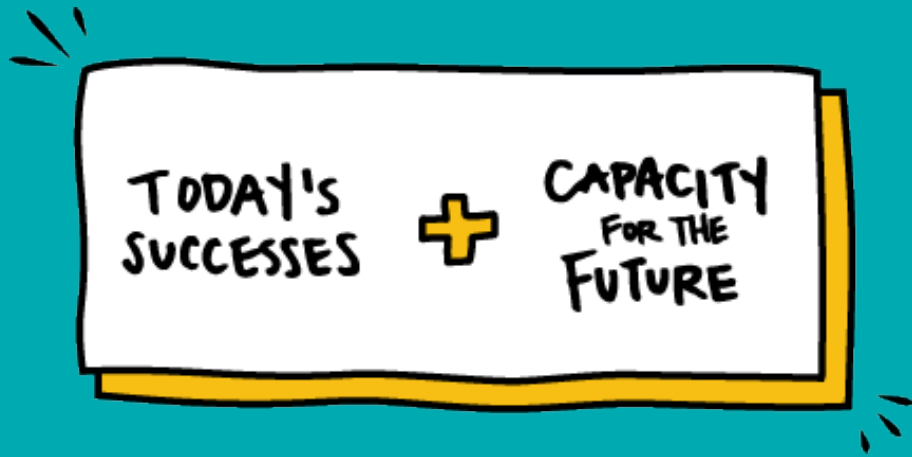


Responsive Support for Disadvantaged Businesses

May 5, 2023



- Why is it important to support disadvantaged businesses?
- How can we provide responsive support?
- What are the results?

What is a disadvantaged business?

A business owned by a person belonging to a group that experiences systemic discrimination based on race, gender, social or economic advantage.

Both Washington and Oregon have processes to certify businesses as minority/woman-owned or (economically) disadvantaged businesses,

Why support disadvantaged business?

Culture & Belonging

Support different workplaces where people with different lived experiences can thrive, build successful careers, and shape the future of the water industry.

Economic Benefit

Professional consultants profit from rate payer dollars. Supporting disadvantaged businesses distributes that wealth beyond the historically advantaged.



What is the most common support?

Use projects to create economic opportunity for existing firms.

- Projects with federal funds require that a percentage of the work be performed by certified firms
- Many larger agencies have internal utilization targets.



The Challenge of the Percent

Disadvantaged businesses can be overwhelmed or harmed by being 'opportuned to death'

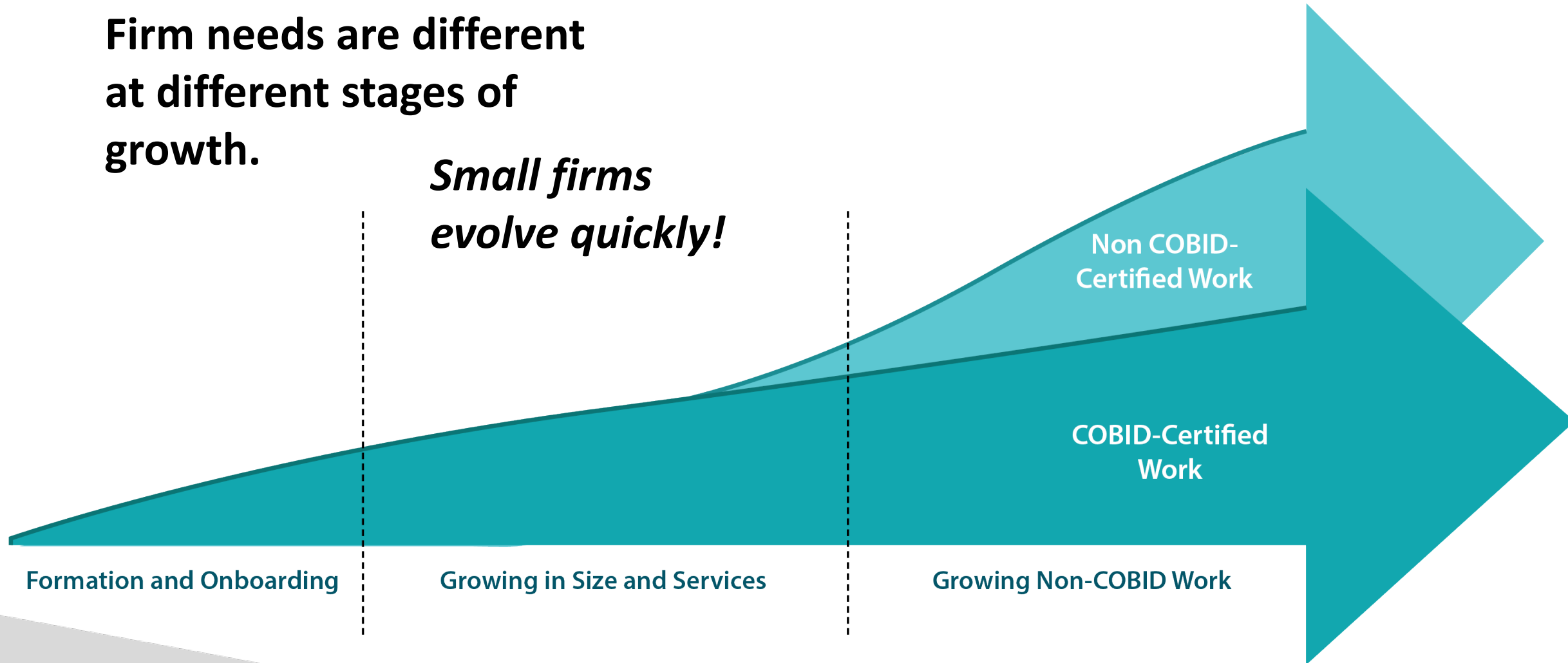
- Overwhelmed by marketing requests that don't result in proportionate budgets
- Limited pool of firms in a discipline results in more work than can be delivered.
- Scope outside of typical services without support for successful delivery



