

**FULL COMMISSION MEETING
OF THE
LAKEWOOD ADVISORY COMMISSION**

**August 16, 2023 @ 7:30 p.m.
VIRTUAL MEETING**

To join the Full Commission Meeting:

By Computer: <https://lakewood.zoom.us/j/89333272969>

Phone Number: 1-720-707-2699

Webinar ID: 893 3327 2969

(press # after entering the webinar id then press # once more to join the meeting)

Press *9 to Request to Speak

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Lakewood Advisory Commission meetings are public meetings where members are encouraged to attend and participate. In order to ensure productive meetings, Lakewood Advisory Commission members, as well as visiting guests, are respectfully asked to avoid grandstanding or repeating a point that has already been made, challenge ideas – not people, and to stay on task and topic.

AGENDA

1. CALL TO ORDER – Chair Kate McBride (3 min)
2. ROLL CALL – Secretary Marie Venner (2 min)
3. PUBLIC COMMENT – Chair Kate McBride (3 min)
4. APPROVAL OF MINUTES (2 min)
 - A. July 19, 2023, LAC Full Commission Minutes
5. OLD BUSINESS (5 min)
 - A. LAC Annual Retreat on September 20th
6. NEW BUSINESS (25 min)
 - A. LAC Review of Diversity Committee Report: Women/Minority-Owned Businesses
7. OFFICERS REPORTS (5 min)
 - A. Chair Kate McBride
 - B. Vice Chair Kip Kolkmeier
 - C. Secretary Marie Venner

8. SUBCOMMITTEE REPORTS (5 min)
 - A. Sustainability – Chair Glenn Weadock
 - B. Neighborhoods – Chair Floy Jeffares
 - C. Diversity – Chair Fernando Rocha
 - D. Civic Awareness – Chair Karen Morgan

 9. CITY CLERK'S REPORT (5 min)

 10. ADJOURN (5 min)
 - A. Next meeting (in-person LAC annual retreat) to be held on Wednesday, September 20, 2023
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Agenda Attachments:

- LAC Full Commission Minutes from July 19, 2023
- Diversity Committee Report: Women/Minority-Owned Businesses
- Lakewood Cleanup Day Saturday, October 15

LAC Assignments in Progress:

- Women/Minority-Owned Businesses
 - Diversity Committee, assignment from City Council, November 2022
- Neighborhood Noise Pollution
 - Neighborhoods Committee, project idea approved by City Council, June 2023
- Green Remodeling
 - Sustainability Committee, project idea approved by City Council, July 2023

Lakewood Advisory Commission Report

**Research and Recommendations
on Women / Minority Owned Business Enterprises**

Diversity Committee
September 2023

ASSIGNMENT #2022-06: WOMEN / MINORITY OWNED BUSINESSES

“Welcome, we are building an inclusive community” - street sign as you enter Lakewood, CO.

Introduction

The Lakewood Advisory Commission (LAC) is a group of informed citizen volunteers who perform research for the city council. City Council assigned the LAC, specifically the Diversity Committee, with a project to: (1) investigate what other cities are doing to increase the awareness and participation of Women and Minority Owned Businesses Enterprises (W/MBEs) in city procurements and (2) make recommendations to the city council for possible adoption into the Lakewood Municipal Code and related policies.

Executive Summary

There is no shortage of information on this topic from both a historical context and what other cities are currently doing to increase awareness and participation of W/MBEs in competing and obtaining city contracts. We included a list of what neighboring cities are doing, as well as some of the most recurring ideas and actions other cities around the country are taking and from these lists developed our top five recommendations for the Mayor and City Council to consider. Our Top 5 recommendations are: (1) gather and use data, (2) establish aspirational goals, (3) conduct training and workshops, (4) engage in various partnerships and (5) hire or appoint a program manager/coordinator. In addition, there are more ideas or follow-on recommendations listed in this report that could be added or done later, perhaps in phases. Some of the additional ideas may require further research and we are happy to continue this research work.

Background

The project began with all members of the Diversity Committee casting a wide net by conducting internet research, not only on what other cities are doing, while also inquiring about the current status of awards to W/MBEs. We met with the City of Lakewood's Purchasing Supervisor to learn more about how procurements and contracting are handled now. We inquired about data the city gathers and learned the city does not keep data separated by women or minorities, but the Purchasing Supervisor agreed to gather data for us and provided us a limited amount. We also reached out to Jefferson County and the City and County of Denver to learn more about what they are doing.

We also read studies and reports commissioned by other cities on this topic. For example, the State of Colorado engaged with the Keen Independent Research LLC to conduct a disparity study titled, "2020 State of Colorado Disparity Study." This 700+ page report documents the results they found and makes recommendations. The report attempts to outline methods that create a level playing field for historically disadvantaged businesses (HUBs) to compete for State contracts. Senate Bill 19-135 defined HUBs to be businesses owned by people of color, women, persons with physical or mental disabilities and members of the LGBT+ community.

