographics, feedback, foot traffic, etc.) would allow the PDA to monitor progress and continue to provide the best experience to all visitors.

## Market Businesses

- While there is a general understanding that PPM welcomes a diversity of businesses, the lack of data makes it challenging to pinpoint where PPM is today in terms of DEI and what it should prioritize to make the Market more equitable and inclusive for all businesses, including its employees.
  - Some areas for improvement may include changes to leasing process, daystall rules, and additional business supports.

# BEST PRACTICES

# BEST PRACTICES

HR&A reviewed over ten case studies of DEI best practices across a variety of institutions, including arts & cultural, non-profit, educational, real estate, retail, and incubator organizations.



# BEST PRACTICES

LEADERSHIP & STAFF	BUSINESSES	RESIDENTS	VISITORS
<ul style="list-style-type: none"><li>• Intentional pipelines targeting underrepresented talent &amp; contractors</li><li>• Blind hiring practices</li><li>• Inclusive contract &amp; bid language</li><li>• Formalized feedback loops</li><li>• Dedicated mentorship &amp; training</li><li>• Recruitment of DEI/specialized experts</li></ul>	<ul style="list-style-type: none"><li>• Intentional tenanting of underrepresented tenants</li><li>• Proactive marketing of BIPOC-owned businesses*</li><li>• Stable &amp; low-cost rent*</li><li>• Wrap around programs providing mentorship, training, business &amp; succession planning</li><li>• Access to affordable housing</li></ul>	<ul style="list-style-type: none"><li>• Connection to social services*</li><li>• Programs and services that are offered in different languages</li><li>• Education and training for tenants to learn about topics such as wealth-building</li><li>• Partnerships with community orgs to advertise vacancies to target populations</li></ul>	<ul style="list-style-type: none"><li>• Diverse programming, including initiatives that promote awareness and/or celebrate unique contributions of a particular group*</li><li>• Free/low-cost attractions</li><li>• Targeted marketing &amp; partnerships to invite underrepresented audiences</li></ul>
<ul style="list-style-type: none"><li>• Stated commitment to and internal alignment around diversity, equity, and inclusion</li><li>• Clear DEI annual targets and mechanism for tracking &amp; analyzing data</li><li>• Formalized processes for thoughtful community engagement &amp; input</li></ul>			

\*Indicates practices that PDA has substantially adopted.

# IMMEDIATE NEXT STEPS FOR DISCUSSION AND MASTER PLAN INCORPORATION

- Advance DEI efforts with the aspiration of being “the best market in the world” as opposed to being “more diverse.”
- Create an Equity Core Team, comprised of leaders across the PDA organization, to steward DEI goals and implement initiatives.
- Bring in a facilitator to engage deeply with the PDA and Council to institutionalize diversity, equity, and inclusion across the Market’s organizational structure and culture.
- Establish DEI metrics based on collection of baseline to understand how the Market is performing across visitors, vendors, leadership & operations. Annually analyze and respond to results.
- Embed these actions and their initial implementation in the Master Plan.

**NEXT STEPS**

## What's Next

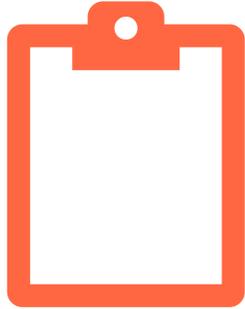
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- **9/28** – Small Business Incubator
- **10/18** – Downtown Anchor & Scenarios Preview
- **10/26** – Council Retreat Scenarios Workshop

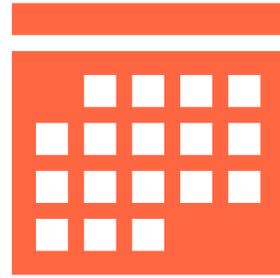
# Appendix

# Survey Overview

# Survey Results



**2,635**  
Survey  
Responses



Open from  
**July 20 to**  
**August 20**



Outreach through:

- Social media
- Community Orgs
- City of Seattle

# Survey Definitions

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## **“King County Residents”**

Survey respondents who live in King County.

