



**COMMISSION  
AGENDA MEMORANDUM**

**Item No.**

11c

**BRIEFING ITEM**

**Date of Meeting**

May 26, 2026

**DATE:** May 26, 2026

**TO:** Stephen P. Metruck, Executive Director

**FROM:** A. Bounjaktha, Managing Director, Economic Development Division  
Mian Rice, Director, Diversity in Contracting

**SUBJECT: Diversity in Contracting 2025 Annual Report**

**EXECUTIVE SUMMARY**

The Diversity in Contracting Annual Report to the Commission provides the Port's division/department 2025 Women and Minority Business Enterprise (WMBE) results from administering affirmative efforts to assure equality of contracting opportunities. 2025 was the seventh full year of Diversity in Contracting program operations in which Port divisions and departments established WMBE utilization goals.

In combined construction and non-construction spend, 15.3% (\$151M) of the Port's spend of \$990M went to WMBE firms— shy of the 2025-2029 goal of 16% utilization, but achieving a historic high for this metric and in continuation of the generally positive trend seen since 2019. The historic high was driven in part by an increase in both total construction spend as well as construction percent spent with WMBEs.

The Port worked with 400 WMBE firms, short of achieving our 2025-2029 goal of working with 500 WMBE firms annually, while also achieving a historic high for this metric and in continuation of the generally positive trend seen since 2019.

**BACKGROUND AND GOALS**

On January 9, 2018, the Port Commissioners adopted a new Diversity in Contracting (DC) policy directive with a supporting Resolution, to advance equity in Port contracting. The policy was developed over the years of 2016-2017, using 2016 as the baseline for what was eventually passed. 2019 was the first full year the program and goals came into effect.

The purpose of this policy directive is to provide the maximum practicable opportunity for increased participation by minority and women owned and controlled businesses in Port contracting for public works, consulting services, supplies, materials, equipment, and other services to create the opportunity to leverage Port spending to increase WMBE utilization.

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As part of the Diversity in Contracting policy directive, the Port Commission established utilization goals for both the amount of contracting dollars paid to WMBE firms as well as the number of WMBE firms under contract to the Port using 2016 baseline utilization results.

**2019-2023 Five-Year Goals**

- (1) Triple the number of WMBE firms that contract with the Port annually (354 firms), and
- (2) Increase to 15% the percentage of dollars spent on WMBE contracts

The policy also directed the establishment of:

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

**2025 (July) -2029 Five Year Goals**

In 2024, the Diversity in Contracting team prepared for new five-year goals by evaluating the program, drafting updates to the policy, and engaging the community through internal and external listening sessions to identify procurement barriers. This produced new 2025-2029 five-year goals which were adopted by the Port Commission on July 8, 2025.

2025-2029 Port-wide Goals:

- (1) Achieve 500 WMBE businesses utilized annually, and
- (2) 16% of dollars spent on WMBE contracts

**2025 RESULTS**

In 2025, construction accounted for **62%** of the Port’s spend while non-construction accounted for **38%** of Port spend which was consistent with the distribution of spend in 2024. For construction and non-construction projects combined, **15.3%** of the Port’s spend of **\$990M** went to WMBE firms (**\$151M**) – short of the 2025 goal of 16% utilization but surpassing its WMBE utilization in 2024 of 13.3% (\$124M).

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An increase in both total construction spend as well as construction percent spent with WMBEs resulted in a much larger construction spend with WMBE firms. WMBE construction firms received \$21M more on projects in 2025 than in 2024 (a 33% increase).

The major driver for the increase in percent spent with WMBEs on major construction projects is attributable to an increase in total spend on GC/CM projects, as well as an increase in percent spent with WMBEs on GC/CM projects.

The following table provides total spend information by division.

**2025 Total Utilization (Construction and Non-Construction Combined)**

Division	Total Spend (\$ Millions)	WMBE Spend (\$ Millions)	WMBE %	WMBE Firm Count
Aviation	645	110	17.0	270
Corporate	188	19	10.1	106
Economic Development Division	3	0.2	7.3	14
Maritime Division	153	22	14.4	99
Northwest Seaport Alliance*	1.4	0.6	44.8	1
<b>Total</b>	<b>990</b>	<b>151</b>	<b>15.3</b>	<b>400</b>

\* To prevent double-counting, this reflects NWSA data that excludes NWSA dollars and firm counts that are already accounted for under the category of Maritime Division

For construction, DC staff establishes WMBE aspirational goals on a project-by-project basis. In 2025, **13.8%** of the Port’s construction spend of **\$611M** went to WMBE firms (**\$85M**) – surpassing the 2025 WMBE construction goal of 13% as well as its WMBE utilization in 2024 of 11.2%. The following table provides construction spend information by division.