Another study we examined was titled, "Recommendations for the City of Austin's Minority and Women-Owned Business Enterprise Program 2022" commissioned by the City of Austin, Texas. A much smaller, 22-page report, it reviewed the existing program and outlined the importance of revisiting any program on a periodic basis. The City of Ft. Collins' report titled, "Small Business Survey: Summary of Results" from 2018 was another good source of information. The websites from the City of Aurora, CO and the City of Colorado Springs and their related information were also reviewed and gave us more ideas to evaluate.

By having the LAC perform this research, the city likely saved thousands of dollars in taxpayer funding. We found our larger neighbors in the City and County of Denver to be potentially great collaborators of several recommendations by their willingness to engage in reciprocity agreements with the City of Lakewood in sharing not only best practices and lessons learned but also potentially their certification program. If Lakewood chooses to engage in this partnership, it will likely save potentially millions of taxpayer dollars by not having to create, staff and administer such a program. Jefferson County was also willing to have discussions and assist the city in various ways. The State of Colorado also has resources and programs that Lakewood should explore further, including the possibility of obtaining grants and other support.

Finally, why should the city of Lakewood look to expand the awareness, outreach and subsequently awards to a large variety of business owners? The answer is because of the many benefits both tangible and intangible. First, in regards to small businesses, small businesses are a key and integral part of the economy. Nationally they hire 2/3 of the employees and represent 44% of the overall economic activity. Second, engaging with new businesses increases

competition and innovation and should lower procurement costs to the city. Third, our reading and research suggests that city contracting efforts with numbers that are reflective of all the city's diverse business owners increases civic pride, enhances the connection among residents and increases community engagement.

Cities in Colorado

While we first looked at what other cities are doing across the country, we then focused our research efforts on what our neighbors within the state are doing in regards to W/MBEs. Since Lakewood is the fifth largest city in the State of Colorado, we wanted to know how we compare ourselves to similar cities in our state.

As of 2021, these are the cities in Colorado with minority-owned business procurement programs or initiatives. Some may be missing if they are not in collaboration or promoting resources from or through the state's Minority Business Office (MBO) of Colorado. The cities with program and/or initiatives are:

- Denver: The City and County of Denver has a Minority and Women Business Enterprise (M/WBE) Program that seeks to increase the utilization of M/WBEs in city contracting and purchasing.
- Colorado Springs: The City of Colorado Springs has a Minority Business Enterprise (MBE) Program to enhance opportunities for minority-owned businesses in city contracting.
- Aurora: The City of Aurora has a Minority and Women Business Enterprise (M/WBE) Program to promote and assist M/WBEs in accessing city contract opportunities.
- Fort Collins: The City of Fort Collins has programs aimed at increasing opportunities for minority-owned businesses to participate in city procurement and contracting.
- Boulder: The City of Boulder has various programs and initiatives to support diverse businesses, including minority-owned businesses, in their procurement efforts.

The first cities in the list above are the 4 largest cities in Colorado. Boulder is the 8th largest city. We recognize there are several efforts being conducted by the Lakewood Economic Development Team but what seems to be missing is a policy and/or coordination that ties the development work, the mentoring and outreach work to the procurement efforts.

The conclusion we drew from the above is that Lakewood is an outlier for a city of our size in terms of having a formal program or initiatives and collaborating with the MBO since there are various on-going efforts being performed.

Most Common Actions Taken by Other Cities

Other cities who want to increase the awareness, participation and provide support to W/MBEs do a variety of things. From our research, it appears that in order to make an impact in a city's inclusivity efforts that the actions are coordinated. From the city's mission/vision statement to hiring or appointing a lead, such as a Diversity Equity and Inclusion (DEI) manager or similar, setting up policy and procedures, the engagement takes the form of a city program or a series of coordinated initiatives. Table 1 below describes the most consistent steps or actions that are typically part of a larger more comprehensive program to increase awareness and participation from W/MBEs in the city's procurement program.

Table 1: Actions Cities Takes to Support W/MBEs

Action	Details
Commission a report on W/MBEs (much like this one through various sources).	Some of the bigger cities commission a report such as this one from consultants or local universities. If they have a program for W/MBEs they evaluate the continuation of such programs or recommend updates. We read these reports and also related news stories, general information on W/MBEs and attempted to make recommendations that are tailored to the City of Lakewood. We strived to recommend things that were achievable, expand on existing work and could be implemented without high costs.
Set contracting goals	Establish aspirational goals. Cities tend to start by using their demographics data or disparity data to obtain availability numbers. These goals are different and separate from any goals the Federal Government establishes for federal contracts. These goals are not quotas or mandates and awards go to best qualified firms. Cities do follow the federal government set-aside rules when engaged in joint/dual contracts.