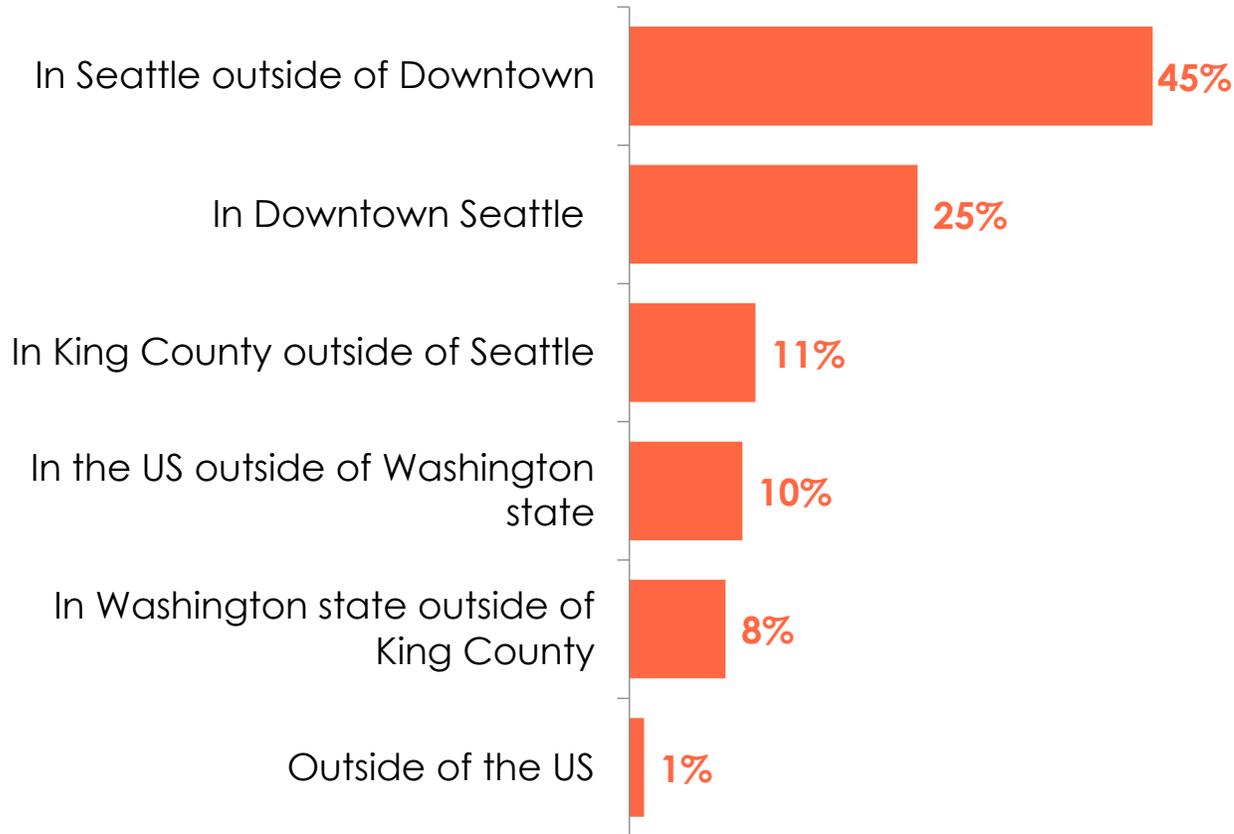
## **“Out-of-County Visitors”**

Survey respondents who live outside of King County.

# Survey Results: Live & Work

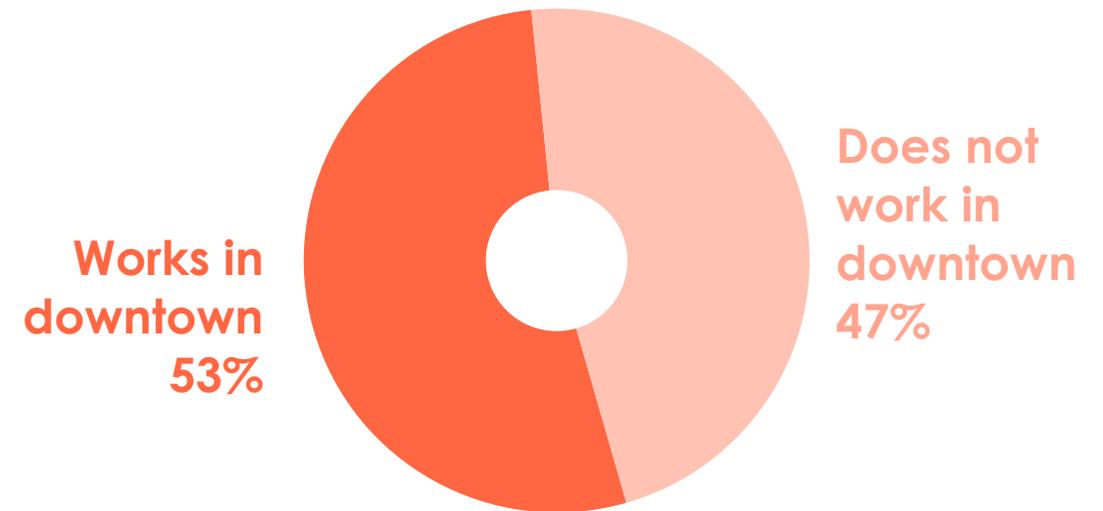
## Where do you live?

