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Welcome

This report shares the Port of Seattle’s inclusive efforts of Minority and Women Business Enterprises (MWBEs) as key contributors to the engine driving the local economy. This is the second year the Port of Seattle Business Accelerator (Accelerator) hosted a program facilitating a learning and development experience. Accelerator Associates in the 2022 Cohort, learned from buyers and professionals, with a carefully sculpted educational curriculum. They developed through opportunity explorations, and meeting with various professionals, mentors, and trainers who helped facilitate growth through contracting. Upon program completion, by leveraging their learnings, developing relationships, and understanding short- and long-term Port opportunities, one hundred percent of the MWBE Cohort Associates are positioned to grow their business.

“I am honored to have been included in the Business Accelerator program. I have learned valuable insight and connected with industry experts I could never have met without this program. I am grateful for the experience and the connections. I have no doubt my business will grow as a result of the investment this program has made in my DBE, OMWBE firm.”

-Lisa Keohokalole Schauer, Point North Consulting, Inc.
Summary

The Port of Seattle (Port) is a public agency whose mission is, “to create jobs by advancing trade and commerce, promoting industrial growth, and stimulating economic development.” The Accelerator’s purpose is to, “select and engage businesses in the environmental, travel, and airport-related industries (especially those owned by women and people of color) to assist the Port with its mission to respect the environmental lands in and around the Seattle-Tacoma International Airport and support sustainability while committing to the economic vitality of the Puget Sound Region.”

Century Agenda Strategy-3 supports this purpose by committing, “to increase dollars spent with women and minority-owned businesses (WMBE) firms on construction, consulting, goods and services to 15% and triple the number of WMBE firms doing business with the port by 2022.” Strengthened by High-Performance Organization, Strategy-1 focuses on operational excellence, organizational alignment, and a people centric organization to, “Increase Customer Satisfaction.”

The intersection between the Accelerator, Century Agenda, and High-Performance Organization demonstrates the intentional focus to promote equitable opportunities for WMBEs and other diverse businesses. This intersection of strategies actively strengthens the development of tools to ensure WMBEs, and other diverse entities participate and succeed in Port contracting. The Port, in partnership with the Northwest Mountain Minority Supplier Development Council (Council), designed a plan to provide 13 WMBE Businesses useful tools to increase the probability of contracting with the Port, thereby improving their probability for growth and sustainability.

Port of Seattle

The Port of Seattle is a public municipal corporation that owns and manages the region’s largest airport, Seattle-Tacoma International Airport. It is a leading container port (since 2015 operated jointly with the Port of Tacoma’s maritime operations in the Northwest Seaport Alliance), a Fisherman’s Terminal, a home to the North Pacific fishing fleet, and spans four marinas, cruise-ship berths, and other facilities. The Port was created by King County voters in 1911 to develop and operate public harbor facilities on the Seattle waterfront, then dominated by private railroads. It prepared Seattle for the huge increase in Pacific trade that accompanied World War I, helped the area weather the Great Depression, undertook the task of building and managing Sea-Tac Airport, and made Seattle one of the first West Coast ports to invest in containerized shipping, thus revolutionizing and vastly expanding international trade. Currently, the Port works to address some of the region’s more intractable environmental problems.

Northwest Mountain MSDC

The National Minority Supplier Development Council (NMSDC) was established in 1973 as a result of Executive Order #11625 signed by Richard Nixon, on October 13, 1971. The Executive Order prescribed additional arrangements for developing and coordinating a national program for minority business enterprises. An affiliate of the NMSDC, the Northwest Mountain Minority Supplier Development Council (Northwest Mountain MSDC) was founded on October 20, 1978, by the Boeing Company.
The Northwest Mountain MSDC is a nonprofit organization certifying, developing, and connecting Minority Business Enterprises (MBEs) with major corporations and public agencies. Operating under the four core pillars of: Certify, Develop, Connect, and Advocate, their mission is to, “Foster an Environment that Creates Opportunity and Builds Economic Value.” The organization provides certification, membership, and subscription services to the Northwest Mountain MSDC region (Alaska, Idaho, Montana, Oregon, Utah, Washington, and Wyoming). The Northwest Mountain MSDC’s mission aims to create wealth three generations deep, abolishing generational poverty for our communities of color.