<p>Keep statistics, publish those statistics and use the data.</p>	<p>Keep statistics on contract awards. Cities track the numbers of awards made to W/MBEs both in terms of dollar amounts and number of contracts. For example, Lakewood could look something like this: In 2024 women-owned businesses received \$500,000 in city contracts from a budget of \$2Mil (25%). In 2024, women-owned businesses were awarded 10 city contracts from a total of 100 awarded contracts (10%). Then the city could do the same for minority-owned businesses. This data gives the city insight into areas they may need to target or do more outreach.</p>
<p>Hire/create position of diversity, equity, inclusion manager or similar more limited role focusing on disadvantaged businesses or someone to focus on an even larger role such as hiring, promotions, training.</p>	<p>Creates accountability and brings in a fresh or new perspective to look at things differently and perhaps to try different things.</p>
<p>Hold workshops or training sessions.</p>	<p>These are posted on the city website and trade/affinity group websites and held regularly with the goal of teaching interested businesses how to obtain contracts with the city. The Lakewood Economic Development team is already doing some of this work.</p>
<p>Utilize existing resources in the community to connect W/MBEs and others to mentors, funding sources and other similar business owners.</p>	<p>Other cities include links on their city website to such resources. City staff learns about trade/affinity/support groups then meets/partners to discuss challenges and also to create opportunities with the purpose to create and grow small businesses in our community. Again, Lakewood is doing some of this, so perhaps it's more of expanding the work.</p>
<p>Host or participate in small business coffee sessions or small business talk sessions.</p>	<p>Another way to bring small businesses together for networking, finding mentors, etc., while also taking the time to educate these businesses on opportunities to contract with the city. These are more informal in nature and appeal to social aspects vs educational sessions. Can also include speaking at various local Chambers of Commerce.</p>

<p>Highlight W/MBEs owned by residents of the city.</p>	<p>This creates awareness of existing W/MBEs, perhaps encourages patronage of such businesses and could serve as inspiration for future W/MBEs. We see new businesses mentioned in Looking @ Lakewood, but what about other social media sites, partner sites, the city website, etc.</p>
<p>Gather data (Disparity Study/Availability Study) usually from the closest big city/metro area. For Lakewood, the city could use Denver’s Disparity study (addresses the Metro area).</p>	<p>Determine how the disparity numbers and availability numbers apply to Lakewood. Our initial evaluation is that the Metro numbers can be used by Lakewood.</p>
<p>Partner with another city or the county. Especially when using certification programs.</p>	<p>Some cities partner with nearby cities especially if they are part of a larger Metro area. The partnering can include sharing data, certification programs, lessons-learned, certification forms, training, etc.</p>

Full List of Recommendations/Ideas

After researching and reading information from cities large and small and conducting extensive general information on the topic of W/MBEs, below is the comprehensive list of ideas and additional recommendations. The total list of ideas and recommendations total 16 with some having multiple parts. Some can be done in phases and some likely require more research. We recognize and appreciate the work the city has already implemented such as the website translator and their on-going outreach and training efforts, which are things that are listed.

1. City should keep data on contract awards (both dollar amount and percentage amount). Without data, the city doesn’t know where they stand. Some suggested software programs that can assist the city to track the data, mine the data and analyze the data can be found here: [Best Government Diversity, Equity, and Inclusion \(DEI\) Analytics Software - 2023 Reviews & Comparison \(sourceforge.net\)](#) .
2. The city should engage in more outreach to more W/MBEs.
 - a. This could include outreach through trade/affinity groups such as (percentage of Lakewood’s population is noted in parentheses):
 - i. Hispanic Chamber of Commerce (23%)

<https://www.hispanicchamberdenver.com>

ii. Women's Chamber of Commerce (50%)

<https://www.cwcc.org>

iii. Asian Chamber of Commerce (3.9%)

<https://www.acccolorado.org>

iv. Colorado Black Chamber of Commerce (1.8%)

<https://www.coloradoblackchamber.org>

v. Other suggested groups to explore and expand outreach efforts include Veterans' groups, businesses owned or having employees who are persons with disabilities, LGBTQ+ owned or LGBTQ+ employees, etc.

Colorado LGBTQ Chamber of Commerce

<https://www.colgbtqcc.org>

Colorado Office of Economic Development and International Trade
Minority Business Directory

<https://www.oedit.colorado.gov/minority-business-directory>

- b. The city could also conduct workshops on the process of applying and doing business with the city. (Partially accomplished and ongoing. Some of this is already happening as captured in "Looking at Lakewood" April 2023 and July 2023 editions.)
- c. The city could also enhance their website through the use of language translators to achieve more outreach. The City of Boulder is a good example, but if further research is required, this could be assigned as a follow-on project to the LAC. (Accomplished. The City of Lakewood website as of March 2023 has a translator option.)
- d. The city could work and partner with the organizations listed in (a) above and ask if they could place RFPs or other opportunities and information on their specific sites.
- e. Another follow-on potential assignment for the City Staff or the LAC is to research what are the top social media or other media sites utilized by Asian-

owned, Hispanic-owned, Black-owned, Women-owned and Veteran-owned businesses and then the city could place the RFPs/links/opportunities on these sites. This could include possibly placing public service announcements or advertisements on Spanish-speaking radio stations.

3. Utilize data and programs from neighboring cities, especially Denver which is a bigger city with more resources. They maintain a list of W/MBEs. Perhaps when the city of Lakewood is reaching out to 3 firms for quotes, they could ensure at least one firm is from this list. Denver also conducts workshops; Lakewood city staff might be able to attend these Denver workshops as samples or resources as they build their own workshops.