**2025 Construction Utilization**

Division	Total Spend (\$ Millions)	WMBE Spend (\$ Millions)	WMBE %	WMBE Firm Count
Aviation	412	68	16.5	119
Corporate	113	1	1.2	9
Economic Development	0	0	-	-
Maritime	86	15	17.4	42
Northwest Seaport Alliance*	0.1	-	-	-
<b>Total</b>	<b>611</b>	<b>85</b>	<b>13.8</b>	<b>148</b>

\* To prevent double-counting, this reflects NWSA data that excludes NWSA dollars and firm counts that are already accounted for under the category of Maritime Division

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For non-construction, per the DC policy directive, every division and department establishes WMBE aspirational goals prior to the beginning of the year. Non-construction procurements include procurements for service agreements (professional services and personal services) and purchasing (goods and services, and P-card purchases). In non-construction, **17.6%** of the Port’s spend of **\$379M** went to WMBE firms (**\$67M**) - surpassing both its 2025 WMBE non-construction goal of 16%, as well as its WMBE utilization in 2024 of 16.6%. The following table provides non-construction spend information by division.

**2025 Non-Construction Utilization**

Division	Total Spend (\$ Millions)	WMBE Spend (\$ Millions)	2024 WMBE Goal %	2024 WMBE Actuals %	WMBE Firm Count
Aviation	232	41	14	17.8	156
Corporate	75	18	16	23.4	97
Economic Development	3	0.2	10	7.3	14
Maritime Division	67	7	14	10.5	62
Northwest Seaport Alliance*	1.3	0.6	-	48.3	1
<b>Total</b>	<b>379</b>	<b>67</b>	<b>16</b>	<b>17.6</b>	<b>264</b>

\* To prevent double-counting, this reflects NWSA data that excludes NWSA dollars and firm counts that are already accounted for under the category of Maritime Division

**WMBE Firm Partnerships**

The Port worked with **400 WMBE firms**, short of achieving its 2025 goal of working with 500 WMBE firms annually but showing an increase from the 388 WMBE firms it worked with in 2024.

**2026 DIVISION/DEPARTMENT WMBE GOALS**

The Port’s Diversity in Contracting goals for 2026 is **16%** spend with WMBE firms and 500 WMBE firms utilized annually.

For 2026, the Port-wide construction WMBE goal is **14%**. As demonstrated in 2025, achieving higher construction utilization is necessary to advance Port-wide (construction and non-construction) WMBE utilization.

For 2026, the non-construction WMBE goal is **16%**, representing an estimated **\$34 million** in WMBE spend based on a projected **\$227 million** in non-construction spend. The following table provides the 2026 WMBE aspirational percent goals per division. The goals and figures below are estimates and we expect not all spending may be realized, and actual results may vary.

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**2026 Non-Construction WMBE Goals**

Division	Projected Total Spend (\$ Millions)*	2026 WMBE Projected Spend (\$ Millions)*	2026 WMBE Goal
Aviation Division	140.1	19.6	14%
Corporate	57.2	10.2	18%
Economic Development Division	4.2	0.2	5%
Maritime Division	25.2	3.5	14%

*\*Figures above are estimated, actual amounts may vary*

**CONCLUSION**

Under the Diversity in Contracting (DC) Policy Directive, amended July 8, 2025, the Port’s efforts in setting and meeting annual non-construction goals by division continue to be successful.

Port total spend on non-construction has steadily risen for the past five years from \$206M in 2021, to arrive at \$379M in 2025, accompanied by consistently high WMBE utilization ranging from 15.4% to 17.6% in those respective years.

Regarding construction, total spend continued to grow rapidly year-over-year for the past four years from \$202M spend in 2022, to triple that to \$611M in 2025. Construction WMBE utilization had also trended upward year-over-year during that time from 8.5% in 2022 to 13.8% in 2025. The historical peak reached in 2025 was made possible by the alternative delivery projects like General Construction/Construction Management (GC/CM) projects.

Although the Port did not achieve the 16% overall WMBE utilization goal, the Port’s spend with WMBE businesses reached the historic high of 15.3%, as well as a historic high of working with 400 WMBE firms.

**ATTACHMENTS TO THIS BRIEFING**

- (1) Presentation slides

**PREVIOUS COMMISSION ACTIONS OR BRIEFINGS**

- June 24, 2025- Introduction Resolution 3836 Diversity in Contracting Directive
- May 27, 2025- Diversity in Contracting Annual Report
- April 16, 2024 – Diversity in Contracting Annual Report and 5 Year Review
- January 23, 2024 – Commission Order to update the Port’s Diversity in Contracting goals for 2024
- April 12, 2023 – Diversity in Contracting Annual Report
- April 12, 2022 – Diversity in Contracting Annual Report
- April 13, 2021 – Diversity in Contracting Annual Report

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March 26, 2019 – Diversity in Contracting Annual Report

June 12, 2018 – Commission briefing on Diversity in Contracting program development

January 8, 2018 – Diversity in Contracting 2nd reading policy & passage of resolution 3737

December 19, 2017 – Diversity in Contracting Policy Review

December 12, 2017 - Women and Minority Business Enterprise Policy Review – Resolution 3737  
(first reading)

December 5, 2017 - Women and Minority Business Enterprise Policy Review

November 28, 2017 –Women and Minority Business Enterprise Policy Review

October 24, 2017 - Women and Minority Business Enterprise Policy Review

July 12, 2017 – Commission Budget Priorities, Building Economic Opportunity in  
Underserved Communities

March 28, 2017 – Small Business Development Update

March 22, 2016 – Small Business Utilization briefing

December 14, 2014 – Disparity Study briefing

August 19, 2014 – Small Business Utilization briefing

January 26, 2010 – Adoption of Resolution No. 3618 concerning small business utilization