Port of Seattle Business Accelerator Program
The Port of Seattle and the Northwest Mountain MSDC (the Council) have partnered together since 1990. The 33-year partnership strengthens their ability to develop and execute the Accelerator Program. This historic partnership has enabled the Port and the Council to leverage 44-years of experience developing (providing specialized technical assistance) Minority Business Enterprises’ competencies (Competency = Qualifications + Capabilities + Capacity + Contracts) into transferable skills for the Private and Public sector. Through the program, it is the Associates’ intent to become more effective, efficient, inclusive, aligned to the Century Agenda.

Program Goals
1. Equal opportunity for all Businesses to participate in contracting.
2. Expand efforts to increase WMBE participation in Port Contracts.
3. Implement Business Accelerator Program.
4. Develop and Deliver Course Curriculum.
5. Program Delivery, Monitoring, Reporting, and Evaluation.

The Business Accelerator Program
The Business Accelerator Program is intended to engage businesses in the environmental, travel, and airport-related industries (especially those owned by women and people of color) to assist the Port with its mission to, “respect environmental lands in and around the Seattle-Tacoma International Airport (SEA) and support sustainability while committing to the economic vitality of the Puget Sound region.”

Methodology
The Council used MS Project Manager to track the program. The approach was comprised of five discreet efforts: 1. Outreach 2. Recruitment 3. Cohort Associate Selection 4. Learning and Development Participation 5. Program Surveys.

1. Outreach: The Council used 43 Email and Social Media campaigns totaling 15,006 impressions (number of times content is displayed, no matter if it was clicked or not) and 3,816 clicks to reach the target audience (maritime, construction, energy, or airport services industry within the Puget Sound Region and South Seattle). In addition to email and social media campaigns, the Council launched a live phone call center to engage potential Cohort Associates. The intent behind this approach was then handed off to our team to understand
potential contracting opportunities with the Port.

Furthermore, the Council sent out direct mailings to Council certified MBEs. The Council actively attempted to recruit WMBEs from Burien, Des Moines, Federal Way, Normandy Park, SeaTac, and Tukwila (South King County). One of the recruited WMBE businesses, (Bubbers, LLC., and Pacific Rim Environmental, Inc.,) came from the from distressed zones (see Appendix A).

2. Recruitment: Outreach efforts coincided with the application process. The Accelerator application process went live on June 28, 2022, and closed on August 8, 2022. Outreach efforts netted close to 4,000 contacts. Of these 4,000 contacts of which, 56 individual companies applied for a slot in the Accelerator (see Appendix B).

3. Cohort Associate Selection: The applicants’ information was reorganized for the Reviewer Team:
   - Brenda Nnambi, Diversity and Small Business Development Manager | Sound Transit
   - Emily Ho, Engagement and Training Program Manager, Diversity in Contracting | Port of Seattle
   - Sandy Hanks, Manager, Business Relations and Economic Development | King County
   - Steve Larson, Senior MEP Design Phase Manager, Seattle Operating Group | Mortenson
   - Fernando Martinez, President and CEO | Northwest Mountain Minority Supplier Development Council

The Reviewer Team was provided with a formatted score sheet to review the applicants. Applicants were grouped into lots of 15 based on the pre-established qualifications, and, quality of the application response. The Reviewer Team invested significant time and effort closely reviewing all applicants before selecting the 13 companies to be invited to participate in the 2022 Port of Seattle Business Accelerator Program (see Appendix C).