Why is responsive support needed?

Firm needs are different at different stages of growth.

Small firms evolve quickly!



What can responsive support look like?



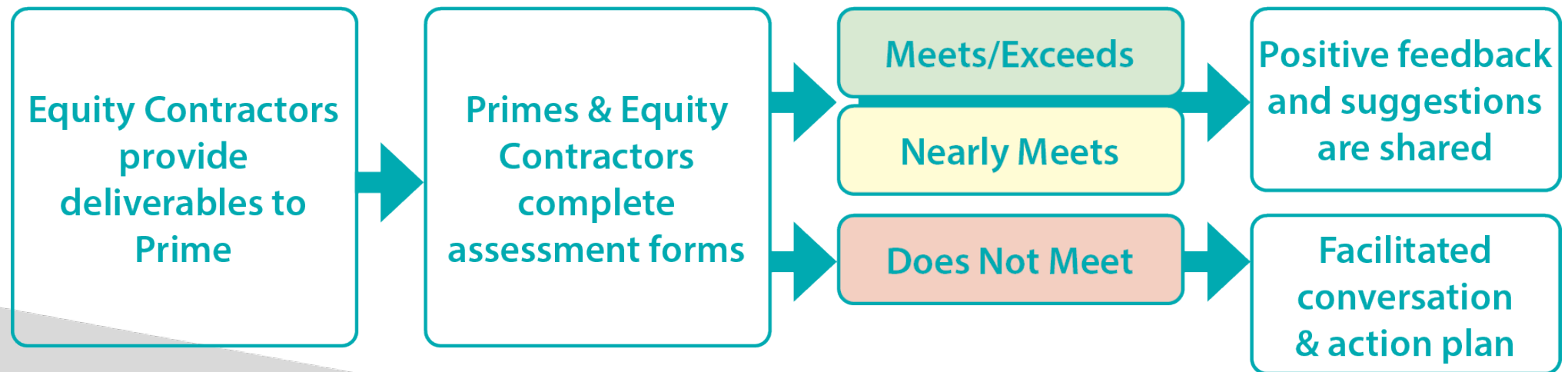
Performance Management



TODAY'S
SUCCESSSES

Support delivery excellence

- Assess quality and schedule performance at each milestone
- Develop action plans to address any deficiencies
- Goal is for all firms to successfully deliver current project



Performance Management



TODAY'S
SUCCESSES

- Typical scopes for certified firms can be very narrow and disconnected from experience.
- PNW 'nice' culture leads to miscommunication, lack of clarity around expectations and perception of quality
- Primes can think it's easier to redo the work than teach the skill

Capacity Building



Increase long-term technical, managerial, and workload capacity

- Collaborate with firms to identify areas of need.
- Provide direct support tailored to the structure and culture of the firm
- Refine support as the firm evolves and opportunities arise.



Kimimela Consulting



Support to form a new firm and first project!