- **81%** of respondents **live in King County.**



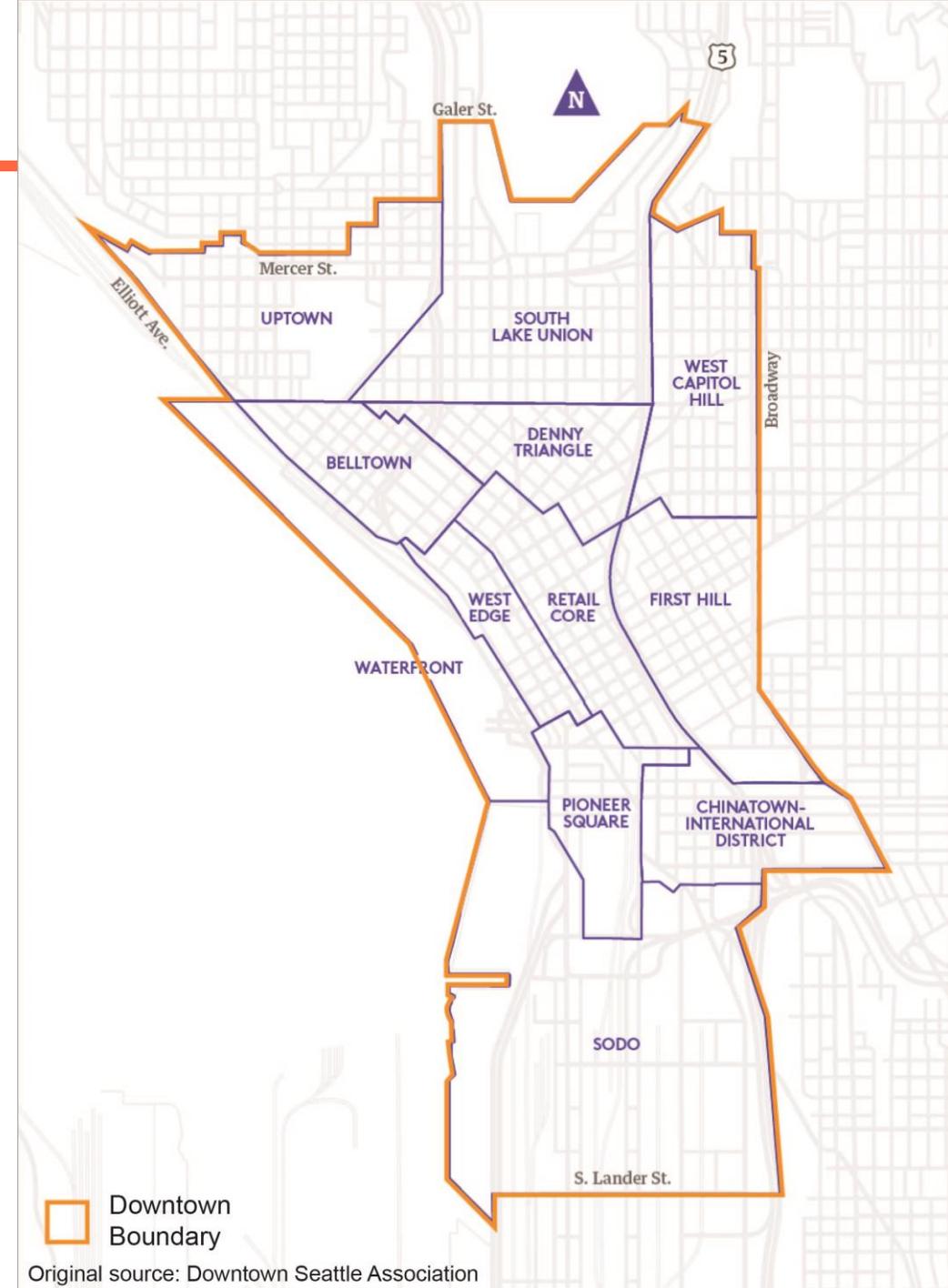
## Do you work in downtown Seattle at least a few times per month?

- **About half work in downtown** at least a few times per month.



# Defining Downtown

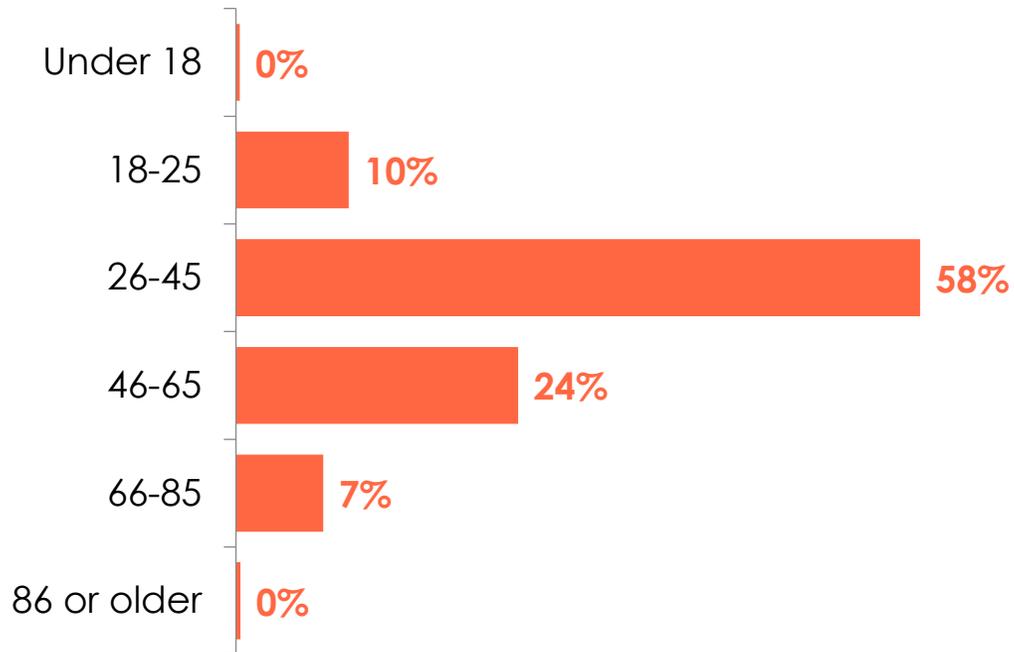
- Definition from **Downtown Seattle Association**
- Downtown residents could visit Pike Place more frequently-
  - After work events
  - During lunch
  - Using public transportation