4. Learning and Development Participation: Over the years, the Council has developed Technical Assistance curriculum to support both Private and Public sector WMBE development. This experience has created market knowledge enabling the Council to deliver relevant learning and development material that is both foundational and relevant to current market needs. Understanding the various curriculums needed by WMBEs, relative to their size and years in business, resulted in the development of a tailored 33-hour, 10-week curriculum. The Cohort Associates identified additional information they sought to learn and the Accelerator accommodated their learning requests (see Appendix D).

5. Program Surveys:
   a. October 27, 2022 Survey -

As the Accelerator Program entered the second half, the Council conducted a survey designed to measure program satisfaction. At the conclusion of the seven weeks of development sessions the Council conducted a satisfaction survey. With a 30.77% response rate, 95% of the Cohort Associates responded “Very Satisfied” with the programming.
Notable feedback as follows for use in the second half of the program:

- Cohort Associates enjoyed sessions that were relevant to their line of business, such as legal and banking,
- Cohort Associates enjoyed sessions that were going to create business opportunities,
- Cohort Associates’ consensus was that they liked the program, enjoyed the panel discussions, and would like more in-person sessions,
- Cohort Associates provided valuable insights into what they would like to learn, namely, going deeper into each learning and development session.

b. Program Conclusion Survey:
Upon concluding the Accelerator program, a nine-question survey was sent out to gather Program Cohort Associates’ level of satisfaction. The results were very encouraging. A 68% response rate netted the following: 100% rating of “Very Satisfied” with the overall Program; and a 97.78% rating of “Very Satisfied” with the learning and development sessions. Notable feedback as follows for use in future programming:

- Cohort Associates thought the timing of the classes were perfect and enjoyed the in-person sessions at the beginning and end of the schedule.
- Cohort Associates’ top three learning sessions were: Federal Contracting and Govology; Financial Health; and Marketing Collateral and Capability Statement Development.
- Cohort Associates found the Technology Design, Business Plan Builder, and Strategic Communications sessions the least helpful.
- Cohort Associates expressed gratitude for mentor relationships and have found the connections “helpful and inspiring.”

The surveys provided valuable insights into specific needs of individual Associate companies. As mentioned above, future sessions would benefit by diving deeper into certain subject matters. This would lend itself to further developing programming for those companies that are accelerating, opposed to those which are incubating.

Program Results
The Port of Seattle Business Accelerator Program, supported by the Seattle Port Commission, Executive Leadership, and executed by the Director, Diversity in Contracting office strengthened by the Port of Seattle, resulted in an “extremely useful program.” It left the Associates with the appetite for furthering and deepening their learning.

“The connection with the class has been tremendously helpful and inspiring.” (Anonymous, personal communication, January 2023).

The strength of the Community significantly contributed and added value to the program. Supported by over 50-community business leaders, spending over 150 hours of volunteer time in various capacities (instructors, panelists, mentors, peers) provided significant value to Cohort Associates through support, relationship development, and expertise (see Appendix E).
The Port of Seattle’s 5-year capital improvement plan with a budget of $5.3 billion is poised to lead regional governmental agencies in building equity – fair treatment, access to opportunities, and advancement for all people, while striving to identify and eliminate barriers that have prevented the full participation of historically oppressed communities. www.portseattle.org/community/supporting-the-community

1. Findings: Cohort Associates were looking for three relevant qualities in the program: Learning and Development; Relationship Building; and Opportunities. Through the development, design, and delivery of the Accelerator Program, Associates honed their business acumen, built relationships with peers, subject matter experts, and decision-makers. Ultimately, they were exposed to new opportunities. Underlying the Accelerator’s program success was the execution of six specific activities: Outreach, Recruitment, Selection, Programming, Mentoring, and Project Close.

- Outreach to over 4,000 individual businesses netted a pool of 56 Accelerator applicants,
- Application review process netted the Accelerator 13 top rated WMBEs,
- The 10-week learning and development program, meeting twice a week, was designed, developed, and delivered,
- Setting up the Mentor Protégé element was an opportunity, and,
- The 2022 Accelerator graduation event was designed, developed, and delivered.

Although each Associate has their own specific agenda, the program delivered value to everyone. The learning, relationship building, and available opportunities created the foundation of long-term success for all participants.