The City/County of Denver utilizes a comprehensive certification program for women, minority, veteran-owned businesses. They also perform a validation of the certifications. The details of their program can be found on their Division of Small Business Opportunity (DSBO) website which is listed in the references. Of note, the representatives from the City/County of Denver are willing to share and partner with the City of Lakewood.

4. Being an inclusive city is a deliberate, thoughtful and on-going process. As such we recommend the city set aspirational contracting award goals for themselves perhaps using Census data or Disparity data from the Metro area. These goals are not quotas; they are simply proportional goals in writing that make it clear that the city of Lakewood wants to include everyone in contract awards and distribution of city funds with the caveat that the most qualified or best value firm will be selected. We found that it is critically important to define the terms so that everyone has a clear understanding of the conversation and expectations.

a. Once data is collected over a full year and City Council can reevaluate the recommendations that were implemented and make a determination if the city should continue or add more or remove some recommendations. For example, take a deep-dive into the selection criteria: Is criteria objective? Is the selection team itself diverse? Can or should company names be removed until selection is made? Does selection rely too heavily on positive past history doing business with the city? Can the city declare an aspirational goal for awarding contracts or procurements to firms who have never done business with the city?

b. Another recommendation: Since Lakewood is the 5th largest city in Colorado, and it has as its goal “building an inclusive community,” based on our research the city could benefit from hiring or appointing existing staff to be the coordinator for inclusive contracting. This role could be in the form of a Diversity, Equity and Inclusion Manager to work on the procurement process or could be broader to include all Lakewood to champion diversity, equity and inclusion across all the City’s programs and services. Our research has shown that a program with the aim of trying to achieve inclusiveness and equity only has a good success rate

when there is someone to be accountable and someone who champions the program. Hiring or appointing someone to a more limited role such as “Disadvantaged Small Business Liaison” could work and the option is used by the City of Ft Collins. Appointing several “Equity Champions” from across departments, who meet frequently, to discuss blind spots, next steps, the data and more as is being done in the City of Aurora, CO and is yet another option.

5. Update the City of Lakewood’s Mission/Vision statements to include the concept that the city is building an inclusive community. Then update the Lakewood Municipal Code as appropriate with recommendations that are adopted for this LAC study. Also update the city’s procurement policies and procedures to match the updated city municipal code. Here are 3 examples:

- a. Currently for purchases under \$10K, it’s buyer's discretion.
Recommendation: Provide city buyers with a list of W/MBEs. Perhaps the list comes from the city’s Economic Development Team or from a list of certified W/MBEs from either Jeffco or the city and county of Denver.
Inclusiveness includes including new businesses regardless of race or ethnic status in the contracting and purchasing process.
- b. Currently for purchase between \$10K and \$74.9K city buyers must obtain 3 quotes or submit a sole source justification. Recommendation: Again, we recommend that the city buyers be provided with a list of W/MBEs. Perhaps the list comes from the city’s Economic Development Team or from a list of certified W/MBEs from either Jeffco or the city and county of Denver.
Perhaps these awards are reviewed by not only the supervisor but also the DEI manager or the Small Business Liaison or Equity Champions if one is established. Our thought is that trying new businesses comes with some risks such as potentially lower quality or inability to complete the job, but also includes potentially some rewards to the city, such as increased innovation and lower costs.
- c. Above \$75K is a very formalized process and selections are made as a group. When combined with federal funding they may be subject to set-aside provisions. Recommendation: Proceed as is.

6. W/MBEs often struggle to secure funding to start their business, again in their early years of existence to sustain their business and perhaps struggle even more to expand their business. Perhaps the city could also bring in representatives from Small Business Administration (SBA), banks and credit unions to conduct workshops on obtaining funding. Partner with mentors to

conduct workshops on obtaining funding. Setup a follow-on program where protégés are then expected to become mentors.

7. Related to the above perhaps the city could host a business forum for women, minority and veteran owned businesses where they could all meet, network and share stories among themselves. Or the city could send economic development team representatives to the various chamber of commerce events.

8. During contract selection/deliberations, perhaps additional consideration (priority) is given to firms who use as subcontractors who are W/MBEs. Perhaps this could result in mentor-protégé relationships that could develop the pipeline for more W/MBEs to become prime contractors. We believe ideas like this and others' ideas that may come from city staff, community members, and others could help businesses that are just starting out and possibly create a pipeline of future contractors.

9. The city of Colorado Springs does engage in various efforts to help W/MBEs. One of the interesting actions is they highlight women-owned businesses on its "Visit Colorado Springs" website. Perhaps Lakewood could do the same on the city website as we do not have a dedicated tourism site. While Lakewood does highlight new businesses in Looking @ Lakewood newspaper, perhaps the city could expand on this to the city website and other social media sites.

10. On the Pueblo County website, they explain why after 30-years of research and discussion there is still a need for programs that assist W/MBEs and Disadvantaged Small Businesses. While the data is from 2010, some things like lack of mentors and difficulty in getting funding still are reported on and discussed today and we found confirmed this with more recent reports and news articles. It was unclear exactly what the City/County of Pueblo are doing in regards to assisting W/MBEs. The 2018 Study by the City of Ft. Collins lists some of the same issues and challenges facing W/MBEs and their study provides additional information. The City of Ft. Collins does have W/MBE program.