# Survey Results: Age & Income

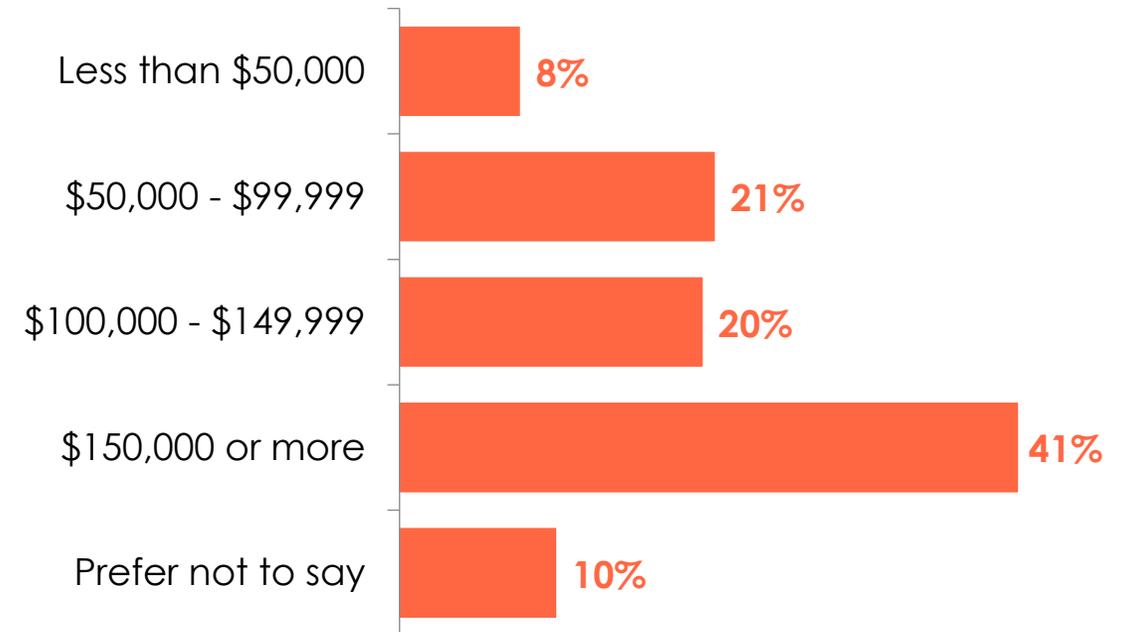
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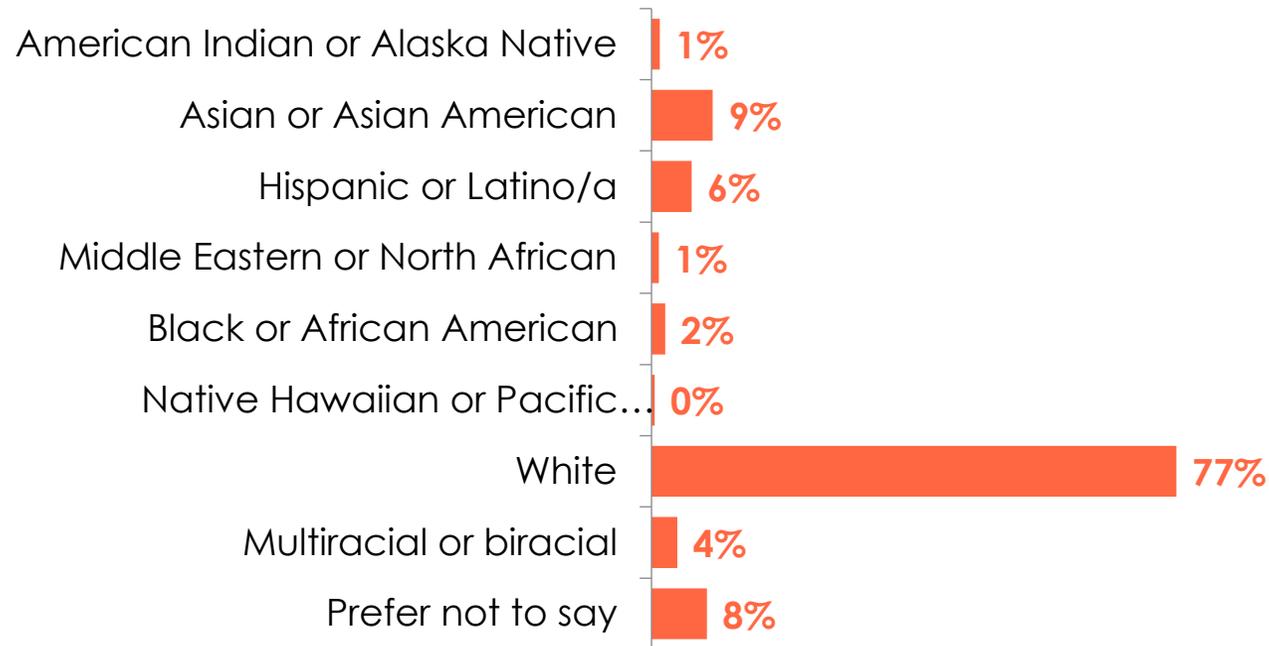


