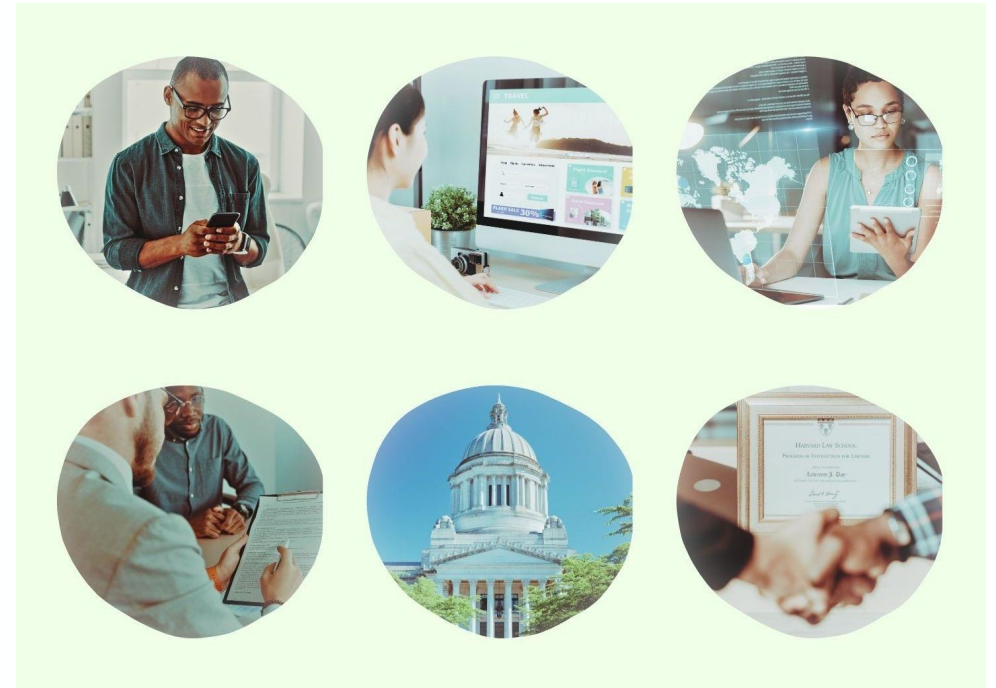


# Using Subcontractors to Grow Your Government Contract Business



Presented by

**Ryan Taylor, President  
Golden Gift Consulting**

**April 1, 2026**

# Agenda

1. Welcome and Introductions
2. Workshop: State Contracting Basics
  - OFM Vendor Payee Registration
  - Sales Reporting
  - Small Business Registration & Certifications
  - Scope & Quote Process
3. Using Subcontractors to Grow Your Government Contract Business
4. Q & A and Discussion (Workshop Topic)
5. Q & A about Statewide Contracts
6. Closing Remarks





## **Part 1: State Contracting Basics:**

- **OFM Vendor Payee Registration**
- **Sales Reporting**
- **Small Business Registration & Certifications**
- **Scope & Quote Process**

**Supplier Registration Form**

Are you a Made by the Blind-certified business?  Yes  No

**PART A – Contact Details**

Mailing Address: \_\_\_\_\_  
 City: \_\_\_\_\_ State: \_\_\_\_\_ Zip code: \_\_\_\_\_  
 Contact Person – First Name: \_\_\_\_\_ Last Name: \_\_\_\_\_  
 Telephone Number: \_\_\_\_\_  
 Email Address: \_\_\_\_\_

**Part B - Request for Taxpayer Identification Number and Certification – Substitute Form W-9**

Are you a foreign entity?  No  Yes If Yes, please attach an IRS W-8 form.