11. The city of Edmonds, WA describes on their website that small businesses are the backbone of the economy. They engage in strengthening opportunities for small and diverse businesses. They believe doing this not only strengthens the local economy, it supports the community, improves the quality of life for everyone and having more participants increases competition and innovation while lowering costs.

12. Require certification from women/minority/veteran-owned business enterprises. A program and database can be created or the city can use one that exists, such as the city of Denver's program. The Denver Reps we talked to said they are willing to engage in some sort of reciprocity agreement. This will likely require more city staffing to manage the program, check certifications, etc. Staffing requirements would be less if the city enters a partnership agreement.

13. Another recommendation would be to have a Lakewood certification form without a formal certification program that would collect data about businesses that do contract with the city. The informal program could gather information about the businesses. If confirmation is desired, perhaps this could be confirmed by site visits that could be done by volunteers. The form below is overzealous but a modified form that could fit our city could work well. In addition, Denver and the State of Colorado have certification formats that we could use and encourage State wide consistency with certification.

[City of Oakland pdf doc.](#)

14. City should formalize the definitions for terms such as Women and Minority-owned Business Enterprise (W/MBE), Disadvantaged Business Enterprise (DBE), Veteran-owned Small Business (VOSB) and others. While the SBA website is an excellent source of the definitions, we recognize some cities further define or expand on these definitions. It is important for all involved to know the definitions being used. These terms and definitions become important in the data collection and reporting process and also in the certification program, should the city decide to pursue this option.

15. Model the Federal Government. We don't have to redesign the wheel. [Disadvantaged Business Enterprise Program Requirements | US EPA](#) or [GSA Announces Actions to Advance Equity and Supplier Diversity in Federal Procurement | GSA](#)

16. Related to above, the City of Lakewood has the 2nd most concentration of Federal employees in the country located at the Federal Center. City should explore more collaboration efforts with the federal government. Perhaps the collaboration could lead to establishing an incubator to help create more minority and women owned businesses and jobs right here.

Top 5 Recommendations

From the full list of potential ideas, the most commonly found ideas and ideas being implemented by our neighbors, we developed our Top 5 recommendations. We believe these recommendations can have an impact both quickly and with minimal costs. Table 2 below lists our top five recommendations for the City of Lakewood to consider in improving the awareness and participation of W/MBEs.

Table 2: Top 5 Recommendations

Recommended Action	Justification/Benefits
<p>1. Gather and keep statistics and use the data to refine the W/MBE program, the goals, the outreach, etc. Publish those statistics on the city website.</p>	<p>Cities keep statistics on all contract awards to ensure transparency. Without data it is difficult to know how the city is doing. We recommend the city at minimum track the numbers of awards made to W/MBEs both in terms of dollar amounts and number of contracts. Examples of data could include: In 2024 women-owned businesses received \$500,000 in city contracts from a budget of \$2Mil (25%) and Hispanic-owned businesses were awarded 10 city contracts from a total of 100 city contracts (10%). This data gives the city insight into areas they may need to target or do more outreach. It was rare to find the statistics posted in an obvious place, but in some cases with a little digging those statistics were available.</p>
<p>2. Establish aspirational contracting goals.</p>	<p>Perhaps a starting place is the US Census data. The numbers of business owners by demographics for the State show: 44.5% of businesses are owned by women, 11.1% by Hispanics, etc. See References. However, using the Metro area Disparity Study, the Availability numbers are lower. We would recommend aspirational goals of 5-8% for W/MBEs procurement awards.</p>
<p>3. City to conduct training, workshops and various outreach efforts to increase the numbers of W/MBEs businesses and participation in the City contracting process.</p>	<p>Some of this is already being done by Lakewood’s Economic Development team. Expand efforts, do more workshops and outreach. Partner with various affinity groups listed in this report. Partner with the State and Small Business Administration. Educate Lakewood residents on starting a business and how to do business with the city. Small businesses are crucial to the economy.</p>
<p>4. Establish partnerships with the City & County of Denver and Jefferson County.</p>	<p>We had several guest speakers come and share their programs with the LAC. Both the City & County of Denver and Jefferson County are willing to share their expertise, lessons-learned, even their certification program with the City of Lakewood. There are abundant opportunities so that the city does not have to recreate the wheel nor duplicate efforts. Partnering can also save the city money by not having to hire a lot of additional staff.</p>

<p>5. Evaluate hiring/assigning a coordinator to establish and monitor W/MBE procurement program. Person could coordinate and spend appropriate time with Lakewood staff, departments to focus on diversity, inclusion across the City's contracting/procurement activities.</p>	<p>A coordinated program has many benefits. Ties all the efforts together, creates awareness and perhaps could reveal blind spots. Position could infuse or generate new ideas on what the city could do differently or better to reach more W/MBEs. Position could also create accountability by tracking the data, workshops, and other initiatives to see what is working and what isn't working.</p> <p>There are more options, like a more limited role such as the City of Ft Collins has done, partnering with the County or another city to use some of their data/ideas/resources or having multiple champions like the city of Aurora.</p>
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Conclusion

There are steps and recommendations both small and large that the city could implement to increase both the awareness and opportunities for W/MBEs which will lead to an increase in the participation of the W/MBE community. This in turn could lead to a strengthening of our local economy, increase competition and lower costs to the City of Lakewood. The research also suggests it increases civic pride and creates a feeling of inclusiveness.