“We want to thank the Port of Seattle, the commissioners, Diversity Department and team for this wonderful opportunity to engage with the Port’s Staff. The Port’s team, workshop speakers and cohort members all have shared a wealth of experience. It’s good to gain knowledge to refine our processes and build our network...” (S. Maxwell, personal communication, January 2023).

2. Effectiveness: The short-term and long-term effectiveness of the program is yet to be reviewed. During the program, relationships were built, partnerships were developed, bids were redesigned, and opportunities were exposed to the Associates. In six months, the Council will survey the Associates and measure progress and/or growth. In twelve months, the Council will survey the Associates again and measure progress and/or growth.

3. Efficiency: The Accelerator was executed efficiently by design. The Council effectively:

- Executed and delivered every element of the Accelerator,
- Delivered the program within budget, and,
- Facilitated community support in all phases of the program at no additional cost to the Port.

Due to the long-standing partnership between the Port and the Council, the parallel missions to remove barriers and grow our underserved communities, the Council contributed a significant amount of time and resources to ensure the Accelerator accomplished its purpose “to select and engage businesses ... to assist the Port with its mission ...”
4. Impact: We begin measuring the Accelerator impact by base-lining the current state. Measuring Cohort Associate performance in twelve months will enable the Council to quantitatively measure both growth for Cohort Associates and the economic effect. Simultaneously, the Council will be looking for a specific qualitative linkage between the Accelerator and Associate growth.

The Cohort Associates, since their inception as businesses, have impacted their communities. More specifically, since the launching of the 2022 Business Accelerator, the Cohort Associates have impacted our local communities by adding an additional: $26 million; 210 jobs; and over $10.3 million in wages to our economy. This will all be measured for growth or contraction in the next six and twelve months (see Appendix F).

Closing
The Cohort Associates stated they were, “Very Satisfied” with the program and learning sessions. This is indicative of successfully accomplishing the goals of the program as follows:

1. Equal opportunity for all Businesses to participate in contracting – Engaged and began Relationship Building with Port of Seattle personnel and Port contractors.
2. Expand efforts to increase WMBE participation in Port Contracts – Engaged with Port Contracting Administrators as well as Port contractors.
3. Implement Business Accelerator Program – Developed and Implemented the Port Business Accelerator Program.
4. Develop and Deliver Course Curriculum – Developed and delivered 33-hours of learning over a 10-week period (September 7, 2022, through November 16, 2022).
5. Program Delivery, Monitoring, Reporting, and Evaluation – Program developed, delivered, monitored, evaluated, and reporting is in-process (see Appendix G).

The Council, in partnership with the Port, concluded the program on November 16, 2022, with a graduation ceremony hosted at the Port of Seattle Headquarters facility. Although this was the end of the formal learning and development sessions, monitoring Associate development and growth continues over the next 12-months. In addition to monitoring for growth, the Council has afforded each Associate the opportunity to participate in 2023 Council Learning and Development programming.

“The Business Accelerator program has refreshed and updated my knowledge. Sigma is a growing company, the new ideas learned here will help us grow systematically. I’ve met many new people and look forward to working together in the near future. I am very happy to be part of this accelerator program” (V. Ramakrishnan, personal communication, January 2023).
Appendix

Appendix A: Outreach and Email Analytics

**LINKEDIN ANALYTICS**

![LinkedIn Analytics Chart]

**FACEBOOK ANALYTICS**

![Facebook Analytics Chart]
EMAIL OUTREACH ANALYTICS

CALL CENTER RESULTS BY INDUSTRY
Appendix B: Cohort Associates by Gender & Ethnicity

### COHORT ASSOCIATES BY GENDER

- **Total Applicants**: 56
- **Selected Applicants**: 13
- **Avg Training Hours**: 33