**1. Full Name Used for Tax Reporting (choose one):**

Legal Business Name: \_\_\_\_\_  
 Individuals Name: \_\_\_\_\_  
 First Name: \_\_\_\_\_ Last Name: \_\_\_\_\_

**2. Doing Business As (DBA):** \_\_\_\_\_

**3. IRS Tax Classification - Check only ONE box:**

**SSN or EIN:**  Individual Person/Sole Proprietor  Corporation  All Other State/Local Govt.  
**SSN only:**  Partnership  WA State Agencies  
 Lived Experience - Class 1  Non- Profit Organization  Federal Government (including Tribal)  
 Volunteer  Tax Exempt Organization  Trust/Estate  
 Board/Committee Member

**4. For Corporation or Partnership ONLY, check one box below if applicable:**

Medical  Attorney/Legal

**5. Legal Address (number, street, and apt or suite no):** \_\_\_\_\_

**6. City:** \_\_\_\_\_ **State:** \_\_\_\_\_ **Zip code:** \_\_\_\_\_

**7. Tax Identification Number (TIN) - Check only ONE box:**

For individuals, this is your Social Security Number (SSN)  
 For other entities, this is your Employer Identification Number (EIN)

Enter your EIN or SSN (do NOT enter both): \_\_\_\_\_

**8. Certification**

Under penalty of perjury, I certify that  
 i. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me), and  
 ii. I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding, and  
 iii. I am a U.S. person, including a U.S. resident alien (defined in the W-9 instructions to be found at [www.irs.gov](http://www.irs.gov)), and  
 iv. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions: You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. Please note this form does not include a FATCA exemption code field, and therefore item 4 does not apply.

The Internal Revenue Service does not require your consent to any provision of this document other than the certifications required to avoid backup withholding.

\_\_\_\_\_  
SIGNATURE OF U.S. PERSON

\_\_\_\_\_  
Date: This form is valid for 90 days

# OFM Vendor Payee Registration

Register for OFM at: [Vendor payee registration | Office of Financial Management](#)

- Enter business information.
- Enter bank account information.
- Monitor email for notification of acceptance, rejection, or clarification.



# Sales Reporting

- Complete Sales Report at the following link: [DES Login](#).
- Pay management fee for all revenue generated through the statewide contract during the quarter. *Management fee amounts vary. You can find details about your management fee in your contract document.*

**Gross receipts = total revenue, not profit**

**(total income before expenses)**

- Invoice will be posted in account and emailed to you.
- You must call the DES Payment Processing department at (360) 725-5700 to pay your invoice. You cannot pay through an online account.

# Small Business Registrations & Certifications

- Small business certifications (small business, veteran, MBE/WBE, etc.), if any, are listed next to firms on the DES contract portal page.
- If you obtain OMWBE certification (or your certification status changes) after your contract award, notify your contracting officer to update your file.



# Scope & Quote Process

- Agencies will research firms
  - They conduct preliminary research to narrow down firms.
  - You should consider what the agency is looking for.
- Outreach process
  - Agencies reach out to vendor(s) of interest to request quotes.
- Agencies may request
  - Technical approach
  - Firm/staff qualifications
  - Price quote (cost of firm's goods or services, materials, and other direct costs related to the scope of work)



## Part 2: Using Subcontractors to Grow Your Government Contract Business

# Overview: What We'll Cover

1. The Case for Subcontracting
2. Setting Up Processes, Subcontracts, and Systems
3. Sourcing, Evaluation, and Selection
4. Onboarding and Compliance
5. Project Management
6. Conclusion