Appreciation

We LAC, Diversity Committee, appreciate this first assignment for our committee. We'd like to thank the Mayor and City Council for assigning us this project, especially Counselor Jeslin Shahrezaei for preparing and submitting this assignment to the LAC. We'd also like to thank Mary O'Halloran, City of Lakewood Procurement Supervisor for sharing her expertise and for gathering data for us to evaluate. We'd also like to thank Jay Robb, the City Clerk, for all his support and contacts across the Metro area and beyond. Our deep appreciation to Marika Sitz, Diversity, Equity and Inclusion Manager, Jefferson County and to Alexis Nightengale and Brittany Eroen from the Division of Small Business Opportunity, City and County of Denver.

References:

Countless hours were spent by the team researching other cities' websites and commissioned studies in order for us to develop some recommendations that we think are appropriate for the City of Lakewood. Below are many of the links used, including links to reports, news stories

and general information.

<https://www.denvergov.org/Government/Agencies-Departments-Offices/Agencies-Departments-Offices-Directory/Economic-Development-Opportunity/Business-Owners-Entrepreneurs/Do-Business-with-the-City/Frequently-Asked-Questions/About-DSBO>

- Division of Small Business Opportunity (DSBO) website, City/County of Denver

<https://oedit.colorado.gov/minority-business-office-of-colorado>

- General information from the Minority Business Office of Colorado, a division of Office of Economic Development and International Trade (OEDIT)

<https://oedit.colorado.gov/minority-owned-businesses>

- Specific OEDIT information including a list of minority owned businesses

<https://www.governing.com/cityaccelerator/cohort4>

- Helpful publication from City Accelerator:

<https://19thnews.org/2021/06/small-business-administration-contracts-woman-owned-businesses-for-decades/>

- Article on history of Federal contracts to WBEs and what the SBA has done

<https://www.mbda.gov/tags/disparity-studies>

- Compilation of multiple Disparity Studies across the US by Department of Commerce

<https://cao-94612.s3.amazonaws.com/documents/City-of-Oakland-Draft-Disparity-Study.pdf>

- Disparity Study- has information on what is legally allowed as well as analysis of Oakland's actual disparities.

<https://www.oaklandca.gov/documents/contracts-and-compliance-forms-and-schedules>

- City of Oakland's Contracts Schedules which include questions about race/ethnicity and gender of business owners:

<https://www.open-contracting.org/2020/11/19/new-report-a-procurement-path-to-equity/>

- 5 Ways cities can use purchasing power to help W/MBEs

<https://www.fastcompany.com/90298216/how-cities-can-support-minority-and-women-entrepreneurs-buy-things-from-them>

- How cities can support women owned businesses: buy things from them

<https://www.boston.gov/news/proposal-filed-expand-access-city-contracts-minority-and-women-owned-enterprises>

- City of Boston, Proposal file to expand access to city contracts

<https://www.edmondswa.gov/cms/One.aspx?portalId=16495016&pageId=17269271>

- City of Edmonds, Diversity, Equity and Inclusion Commission. Ideas of things Lakewood may want to consider such as a film series.

<https://bellevuewa.gov/city-government/departments/city-managers-office/diversity-advantage-initiative>

- City of Bellevue, their Diversity Advantage Initiative

<https://www.fcgov.com/>

- City of Ft. Collins, CO. General site with links to 2018 Small Business Survey and Public Notice on contracting goals on dual/partner Federal contracts.

<https://www.visitcos.com/blog/women-owned-businesses-resources/>

- Visit Colorado Springs website highlighting women-owned businesses

<https://county.pueblo.org/energy-and-economic-development/minority-owned-business-resources>

- Pueblo County, CO website with resources for minority-owned businesses

<https://www.tal.gov.com/diversityinclusion/divinchome>

- City of Tallahassee, their Diversity Initiatives and Plans

<https://www.portseattle.org/business/bid-opportunities>

- Port of Seattle information

<https://cuyahogacounty.us/fightracism>

- Cuyahoga County Links

<http://accaweb.org/>

- American Contract Compliance Association

<https://goodfoodpurchasing.org/>

- Good Food purchasing programs in some cities.

<https://www.governing.com/cityaccelerator/blog/cities-purchase-power-people-color-minorities-lc.html>

- 5 Ways Cities can use their purchasing power to support minority-owned businesses

https://hwpi.harvard.edu/files/govlabs/files/strategies_for_improving_vendor_diversity_brief.pdf

- A paper with strategies for improving vendor diversity.

<https://www.thewomenofdenver.com/>

- Women of Denver - a connection platform for women in Colorado to build their network; they also offer free mentoring and advice to women business owners by other women business owners.