**Revenue**
- $14.37M

**Calls Per Day**
- 35.75

**Cost Per Call to Interest Conversion**
- $70

### COHORT ASSOCIATES BY ETHNICITY

- **Black**: 53%
- **White**: 15%
- **Pacific Islander**: 8%
- **Native Hawaiian**: 8%
- **Hispanic**: 8%
- **Asian Indian**: 8%
### Appendix C: List of Cohort Associates

<table>
<thead>
<tr>
<th>2022 Port of Seattle Business Accelerator Cohort Associates</th>
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<tbody>
<tr>
<td><strong>1</strong></td>
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<td><strong>2</strong></td>
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<td><strong>4</strong></td>
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<td><strong>5</strong></td>
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<td><strong>6</strong></td>
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<td><strong>7</strong></td>
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</table>

![Profiles of Cohort Associates](13)
Program Certificate of Achievement

Certificate of Achievement

Port of Seattle Business Accelerator Program
September 7th – November 16th, 2022

2022 Port Accelerator Cohort
Associate

has successfully completed 33 hours of classroom instruction in the development and growth of his Small and Diverse Business.

Mian Rice
Director of Diversity in Contracting

Ryan Calkins
Position 1 Commissioner
Port of Seattle

Fernando Martinez
President and CEO
Northwest Mountain MSDC
## Appendix D: Programming and Schedule