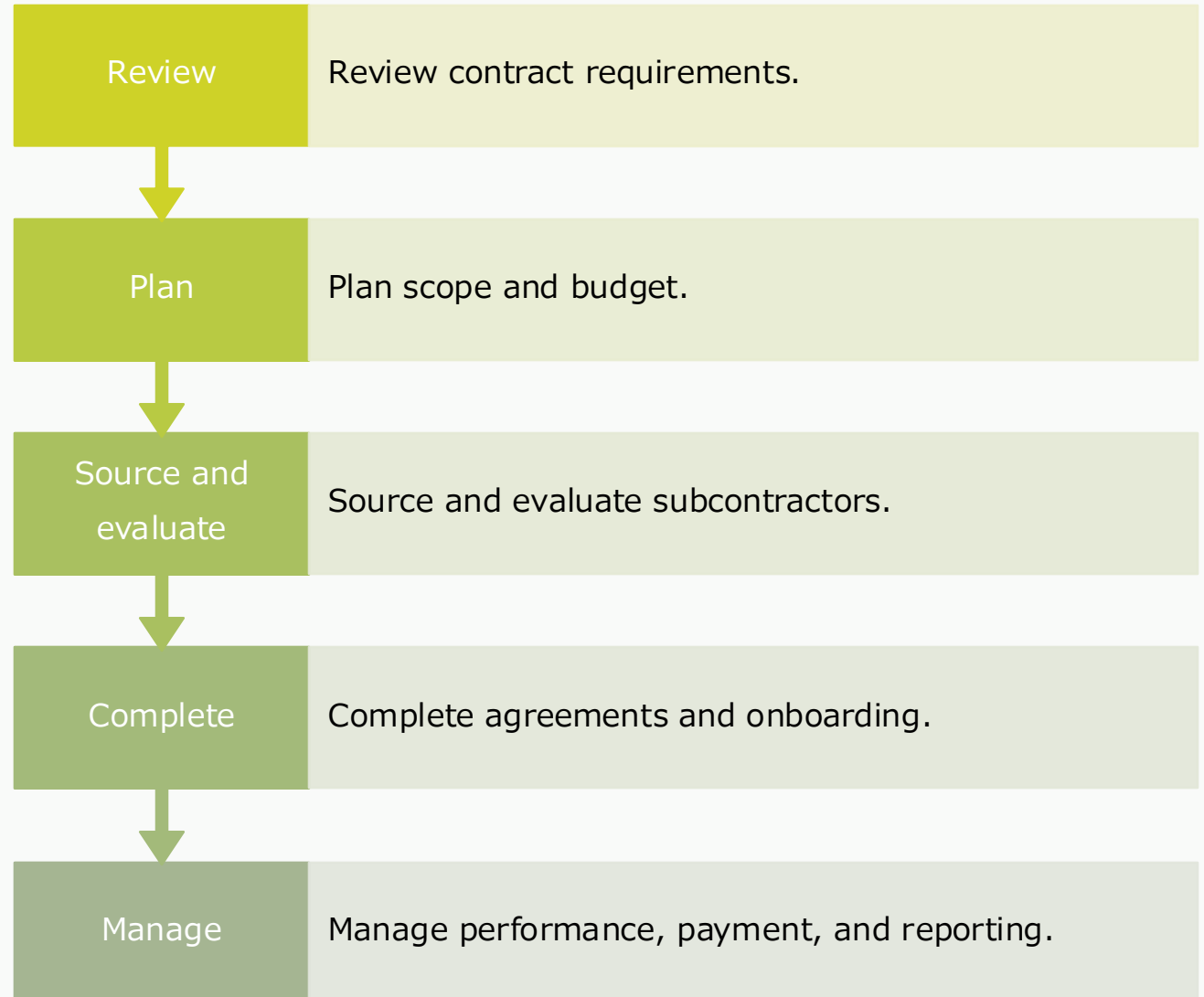
## The Case for Subcontracting: How Subcontractors Can Help You Grow

- Expand capacity without the cost or commitment of hiring employees.
- Stay flexible by scaling your workforce up or down for seasonal needs, events, and urgent work.
- Win more competitive bids by partnering with firms that bring complementary expertise and proven past performance.
- Access specialized skills your business may not have in-house, without building a full-time team.



# Setting Up Processes: Planning, Subcontracts, and Systems

# Subcontractor Process Summary



# When Do You Bring in a Subcontractor?

When you bring in subcontractors will depend on your situation. Some prime contractors identify and commit to subcontractors at the proposal or bid stage — particularly when a subcontractor's qualifications, certifications, or specialized expertise are part of what makes the bid competitive. Others hire subcontractors after contract award, once the full scope and workload are confirmed.

Both approaches are common, and your contract may specify which is required.

# Know Your Contract Before You Subcontract

- Review your contract or draft contract early — some contracts name required subcontractors or set subcontracting percentages at the proposal stage.
- Understand that subcontractor selection criteria may vary depending on the size and complexity of the work, whether specific certifications are required, the timeline and urgency of the project, and whether the agency has approval requirements.
- Check labor rules such as prevailing wage before hiring — these affect your cost planning at both the bid and post-award stage.
- Approval requirements may require agency review and submission of documents before work begins.
- Plan reporting systems to track subcontractor use and performance.