<https://micasaresourcecenter.org/>

- Mi Casa Resource Center offers free coaching and consulting to Hispanic/Latino small businesses and entrepreneurs.

Here is [Find a minority, woman, or disabled-owned business | Services | City of Philadelphia](#)

- An example from Philadelphia to search for W/MBEs and disabled-owned businesses.

“A [1989 Supreme Court ruling](#) established that cities may only overtly work to support minority-owned businesses if they can prove a history of discrimination in city contracts.”

- What we are recommending is different but we leave this reference here for historical context.

Cities like Los Angeles and Chicago set up portals where new contracting opportunities could be posted well in advance, so smaller firms could learn how to bid on them. Also, rather than issuing a single contract to a large firm, the accelerator cities are breaking up contracts into smaller projects that a cohort of local businesses could tackle. Smaller contracts help the city establish relationships with more diverse vendors, who can use the revenue stream to grow their business. Improving procurements and [city accelerator](#)

The federal government has very specific goals for small businesses. Agencies have various procurement programs set aside or earmark a certain percentage of contract dollars that must go to small businesses. The federal government has contracts called total small business set-asides, which are exclusively set aside for small businesses. See SBA website for details (sba.gov) They have the Women-Owned Small Businesses ([WOSB certification](#)), which is limited to women who are certified as WOSB.”

[Washington State's](#) equity of public spending showing what the State of Washington is doing.

[Seattle WA is](#) really interesting ... you can read public meeting minutes on how their Advisory committee was working through some of these same issues.

Seattle's Priority Hiring Program - [Priority Hire Program](#)

[Equity Considerations — Equity Resource Hub](#)

- A resource on equity with questions to consider.

[EquitableDecisionMakingTool.pdf \(clark.edu\)](#)

- A series of questions, many of which are thought-provoking.

City of [Boulder](#) website, it translates the site into many languages.

Other translation services: [Translation services](#) or you can try [google translate](#)

<https://www.thomsonreuters.com/en-us/posts/news-and-media/government-procurement-dei/>

- Article on How Government Procurement Helps with Diversity, Equity and Inclusion, including a link to a procurement tracker used by the city of Tacoma, WA:

<https://sloanreview.mit.edu/article/how-procurement-can-strengthen-diversity-and-inclusion/>

- Article by the MIT Sloan School of Management on how Procurement can Strengthen Diversity and Inclusion:

<https://buildinginnovationhub.org/resource/find-a-qualified-vendor/high-road-contracting/>

- High-Road Contracting Too, a tool to help find qualified vendors:

Additional Links/Information:

The Request from the City Council that generated this paper.

[City docs](#) click on this link to read the request and the current city docs.

[LAC Diversity Committee - Zoom](#) April 19, 2023 committee meeting video with City and County of Denver - Alexis Nightengale and Brittany Eroen

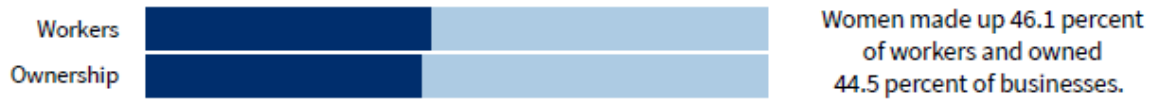
[LAC Diversity Committee - Zoom](#) March 22, 2023 committee meeting with Jefferson County DEI Manager - Marika Sitz

Graphical Reference:

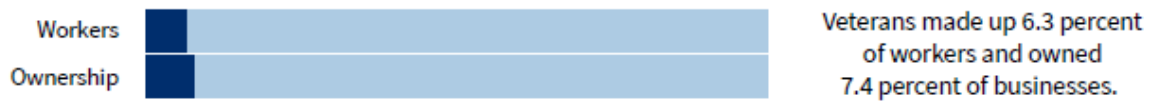
Business Ownership by Demographic Group (State of Colorado)

Business ownership share by demographic group

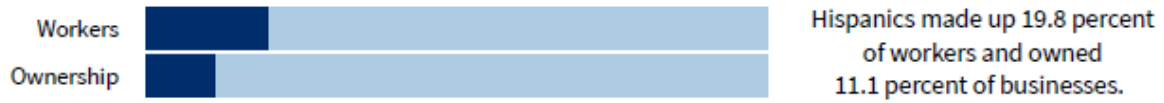
Women



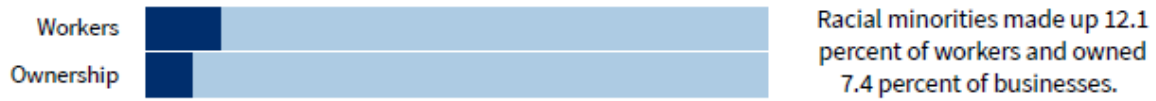
Veterans



Hispanics



Racial minorities



Ownership shares include equal and majority ownership

Sources of data: [American Community Survey, 2018](#) (Census and IPUMS); [Annual Business Survey, 2018](#) (Census); [Nonemployer Statistics by Demographics, 2017](#) (Census)

News Release

Amber Thill, Public Engagement and Operations Manager • AmbThi@Lakewood.org • 303.987.7872



Lakewood Cleanup Day Saturday, Oct. 15

City of Lakewood residents will have the opportunity to clear out unwanted appliances, furniture, electronics and other items from their homes and get those items reused or recycled during Lakewood's free citywide Cleanup Day from 8 a.m. to 2 p.m. on Saturday, Oct. 15 at the Jeffco Stadium on 500 Kipling St.