*Seattle's median income is ~\$105K (2021 Census)*

# Survey Results: Race/Ethnicity & Language

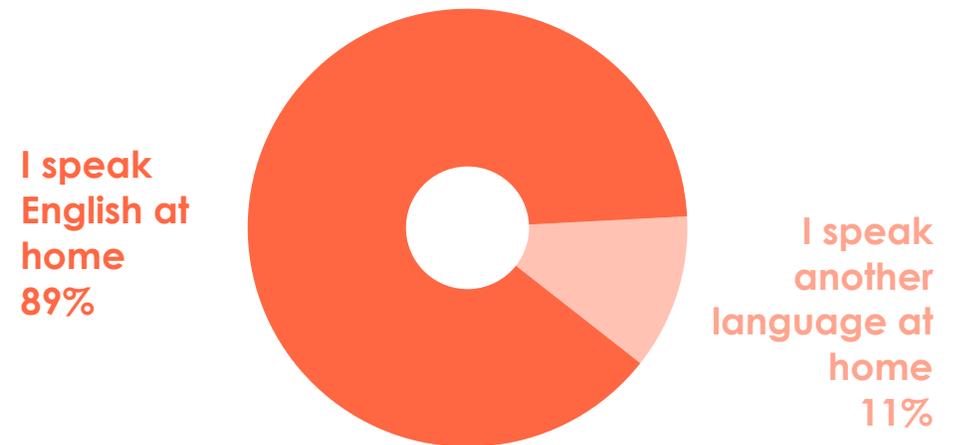
## Race/Ethnicity

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## Primary Language at Home

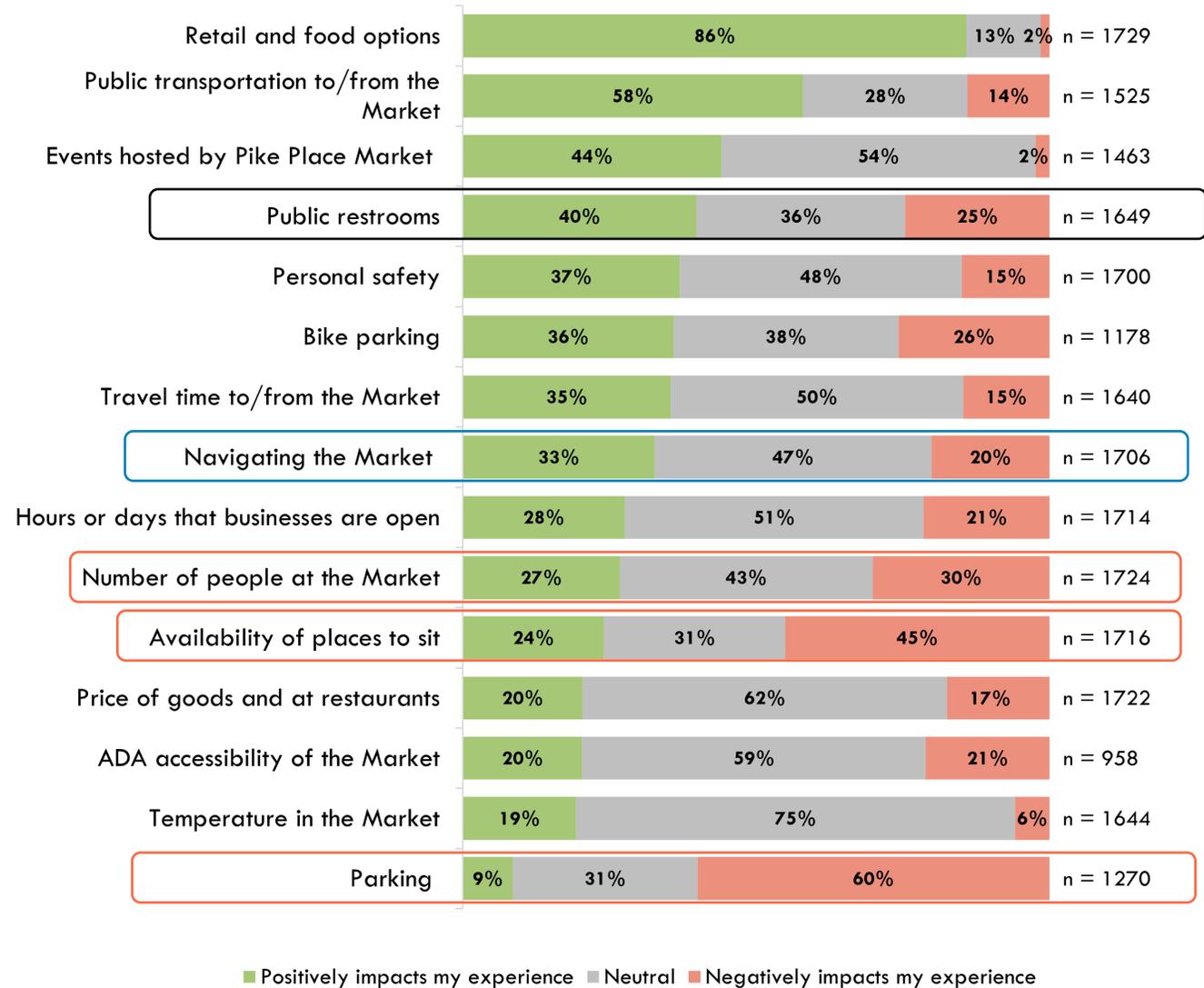
- **89% of respondents primarily speak English at home.**



# Survey Results: King County Residents

Accessibility is an issue for King County resident respondents: the following **three factors** had the highest number of respondents note that they **negatively impact** their experience of the Market:

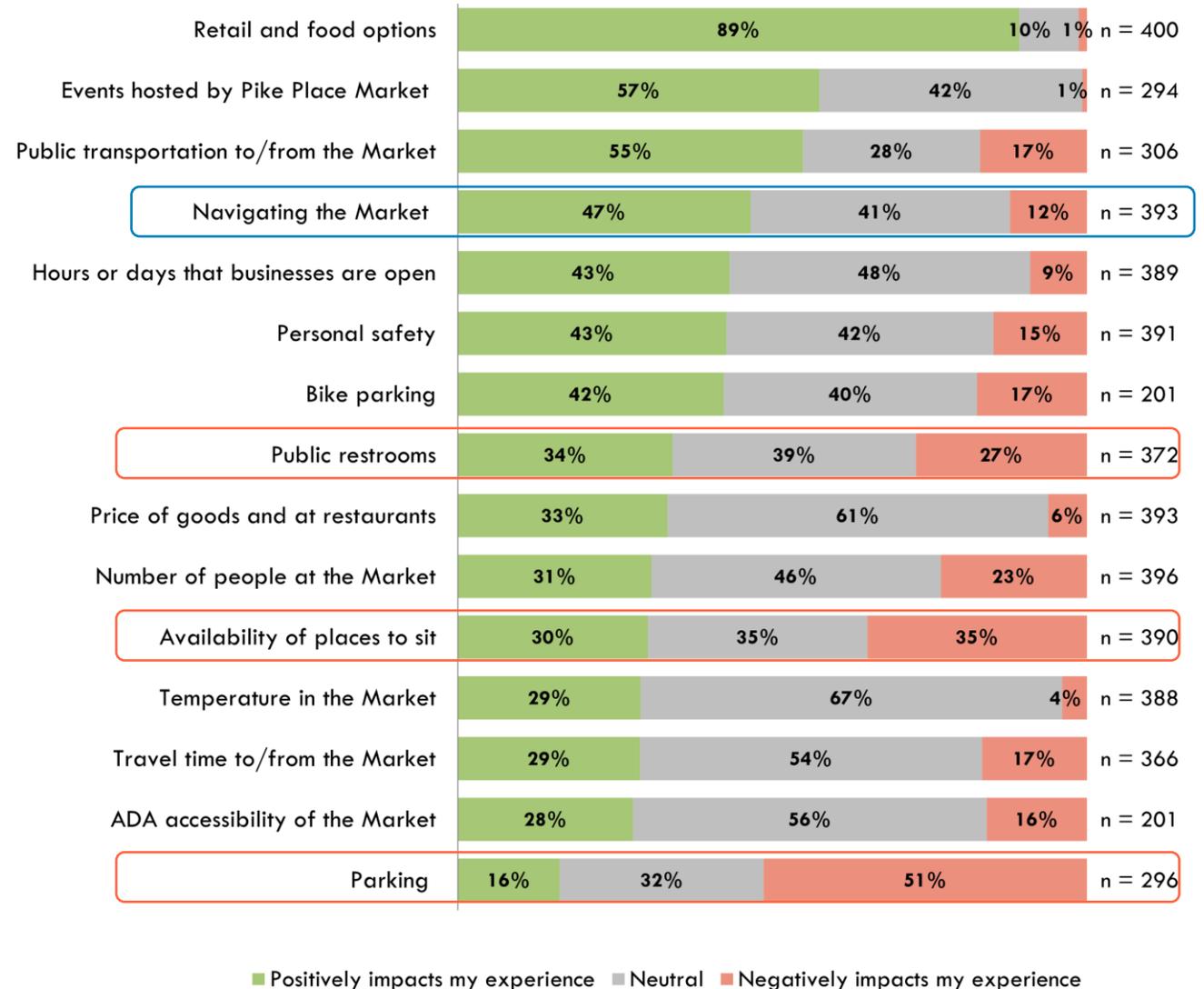
- Parking – **60%**
- Availability of places to sit – **45%**
- Number of people at the Market – **30%**
- Thoughts on **public restrooms** are mixed



# Survey Results: Out-of-County Visitors

Accessibility is also an issue for non-local respondents: the following **three factors** had the highest number of respondents note that they **negatively impact** their experience of the Market:

- Parking – **51%**
- Availability of places to sit – **35%**
- Public restrooms – **27%**
- Visitors feel more positively about **navigating the Market** than residents (47% say it positively impacts their experience vs. 33%).



# Case Studies

# CASE STUDY: TENANTING, LEASING, & BRAND PARTNERSHIPS

## Culturally Informed Retail

### Black Arts Movement Business District CDC (BAMBD CDC) | Oakland, CA

#### Background

- The Black Arts Movement Business District (BAMBD) CDC was formed to support Black artists, businesses, and retail with goals of building economic opportunity, supporting professional development, and elevating Oakland's Black entrepreneurs.
- Additionally, BAMBD CDC leads events to elevate the growth of Oakland's Black entrepreneurs.

#### Outcomes

- One of the signature events lead by the CDC is BAMBD Fest. This festival is a multicultural event showcasing Oakland's artistry through events (free and paid) with goals to activate public spaces, provide art venues, and increase pedestrian traffic for small businesses.
- The festival is multi-media involving virtual and public performances elevating Black Theater, Film, and Literature.