<table>
<thead>
<tr>
<th>Week</th>
<th>Day &amp; Date</th>
<th>Program</th>
<th>Facilitator</th>
<th>Presenter</th>
<th>Team Proctor</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Monday, September 12, 2022</td>
<td>Business Plan Builder</td>
<td>Ricardo Ibarra, Creative Director</td>
<td>The TRIO Group</td>
<td>Fernando Martinez</td>
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<td></td>
<td>Wednesday, September 14, 2022</td>
<td>Business Plan Builder</td>
<td>Ricardo Ibarra, Creative Director</td>
<td>The TRIO Group</td>
<td>Fernando Martinez</td>
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<td>2</td>
<td>Monday, September 19, 2022</td>
<td>Strategic Communications 1</td>
<td>Shawn Channell, Principal</td>
<td>Just Launch Communications</td>
<td>Karla Malacon</td>
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<td></td>
<td>Wednesday, September 21, 2022</td>
<td>Regional Contracting Forum</td>
<td>Public Agency Business Conference and Networking Event</td>
<td></td>
<td>Fernando Martinez Huda Al-Musawi</td>
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<tr>
<td></td>
<td>Thursday, September 29, 2022</td>
<td>Strategic Communications 2</td>
<td>Shawn Channell, Principal</td>
<td>Just Launch Communications</td>
<td>Karla Malacon</td>
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<td>3</td>
<td>Monday, September 26, 2022</td>
<td>Financial Health 1</td>
<td>Rocky Fong &amp; Sheila Winston</td>
<td>JP Morgan Chase</td>
<td>Mark Sinclair</td>
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<td>Wednesday, September 28, 2022</td>
<td>Financial Health 2</td>
<td>Rocky Fong &amp; Sheila Winston</td>
<td>JP Morgan Chase</td>
<td>Mark Sinclair</td>
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<td>4</td>
<td>Monday, October 3, 2022</td>
<td>Infrastructure Panel 1: Accounting, Legal, and Banking Relationships</td>
<td>Ryan Beatty, CPA</td>
<td>Shahzad Q. Qadri, Attorney-at-Law</td>
<td>Taj Benford, Small Business Manager SCU</td>
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<td>Week</td>
<td>Day &amp; Date</td>
<td>Program</td>
<td>Speaker(s)</td>
<td>Organizer</td>
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<td>5</td>
<td>Monday, October 10, 2022</td>
<td>Technology Design 1: Leveraging Technology to Increase Efficiency</td>
<td>Shelley Gadde, Principal ProjectCorps, Inc.</td>
<td>Mayuri Gupta</td>
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<tr>
<td></td>
<td>Wednesday, October 12, 2022</td>
<td>Technology Design 2: Leveraging Technology to Increase Efficiency</td>
<td>Khang Tran, Principal, Humanus Labs, LLC</td>
<td>Mayuri Gupta</td>
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<tr>
<td>6</td>
<td>Monday, October 17, 2022</td>
<td>General Contractor Panel</td>
<td>Kate Kleyman, McKinstry</td>
<td>Huda Al-Musawi</td>
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<td></td>
<td>Wednesday, October 19, 2022</td>
<td>Port of Seattle Panel</td>
<td>Mian Rice, Director of Diversity in Contracting, Emily Ho, Engagement and Training Program Manager Diversity in Contracting, Kyle Dilbert, Sr. Procurement Manager &amp; Contracts</td>
<td>Huda Al-Musawi</td>
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<td>7</td>
<td>Monday, October 24, 2022</td>
<td>Marketing Collateral and Capability Statement Design 1</td>
<td>Ricardo Ibarra, Creative Director</td>
<td>Jeffery Bartley</td>
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<td>Wednesday, October 26, 2022</td>
<td>Marketing Collateral and Capability Statement Design 2</td>
<td>Ricardo Ibarra, Creative Director</td>
<td>Jeffery Bartley</td>
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<td>Individually Scheduled</td>
<td>Cohort Associate 2 Minute Video Recording</td>
<td>Ricardo Ibarra, Creative Director</td>
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<td>Week 8</td>
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<td>Speaker(s)</td>
<td>Location</td>
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<tr>
<td></td>
<td>Monday, October 31, 2022</td>
<td>Web-Based Learning Center</td>
<td>Carroll Bernard &amp; Amber Stevens</td>
<td>Govology</td>
<td>Grayson</td>
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<td></td>
<td>Wednesday, November 2, 2022</td>
<td>Web-Based Learning Center</td>
<td>Carroll Bernard &amp; Amber Stevens</td>
<td>Govology</td>
<td>Mark Sinclair</td>
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<tr>
<td></td>
<td>Individually Scheduled</td>
<td>Cohort Associate 2 Minute Video Recording</td>
<td>Ricardo Ibarra, Creative Director</td>
<td>The TRIO Group</td>
<td>Cohort Associates</td>
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<thead>
<tr>
<th>Week 9</th>
<th>Day &amp; Date</th>
<th>Program</th>
<th>Speaker(s)</th>
<th>Location</th>
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<tbody>
<tr>
<td></td>
<td>Monday, November 7, 2022</td>
<td>Port of Seattle Panel</td>
<td>Vikky Leung-Ramos, Contracts Administrator II (Service Agreements)</td>
<td>Kyle Dilibert, Sr. Manager Construction Contracting</td>
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<td></td>
<td>Wednesday, November 9, 2022</td>
<td>Professional Communications</td>
<td>Josephine Wilson, Contracting Admin. III (Service Agreements)</td>
<td>Lisa Keohokalole-Schauer Principle at PointNorth Consulting, Inc.</td>
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<thead>
<tr>
<th>Week 10</th>
<th>Day &amp; Date</th>
<th>Program</th>
<th>Speaker(s)</th>
<th>Location</th>
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<tr>
<td></td>
<td>Monday, November 14, 2022</td>
<td>Employee Retention, Profit Benchmarking</td>
<td>David Molina, Molina’s Construction</td>
<td>Fernando Martinez, Northwest Mountain MSDC</td>
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<tr>
<td></td>
<td>Wednesday, November 16, 2022</td>
<td>Cohort Graduation</td>
<td>All</td>
<td>All - Live at the Port</td>
</tr>
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</table>
Appendix E: Community Supporters and Contributors