## Planning, Scope and Budget

- Prepare a scope of work before hiring subcontractors.
- Scopes of work explain tasks, deliverables, and expectations.
- Deliverables are the final services or results the subcontractor must complete.
- A clear scope helps reduce confusion and prevent disputes.
- A clear budget communicates expectations for cost performance.



# Sections of a Scope of Work

Your scope should cover and clarify several key areas including

Tasks and  
responsibilities

Timelines (start  
dates, milestones,  
and deadlines)

Deliverables and  
quality  
expectations

Communication  
and reporting  
expectations

Site conditions or  
special  
requirements

Payment terms and  
invoicing schedule

# Budgeting for Subcontractors

- Factor subcontracting costs into your proposal or bid. It is important to adequately plan for subcontract costs.
- Subcontractor rates, labor hours, and project expenses should be included.
- Include the markup and/or indirect rate will apply to subcontractor costs. (*Indirect rate: percentage added to subcontractor's cost to cover your own overhead*)
- Strong budgeting helps maintain profitability and competitive pricing.



# Sourcing, Evaluation, and Selection

# Finding Subcontractors

You can find quality subcontractors and subcontractor firms using multiple sources

- Certified directories such as OMWBE can provide verified firms.
- Job boards such as Indeed can help identify available workers.
- Associations such as Tabor 100 can connect you to experienced businesses.
- Chambers and local networks often support business connections.
- Referrals can lead to more reliable subcontractors.