## Takeaways



Intentional efforts to elevate small and BIPOC-owned brands and artists has led to increased business revenue and a destination effect for the District due to the event activation



Combining retail with arts and culture creates a feedback loop

# CASE STUDY: TENANTING, LEASING, & BRAND PARTNERSHIPS

## Equity Incubator and Equitable Tenanting/Leasing Brooklyn Navy Yard | Brooklyn, NY

### Background

- Brooklyn Navy Yard is a mission-driven industrial park that is dedicated to ensuring a vibrant future for manufacturing and innovation in Brooklyn.
- There are currently 400+ tenants that represent manufacturers, innovators, and artists.
- Programs provided at the Yard are supported by partner organizations, sourced from an RFP process.

### Outcomes

- The Yard provides business incentives for lessees, including competitive rents, no real estate taxes, and Relocation and Employment Assistance Program (REAP) and Energy Cost Savings Program (ECSP) eligibility.
- An Equity Incubator was created to accelerate interest in both the general program and the specific tenancy, incubation, and mentorship opportunities
  - The Yard designated certain spaces for incubator graduates
  - The Employment Center offers hiring and support staff to tenants at no cost. It also prioritizes employment of veterans, unemployed/under-employed, and formerly incarcerated individuals.
- The project was amplified to get media attention and engage potential tenants, such as BIPOC and women business owners, to join the property with the goal of growing their businesses.

Sources: : Brooklyn Eagle, Consciously Inc., and Brooklyn Navy Yard



## Takeaways



Rent costs are a barrier to entry for many BIPOC- and women-owned businesses, so stable rent and subsidized real estate taxes are incentives that can support their growth.



Wrap around programs that offer tenancy, capacity-building, incentives, and media coverage for tenants amplify their businesses and insulate them for success.

# CASE STUDY: TENANTING, LEASING, & BRAND PARTNERSHIPS

## Education & Sustainable Culture

### Ferry Building Market | San Francisco, CA

#### Background

- Completed in 1898 as a ferry terminal along the city's waterfront.
- During the 1990s, a plan evolved to restore the historic building with a new mix of uses.
- Use of the first floor as a marketplace with a focus on local and sustainable products was introduced.
- Today, the Ferry Building is nationally known as a destination for local residents and tourists alike.

#### Outcomes

- Farmers Market Center for Urban Education about Sustainable Agriculture, Foodwise program doubles Cal-Fresh/EBT customers' buying power with market match incentive.
- CUESA Seller Pledge: 15-point sustainability practices, worker welfare, biodiversity, water conservation, reduce food waste, animal welfare, market to chef program & foodwise kids' program.



## Takeaways



Tenants can develop a culture that promotes sustainability as well as their business.



Articulating market values can help attract and encourage diverse visitors to visit the market.

# CASE STUDY: PROJECT SITING & DESIGN

## Equitable Market Analysis To Measure More Than Traditional Definitions of Market-Supportable Demand Fertile Ground Market Analysis | Raleigh, NC

### Background

- Fertile Ground Food Cooperative, in partnership with HR&A conducted a liberatory market analysis determine feasibility of establishing a brick-and-mortar store in a historically Black neighborhood where access to affordable, healthy food is limited.
- Fertile Ground sought an alternative methodology for analyzing the viability of a neighborhood grocery store that centered on the lived experiences of the residents of the area.

### Outcomes

- Developed a demographic analysis addressing inherent biases in Census data and estimated unmet demand using data collected directly from deep community engagement techniques (e.g., interviewing Caribbean residents to determine their needs distinct of residents identifying as Black/African American). These form the basis for uncovering inclusive market supportable demand and retail tenants that meet the needs and values of the community.
- Data was used to make recommendations that proactively mitigate gentrification and displacement that may result from creating a market in a historically disinvested neighborhood, such as working with local businesses in the Black food ecosystem to ensure a grocery is not in direct competition with existing businesses and utilizing physical space at the grocery co-op for use by community advocates and anti-displacement organizations.
- This effort challenged long-held assumptions about the economic character and viability of grocery retail in Southeast Raleigh.

Sources: HR&A Advisors, Inc.



Image Source: Fertile Ground Food Cooperative

## Takeaways



Community engagement is essential to understanding the market, especially a market where the organization has not previously developed in



Refine data sources to account for nuance and reflect historic context



Re-think the traditional definition of 'market supportable demand'



Recognize that traditional market analyses have historically undercounted or underrepresented the needs of marginalized communities

# CASE STUDY: PROJECT SITING & DESIGN

## Community Partnerships and Wrap-around Services

### HiFi Collective | Los Angeles, CA

#### Background

- Project features 63 studio apartments for formerly homeless residents and one manager's units
- Building is home to the headquarters of a non-profit organization who operates a small business center and other community-focused programming
- Residents of HiFi Collective have access to common areas including a community room, computer lab, and community kitchen.
- HiFi Collective also features on-site supportive services like mental and physical health services, employment counseling, job placement, education, and substance abuse counseling.
- Project was funded through Proposition HH, No Place Like Home funding, and a traditional construction loan

#### Outcomes

- Mix of private and public funding allowed for the project to be successfully financed and constructed.
- Non-profit partner continues to provide programming to residents as well as neighbors.
- Partnerships for targeted referrals to fill vacant units: 32 units are filled through referrals from the LA County Department of Health and 31 units are for residents diagnosed with mental illness referred through the LA County Department of Mental Health.