Indigenous Ecological and Cultural Knowledge

CAPACITY
FOR THE
FUTURE

Identified potential scope

Support to establish business & contract

Coaching during Year 1

2023 Strategic Planning

Hiring staff

Nominated Serina to participate in PNCWA Inflow program

Engaged Serina as a paid speaker at Women in Leadership

Minority Construction Group



Development of professional services capabilities

Career opportunities for staff from non-traditional backgrounds

CAPACITY FOR THE FUTURE

Identified potential scope

Paired with experienced practitioner

New logo and website

Annual Strategic Planning

Training of key staff

Met with Angela to learn more about her firm

Advocated for project roles

Emerio Design Group



Building a new generation of project managers

A workplace culture of belonging and inclusion

**CAPACITY
FOR THE
FUTURE**

Project Delivery Review

Intro to PM training for Task Leads

Leadership retreat to evolve organizational structure

On-going training of junior PMs

Support for placing PMs on projects

Convergence Architecture



Business management
for a growing firm

30-hour work weeks and a
respectful work/life balance.

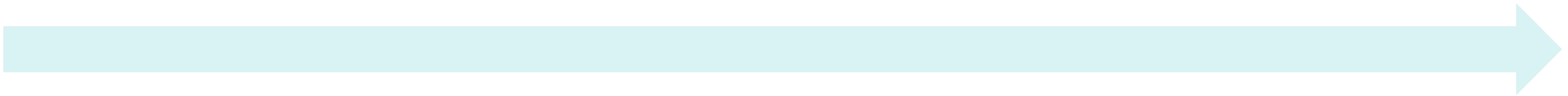
CAPACITY
FOR THE
FUTURE

Earned value
project
management

Workload
planning

Intro to PM
training for Task
Leads

Business
management training
for owners



NNA Landscape Architecture



Succession planning
and ownership
transition

Continuity of pool of
certified landscape architects
with experience to serve
water projects

**CAPACITY
FOR THE
FUTURE**

Succession
Planning

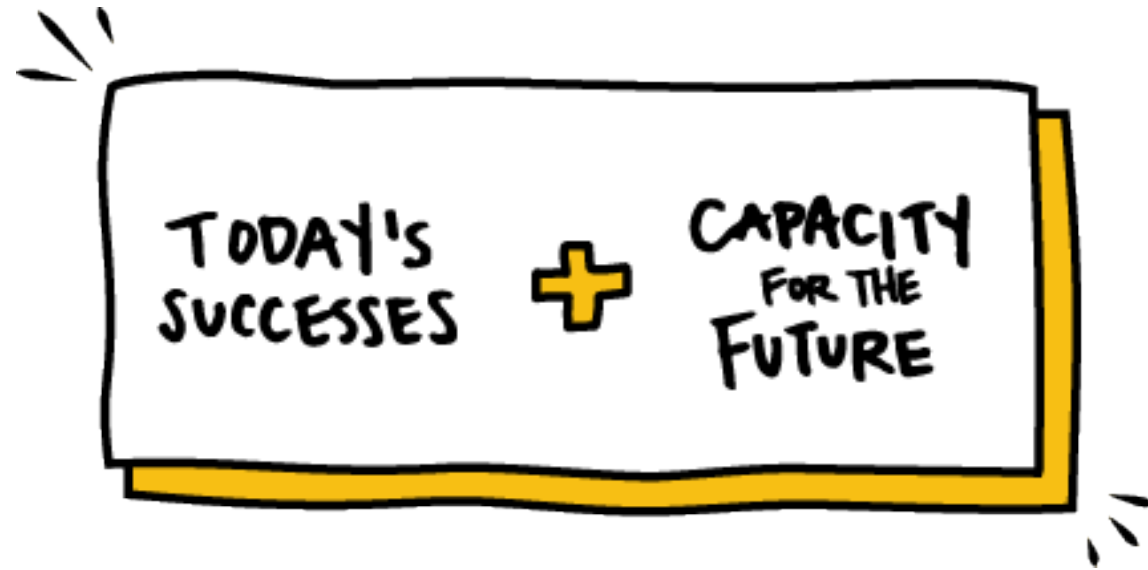
Ownership transition
implementation
coaching

Business
administration tools
and processes

Professional development
coaching for technical staff

Why is responsive support so important?

Investing in firms today means that **more firms** have a **greater capacity** to **deliver great work** on future projects!



Questions?

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