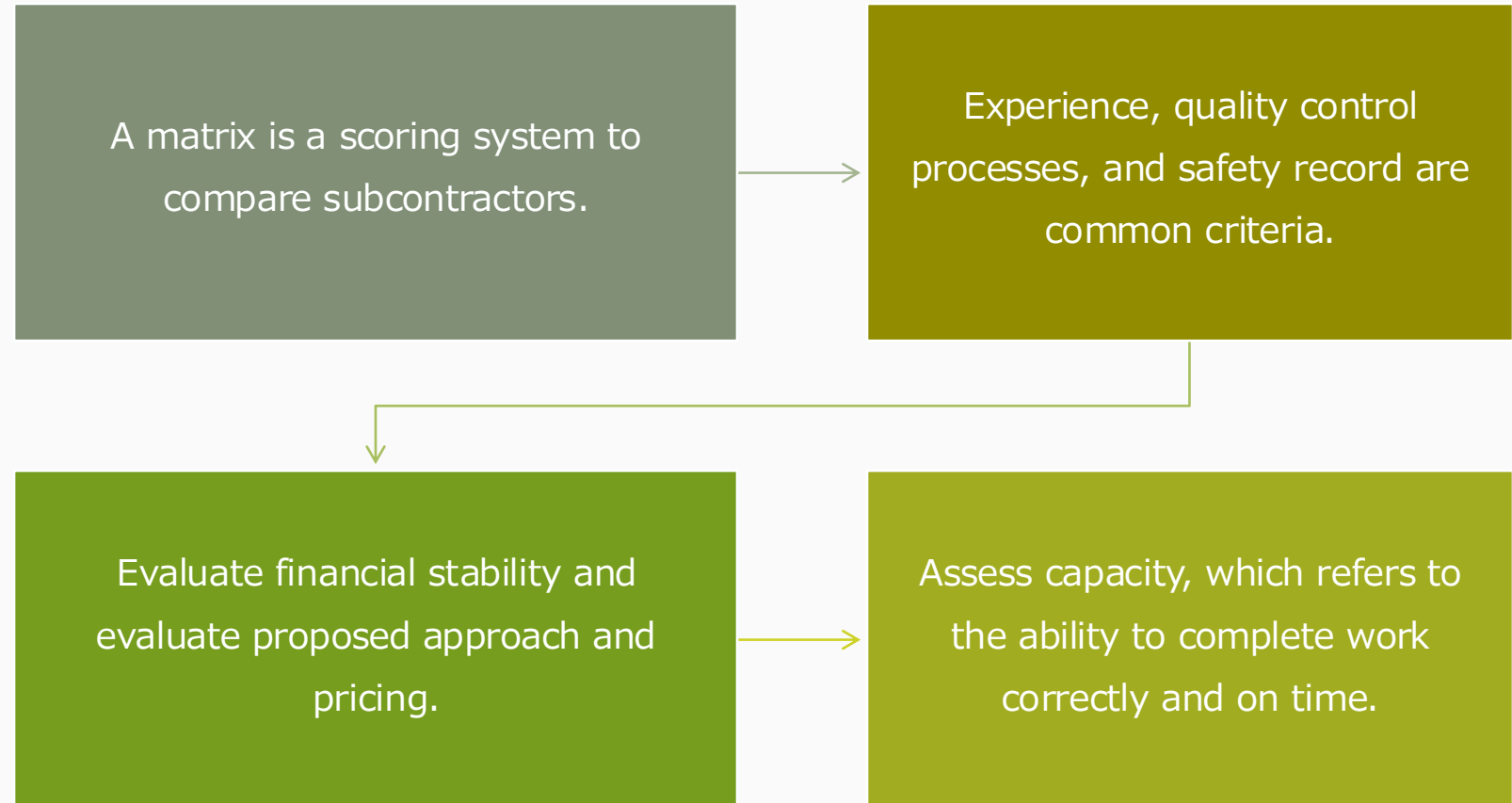
# Selection Process

1. Set up a simple intake and screening process.
2. Score and shortlist subcontractors based on project fit.
3. Send RFI (a request for information used to gather details from potential subcontractors) to verify licensing, insurance, experience, capacity, timeline.
4. Interview top candidates.
5. Complete evaluation and vetting.
6. Document decisions, scoring, and interviews.
7. Maintain records for compliance, audits, and risk protection.



# Evaluation Matrix

Document selection rationale and maintain procurement records. Use a matrix (see worksheet) to evaluate and score each subcontractor.



# How to Interview a Subcontractor

Here are a few key topics to cover. Give the subcontractor time to ask questions, as this can help you understand their approach and familiarity with your sector.

- Review education, skills, training, and relevant experience.
- Ask for examples of past work and problem-solving.
- Confirm availability and staffing fit your timeline.
- Verify licensing, insurance, and compliance history.
- Discuss how they handle delays and urgent issues.
- Review tracking, reporting, and quality control.
- Discuss communication style and response time.



# Vetting

Get the information you need to evaluate potential subcontractors, then verify your highest-rated subcontractors before selecting a subcontractor.

- Check documents, insurance, licenses, certifications, other vital information.
- Call references and check past work history.

# Interactive Discussion Break

- Let's review a sample subcontractor profile in small groups.
- Evaluate their strengths, risks, experience, and potential.
- Consider evaluation matrix questions to assess reliability.
- Find pros and cons about this subcontractor's response.
- Share your own experiences finding, evaluating, and hiring subcontractors with the group.

# Example Subcontractor Profile

“I am the owner of ABC Company in Seattle. I have one current city contract and have also worked as a subcontractor to two primes. My background is in commercial facility work, with more than 15 satisfied commercial and retail clients. My office and my clients are all in Olympia. I manage operations, schedules, and client communication directly. My business is registered and up-to-date as an LLC. I have a \$20,000 policy for insurance. I completed my DBE certification last year and my number is 123456. I completed OSHA training in 2009. I have three W2 workers. My part-time supervisor formerly worked for a state agency and is highly experienced. All staff have previous industry experience and are fully trained. I do annual training, but I’m not sure when we last completed this. My biggest job completed is a 9,000 sq. ft. office complex. I have a work van and equipment. I have three strong references. I just received an SBA loan to balance cash flow.”