Sources: LA Urbanize



## Takeaways

- ✓ Provide services that match the needs of both residents and the neighboring community
- ✓ Make partnerships with nonprofits and public agencies
- ✓ Provide common space for residents to use
- ✓ In-house services remove barriers for residents (i.e. transportation) and can also connect residents with local opportunities

# CASE STUDY: HIRING & PEOPLE

## Diversifying the Pipeline of Professionals at All Career Levels

### USC Ross Program | Los Angeles, CA

#### Background

- A real estate development certificate program operated via partnership among the University of Southern California's (USC) Lusk Center for Real Estate, Marshall School of Business, and Sol Price School of Public Policy.
- Launched in 1993 by USC and the Community Redevelopment Agency of Los Angeles (CRA) as a response to the 1992 Los Angeles uprising, riots that erupted in response to the acquittal of the officers that brutally assaulted Rodney King. Based on the days of violence and property damage, Los Angeles was faced with an unprecedented and immediate need for experienced real estate professionals to aid in the rebuilding of South LA that represented the devastated neighborhoods.
- Designed to enable members of underrepresented groups and those that invest resources in emerging communities to build a foundation toward leadership in real estate finance and development.

#### Outcomes

- Program culminates with a real estate development project competition where students prepare land use entitlement strategies, financial feasibility analysis, and design renderings for their project concept.
- Has graduated over 1,075 alumni in its 30 years of existence.
- Provides alumni ongoing access to learning opportunities via panels for future cohorts and other program offerings offered via Marshall, Luskin, and/or Price.

Sources: USC Ross Program



## Takeaways



In order to diversify the real estate industry, women, BIPOC, and LGBTQ+ candidates need intentional exposure to the real estate industry through a devoted program.



Fundamental real estate skills can be taught through a dedicated program and expanded upon with further learnings and experience on the job.



The experts driving decisions behind real estate assets drive economic development and self-determination for communities.

# CASE STUDY: HIRING & PEOPLE

## Equitable Hiring

### American Alliance of Museums | Nationwide

#### Background

- The American Alliance of Museums (AAM) is a nonprofit organization that supports and represents over 35,000 museums across the United States.
- AAM has made DEI & Anti-Racism one of their strategic priorities for 2022-2025 to catalyze equitable outcomes for physical spaces and programming. Part of this effort has been to review hiring practices to encourage a more diverse applicant pool.

#### Outcomes

- Job applicants participate in a 'blind hiring' process meaning that they are asked to remove their name, address, college name, or graduation date on their resume to reduce bias.
- To evaluate candidates, AAM uses prompts to question what assumptions they are making about an applicant, and if they are placing too much emphasis on the technical aspect of the position

Sources: AAM, SHRM



## Takeaways



Using blind hiring practices and prompts to consider equity in hiring decisions is an important practice to embed an equity mindset in recruiting and can reduce implicit bias.



Implementing a feedback loop to receive input from candidates about their experience in the hiring process can help shape future recruiting efforts.

# CASE STUDY: PROCUREMENT

## Leveraging Diverse Procurement Commitments to Elevate Small Businesses

### Dream Social Procurement Strategy | Toronto, CAN

#### Background

- Real estate firm operating in REITs, large-scale development, and property management.
- In 2021, the company developed the Dream Social Procurement Strategy to align company contracting and purchasing operations with its social impact goals.
- The Strategy was developed to leverage the money the company spends in developing and managing real estate to create business opportunities and jobs for “equity-seeking groups” (i.e., minority and historically marginalized groups) and local/independent businesses.

#### Outcomes

- Defined a roadmap to revamp their procurement process by 2025, with implementing actions and key performance indicators.
- Set procurement goals, such as **awarding 20% of the annual value of all its contracts to minority-owned businesses by 2025 and employing individuals from equity-seeking groups in 20% jobs offered annually.**
- Identified appropriate staff to oversee strategy and committed to annual public progress reports.

Sources: Dream



Image Source: Dream

## Takeaways



Establish and maintain a robust database of existing vendors from underrepresented groups



Create metrics, track them internally and for vendors, and publicize progress against those metrics



Utilize contract and bid language to make inclusive procurement the expectation for doing business and to incentivize subcontractors to diversify their practices



Help vendors along the way by modeling behavior and sharing knowledge

# CASE STUDY: PROCUREMENT

## Lessons Learned from Public Sector Partnerships

### Hensel Phelps (HP) Trade Partner Outreach | US

#### Background

- Offers technical assistance presentation annually to small businesses who work with HP or would like to. HP leaders present on topics crucial to building a successful working relationship and increasing small business capacity for larger jobs including scheduling, safety requirements, quality control, and cash management
- Created Head Start Bonding Assistance program to assist smaller subcontractors in obtaining necessary bonding for larger projects
- Offers two-year Emerging Trade Partner program to offer one-on-one support and guidance for MWBEs

#### Outcomes

- Unbundling of large procurement contracts to accommodate lower-capacity vendors
- All small businesses associated with HP have access to training and assistance with bid preparation, scheduling, change order management, financial management, and insurance
- Executed over \$958M in small business contracts in 2019

Sources: Hensel Phelps, The Barbour Group



Image Source: Hensel Phelps

### Takeaways



Identify a leader in the firm who will own relationships with and provide guidance to smaller firms on best practices



Establish partnerships with bonding and insurance leads to level up MWBE subcontractors



A combination of dedicated training and technical assistance levels the playing field and ensures long-term vendor success.