It is free to drop off items except for televisions, that require a \$30 fee each, cash or credit cards accepted.

Residents need to bring proof that they live in Lakewood and allow plenty of time to drop off their items as Cleanup Day is very popular. Residents will enter the site from Kipling St. and will be directed to exit onto the 6th Ave. frontage road. Last entry will be at 2 p.m.

Regular recyclable items such as plastic bottles, newspaper, glass, cardboard and cans will not be accepted, and can be recycled with resident's curbside pickup. Yard waste including trees, branches and shrubs can be taken to Jefferson County slash drop-off locations. Slash locations will be open Thursday through Sunday at most locations. For more information and slash collection locations, visit Jeffco.us/Slash.

Items accepted at cleanup

- Furniture, mattresses, box springs and bed frames
- Appliances including stoves, ovens, dishwashers, washing machines, dryers, refrigerators freezers, microwave ovens and wood stoves
- Sinks, toilets, bathtubs, carpet, flooring, doors and windows
- Electronics including computer monitors and computers
- Televisions require a \$30 fee, cash or credit cards accepted
- Engine blocks, car parts or small gas engine equipment

Items not accepted at cleanup

- Landscaping materials and fencing
- Yard waste including trees, branches and shrubs
- Scrap lumber or drywall
- Household chemicals, paint, fuel tanks or cans, propane bottles, light bulbs -- these can be recycled at the Rooney Road Recycling Center, by appointment only, for a nominal fee.

- Tires
- Gravel, asphalt, rock, sod, earth, concrete, brick, blocks, pavers or roofing material
- General household trash or loose debris that would normally be picked up by a residential trash service
- Materials or debris from a private contractor's work
- Regular recyclable items such as plastic bottles, newspaper, glass, cardboard and cans - these can be dropped off at the Quail St. Recycling Center.

For a complete list of items that will be accepted during Cleanup Day, visit Lakewood.org/Cleanup or call 303-987-7193.

###



FULL COMMISSION MEETING
JUNE 21, 2023, 7:30 p.m.
Virtual Meeting

MINUTES

1. CALL TO ORDER

Chair Kate McBride called the virtual meeting to order at 7:35 p.m.

2. ROLL CALL

Commissioners Present: Vice Chair Kip Kolkmeier, Secretary Marie Venner
Fred Clifford, Melissa Colman, Claire Dixon, Rena Fowler, Sarah Griffin,
Floy Jeffares, Lucia Mears, Karen Morgan, Elisabeth Moolenaar, Elisa Overall, Neil Preister,
Fernando Rocha, Alice Shelly, Glenda Sinks, Karen Sweeney-Tucker, Glenn Weadock

Laura Rapp (Online)
Nate Wightman (Online)
Karen Morgan (Online)

Commissioners Absent: Roger Freeman, Sarah Foster, Karen Goldman,

A quorum was present.

Other Guests: Joan Poston, spoke to the LAC regarding the recent proposal from the Sustainability Committee regarding Green Remodeling.

Staff Present: Jay Robb, City Clerk and Issac Lopez-Rael, Boards and Commissions Coordinator

3. PUBLIC COMMENT

Joan Poston spoke to the Commissioners about the Sustainability Subcommittee's recent research project regarding 'Green Remodeling.'

Public Comments received via Lakewood Speaks: None

4. APPROVAL OF MINUTES

Motion: Commissioner Kolkmeier moved, Commissioner Neil Priester seconded to approve the June 21, 2023 minutes.

Results: The minutes were approved unanimously.

5. OLD BUSINESS

A. WELCOMING NEW LAC COMMISSIONERS

Chair McBride asked the new Commissioners to introduce themselves. Claire Dixon and Lucia Mears briefly introduced themselves.

B. UPCOMING LAC RETREAT

The Commissioners discussed ideas for the LAC's retreat scheduled for September 20, 2023.

6. NEW BUSINESS

7. OFFICER REPORTS

Kate had not additional comments.

Kip updated the group about a recent vacancy on the LAC and

8. SUBCOMMITTEE REPORTS

Sustainability – Chair Glenn Weadock had a brief update about

Neighborhoods – Sarah Griffin, provided an update on behalf of the Chair, Floy Jeffares.

Diversity – Commissioner Rocha gave a brief update about

Civic Awareness – Chair Karen Morgan had no report.

9. CITY CLERK REPORT

Mr. Robb provided a brief update.

Discussion ensued about the structure of the retreat.

10. ADJOURNMENT

There being no further business to come before the Commission, Chair Kate McBride adjourned the meeting at 8:03 p.m.

Respectfully submitted,

Marie Venner, Secretary