# Example Subcontractor Profile Summary

<p><b>Business &amp; Legal</b></p> <p><b>Business structure:</b> LLC, registered and current</p> <p><b>Certification:</b> DBE #123456 [verified]</p> <p><b>Insurance:</b> \$20,000 policy [low — verify requirements]</p> <p><b>Cash flow:</b> SBA loan recently secured [review]</p>	<p><b>Experience &amp; Capacity</b></p> <p><b>Contract history:</b> One city contract; Two subcontractor roles</p> <p><b>Client base:</b> 15+ commercial &amp; retail clients</p> <p><b>Largest project:</b> 9,000 sq. ft. office complex</p> <p><b>References:</b> Three available</p>
<p><b>Staffing</b></p> <p><b>Workers:</b> Three W-2 employees</p> <p><b>Supervisor:</b> Part-time, ex-state agency [strong]</p> <p><b>Management style:</b> Owner-operated</p>	<p><b>Training &amp; Safety</b></p> <p><b>OSHA training:</b> Completed 2009 [outdated — 17 years ago]</p> <p><b>Annual training:</b> Conducted — date unknown [verify recency]</p> <p><b>Equipment:</b> Work van and tools on hand</p>

# **Onboarding and Compliance: Agreements, Risk, and Best Practices**

# Next Steps After Choosing a Subcontractor



- The written subcontractor agreement is essential to define expectations and create a clear legal framework.
- Consult a qualified attorney to ensure your agreement is enforceable and complete.
- The required scope, timelines, and deliverables needed should be clearly discussed and agreed upon.
- Define payment terms and invoicing rules.
- Checklists, handbooks, procedures, and quality standards help ensure consistent performance.
- A dispute resolution process can guide solving problems and handling issues.

## Risks, Safety, and Legal Matters

- Verify documentation, insurance, and required training records.
- Ensure proper equipment use and safe work practices.
- Complete onboarding with signed policies and records.
- Maintain oversight with regular reviews and documented issues.



# Project Management

# Managing Subcontractor Performance: Day-to-Day Performance

- Day-to-Day Management
  - Set a regular check-in schedule (weekly or per milestone).
  - Use a shared tracking tool or simple status log to monitor progress.
  - Address issues early — small problems become costly delays if ignored.
- Quality Control
  - Compare completed work against the scope of work and deliverables.
  - Conduct site visits or progress reviews at key milestones.
  - Document approvals, corrections, and any scope changes in writing.

# Managing Subcontractor Performance: Payments, Problems, and Multiple Subcontractors

- Payment Management
  - Review and approve invoices against actual work completed.
  - Track payments against your project budget.
  - Keep a clear paper trail of all financial transactions for reporting and audits.
- When Things Go Wrong
  - Follow the dispute resolution process outlined in your subcontractor agreement.
  - Document all communications and incidents thoroughly.
  - Know your contract's provisions for corrective action or termination.
- Managing Multiple Subcontractors
  - Coordinate schedules to avoid conflicts and gaps in coverage.
  - Clarify who is responsible for each task when scopes overlap.
  - Maintain a single project log that tracks all subcontractors in one place.

# Conclusion

## Building Long-Term Subcontractor Teams

- Reliable subcontractors can be used for future projects.
- Trust, communication, and respect help build long-term relationships.
- Consistent processes can reduce onboarding time.
- A list of proven subcontractors can help you maintain a reliable bench.



# Common Pitfalls

Subcontracting can be a positive experience. Watch out for these common mistakes.

- Treating subcontractors like employees can create legal risk.
- Skipping vetting or missing key checks increases risk and can lead to poor performance.
- Unclear subcontract agreements can cause confusion and disputes.
- Lack of subcontractor oversight can impact quality and timelines.
- Missing compliance requirements can lead to penalties.

**Note: Remember, as the prime contractor, you are responsible for managing your subcontractor and for their performance.**

# Key Takeaways

1. Subcontractors can improve competitiveness and flexibility.
2. Clear planning and vetting help reduce risk.
3. Compliance and oversight practices support strong operations.
4. Long-term relationships create more reliable teams and reduce risk.



# Recommended First Actions

- Define the scope, timeline, and budget for a sample contract where hiring a subcontractor would be beneficial.
- Set up a simple intake and evaluation process.
- Identify sources to find qualified subcontractors in your sector. This may include:
  - Certified Directories & Government Resources
  - Industry Associations & Networks
  - Online Platforms
  - Relationship-Based Sources





### October 1, 2024 — Know the Buyer: Understanding Agency Needs Workshop VALUE PROPOSITION WORKSHEET

Your Name \_\_\_\_\_ Your Company Name \_\_\_\_\_

#### Profile of Your Target Clients

4. Agencies that may need your services:  DOT (Transportation)  D96 (Social Services)  D97 (Education)  Cities  Counties  Ports  Utilities  Parks & Recreation  Public Works  Health Departments  Housing Authorities  Other \_\_\_\_\_

5. Describe characteristics of agencies seeking our services (size, location, sector) \_\_\_\_\_

6. Description of their buyers and decision makers. (Examples: facility directors, office managers buying products, construction site supervisors, procurement officers, department heads) \_\_\_\_\_

#### Your Competitive Advantages

Highlight your advantages, expertise, services, past performance, and certifications that set you apart.