Amber Stevens - Govology
Amelia Ransom - Smartsheet
Angela Battle - Sellen Construction
Brenda Nnambi - Sound Transit
Carroll Bernard - Govology
Danny Keim - Mortenson Construction
Dave McFadden* - Port of Seattle
David L. Hutt - Hensel Phelps
David Molina - Molina’s Construction
Elizabeth Angel - Howard S. Wright a Balfour Beatty Co.
Emily Ho* - Port of Seattle
Grayson Martin - Northwest Mountain MSDC
Herman Lanier - Lanier’s Fine Candies
Huda Al-musawi - Northwest Mountain MSDC
Jason W. Jones - Hensel Phelps
Jeff Quint - TRIO Group Northwest
Jeffery Bartley - Northwest Mountain MSDC
Jonathan Ohta - Port of Seattle
Josephine Wilson - Port of Seattle
Josh Canady - Microsoft Corporation
Karla Malacon - Northwest Mountain MSDC
Kate Kleyman - McKinstry
Kate Westerlund - Hensel Phelps
Khang Tran - Humanus Labs, LLC
Kyle Dilbert - Port of Seattle
Lisa Keohokalole-Schauer - PointNorth, Inc.
Ramina Dehkhoda - Steele - Wong Fleming, P.S.
Reggie Brown - Entrepreneur
Ricardo Ibarra - TRIO Group Northwest
Rich Whealan - Miller Hull
Richard Haines - Microsoft Corporation
Robert Misel - Miller Hull
Rocky Fong - JP Morgan Chase
Ryan Beatty - Branch Richards & Co.
Ryan Calkins* - Port of Seattle
Sandy Hanks - King County
Sarah Carlson - Sellen Construction
Shahzad Q. Qadri - Wong Fleming, P.S.
Shawn Channel - Just Launch Media, LLC
Sheila Winston - JP Morgan Chase
Shelley Gaddie - ProjectCorps, Inc.
Stephanie Alba - Mortenson Construction
Steve Larson - Mortenson Construction
Taj Benford - Seattle Credit Union
Terrance Blakely - McKinstry
Vicky Leung Ramos - Port of Seattle
Vikas Tomar - Seattle Samosa, LLC
Mark Sinclair - Northwest Mountain MSDC
Matt Breed - Port of Seattle
Mian Rice* - Port of Seattle
Michael Huynh - Macadons
Nelson Reyneri - Point B
Paul Snorsky - Howard S. Wright a Balfour Beatty Co.

Port Executives*
## Appendix F: Cohort Associates Regional Economic Impact

<table>
<thead>
<tr>
<th>Accelerator Cohort Aggregate Impact</th>
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<tbody>
<tr>
<td>Current State</td>
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<tr>
<td>Current Economic Effect</td>
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</table>

Chart depicts current Cohort Associates current financial and employment state in aggregate. Plus, it discloses the economic, employment, and wage effects the Cohort Associate companies have upon the economy. The Council used the WA State Input-Output Model to establish the economic effect noted in the above table.
Appendix G: Deliverables

<table>
<thead>
<tr>
<th>Deliverables</th>
<th>Deliverables</th>
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<tr>
<td>1A</td>
<td>A plan for the accelerator program including overall timelines and key milestones which includes launch of Accelerator Program.</td>
</tr>
<tr>
<td>2A</td>
<td>Report detailing marketing/outreach plan strategy.</td>
</tr>
<tr>
<td>2B</td>
<td>Progress report highlighting implementation of marketing/outreach plan.</td>
</tr>
<tr>
<td>2C</td>
<td>Final summary report on accelerator program to include summary of marketing and publicity generated before, during, and after the program.</td>
</tr>
<tr>
<td>3A</td>
<td>List of recommended applicant selections with application evaluation summaries supporting each proposed selection, submitted to Port Staff for approval.</td>
</tr>
<tr>
<td>4A</td>
<td>List of panelists for cohort selection.</td>
</tr>
<tr>
<td>4B</td>
<td>Process map detailing the proposed application process for the Business Accelerator Program submitted to Port staff for approval.</td>
</tr>
<tr>
<td>4C</td>
<td>List of companies selected for the program.</td>
</tr>
<tr>
<td>5A</td>
<td>An email detailing recommended location setting for each program/cohort meeting.</td>
</tr>
</tbody>
</table>
Contact Us

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