5. How do you stand out from the crowd? Check all that apply.  
 Agility & Speed  Personal Attention  Local Presence  Specialized Focus  Lower Overhead  
 Flexibility  Quick Decision Making  Education/Expertise  D96 Certification  Dependability  
 Emergency/rapid Response  Quality  Cultural Sensitivity  Team Culture/Training  Years of Operation  Other \_\_\_\_\_

6. Your certifications (checkmark if you have it, underline if you need to apply/complete)  
 Small Business  Women-Owned  Minority-Owned  Veteran-Owned  Other \_\_\_\_\_

#### Core Problems You Solve

Complete this table to brainstorm how your firm solves problems for potential agency clients.

Buyer/Agency	Problem or Pain Point	Our Solution or Advantage
Example: DOT	Finding reliable vendors, emergency needs	Dependable service and 24/7 availability
1.		
2.		
3.		
4.		
5.		

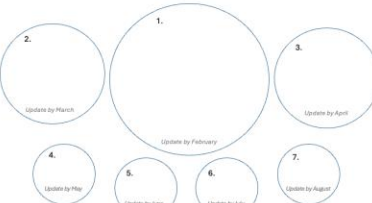


### November 5, 2024 — Online Presence: Reaching Agency Buyers Organically Workshop BRAINSTORMING YOUR ONLINE PRESENCE WORKSHEET

Your Name \_\_\_\_\_ Your Company Name \_\_\_\_\_

Use these channels, sites, and organizations listed below to prioritize your goals for online presence for 2025. In the largest circle (#1), write the name of your top priority online. Use the medium size circles (#2 and #3) for your next two priorities. Use the smaller circles (#4, 5, 6, 7) for longer-term online goals. Inside the circle, jot down ideas to improve your online presence for that site or with that organization.

- LinkedIn
- Google My Business
- YouTube
- Facebook
- Yelp and Other Online Review Sites
- Other: \_\_\_\_\_
- DMVBE Directory
- MHCSC Roster
- Agency Rosters
- Industry Organizations
- Partner and Stakeholder Websites
- Other: \_\_\_\_\_
- Better Business Bureau (BBB)
- Instagram
- TikTok
- AngiStar/ Houzz/Thumbtack/Logi
- D96 Ethnic Business Listings (Latin League, Hispanic Chamber of Commerce, etc.)
- Other: \_\_\_\_\_



**\* ACTION STEPS**

I will get photos of these projects/firms \_\_\_\_\_ I will write up these projects as case studies \_\_\_\_\_

I will ask these clients for positive reviews \_\_\_\_\_ I will post updates this many times a month \_\_\_\_\_



### November 19, 2025 — Materials That Market: High-Impact Templates and Tools Workshop BRANDING FOR BUSINESS DEVELOPMENT GROWTH

Your Name \_\_\_\_\_ Your Company Name \_\_\_\_\_

#### \* BRANDING GOALS

What qualities do you want to communicate to potential clients about your company? Check all that apply.

- Reliable
- Innovative
- Strong Past Performance
- Safety/Compliance
- Friendly
- Accurate
- Skilled Workforce
- Strong Quality Control
- Consistent
- Strong Operations
- Responsive
- Highly Qualified
- Competitive Pricing
- Professional
- Easy to Work With
- Efficient Delivery
- Diverse/Inclusive
- High Quality
- Clear Communication
- Strong Mission/Purpose

#### \* WHAT IMPRESSION ARE YOU MAKING?

Find your last proposal submission and copies of your capability statement and other materials. Let's review your branding. Fill out this checklist. Write notes and brainstorm ideas for how to improve your brand.

- We have a clean, high-quality logo that is easy to read/recognize. We use it on all our materials.  
Notes and ideas: \_\_\_\_\_
- We use our preferred brand colors in all company materials. Our marketing creates the right impression.  
Notes and ideas: \_\_\_\_\_
- Our photos are clear and match a professional style. Our photos help convey our marketing messages. We have high-quality images of company staff, projects, job sites, and/or products.  
Notes and ideas: \_\_\_\_\_
- Fonts, style, and look are consistent and match the logo. Our business development materials reinforce our branding.  
Notes and ideas: \_\_\_\_\_
- We have business cards, flyers, uniforms, vehicles, signs, or other materials that echo our brand.  
Notes and ideas: \_\_\_\_\_



### February 18, 2026 — DES Statewide Contract Holder Workshop Pitch Perfect Photos and Videos: Marketing That Connects

Your Name \_\_\_\_\_ Your Company Name \_\_\_\_\_

Before creating photos, videos, and marketing images, develop a marketing strategy with the needs of agency buyers in mind. They are looking for things such as proof of reliability, safety, and performance. Strong images help demonstrate your unique selling propositions (USPs) and capacity. This worksheet will help you to identify what visuals will help your firm to strengthen statewide contract marketing.

**1. NEEDS OF AGENCY BUYERS**  
What are the greatest needs and pain points of agency buyers for your services or products? Examples may include on-time performance, safety and compliance, capacity and staffing, clear reporting and communication, cost, or ability to complete a large, complex scope. Brainstorm the types of contracts you might fulfill. What are agency buyers looking for in typical contracts for your sector?  
\_\_\_\_\_  
\_\_\_\_\_

**2. WHAT ARE YOUR UNIQUE STRENGTHS?**  
Write a few clear sentences that explain what you do better, faster, safer, or more reliably than competitors (your unique selling propositions). Use action statements.  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

**3. CONDUCT RESEARCH AND FIND INSPIRATION**  
Check out the websites, LinkedIn, and social media of some larger competitors in your sector. What types of images and videos are they using to market?  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

**4. REMEMBER:** Don't copy. Instead, learn from what more established companies do to market themselves. Based on your own strengths, use Page Two to create a plan for 2025 to improve your photos, videos, and visual marketing to reach agency buyers.



### PHOTOS AND VIDEOS GOALS

Use this checklist to identify the key photos and videos your firm needs. How can you clearly demonstrate past performance, professionalism, capacity, and other strengths in your statewide contract marketing?

- Past Performance**  
Images of job sites, products, before-and-after, case studies, process photos, etc.  
 We need \_\_\_\_\_  
 We need \_\_\_\_\_  
 Complete by \_\_\_\_\_
- Team & Tools**  
Team group photos, executive headshots, photos of our branded vehicles, onsite team, trainings/meetings, equipment, diversity, etc.  
 We need \_\_\_\_\_  
 We need \_\_\_\_\_  
 Complete by \_\_\_\_\_
- News and Community**  
Mentoring or speaking, community service, industry events, awards, press coverage, partnerships, etc.  
 We need \_\_\_\_\_  
 We need \_\_\_\_\_  
 Complete by \_\_\_\_\_
- Planning for Visuals**  
Equipment, central image holder, assigned staff to capture photos, consistent project documentation, marketing help, etc.  
 We need \_\_\_\_\_  
 We need \_\_\_\_\_  
 Complete by \_\_\_\_\_

**CONTENT CALENDAR**

A content calendar helps you consistently plan, capture, and share visuals. Start with one item per month and build on your plan. Find annual content calendar templates online to assist.

March	April
May	June
July	August
September	October
November	December

# Worksheet

Want to dig deeper on the topic of networking for contracts? Every session we provide tutorials, tips, and creative brainstorming ideas for you to plan your next steps. Let's take a quick look at this week's resource guide.

# Reminder Before Q&A: Next Session

**Wednesday, April 15**

**6:00 – 7:30 pm**

**Winning Testimonials:  
Build Your Reputation  
with Proof of  
Performance**



# Q & A: Subcontracting

What questions do you have about subcontracting?



# Q & A: Statewide

## Contracting

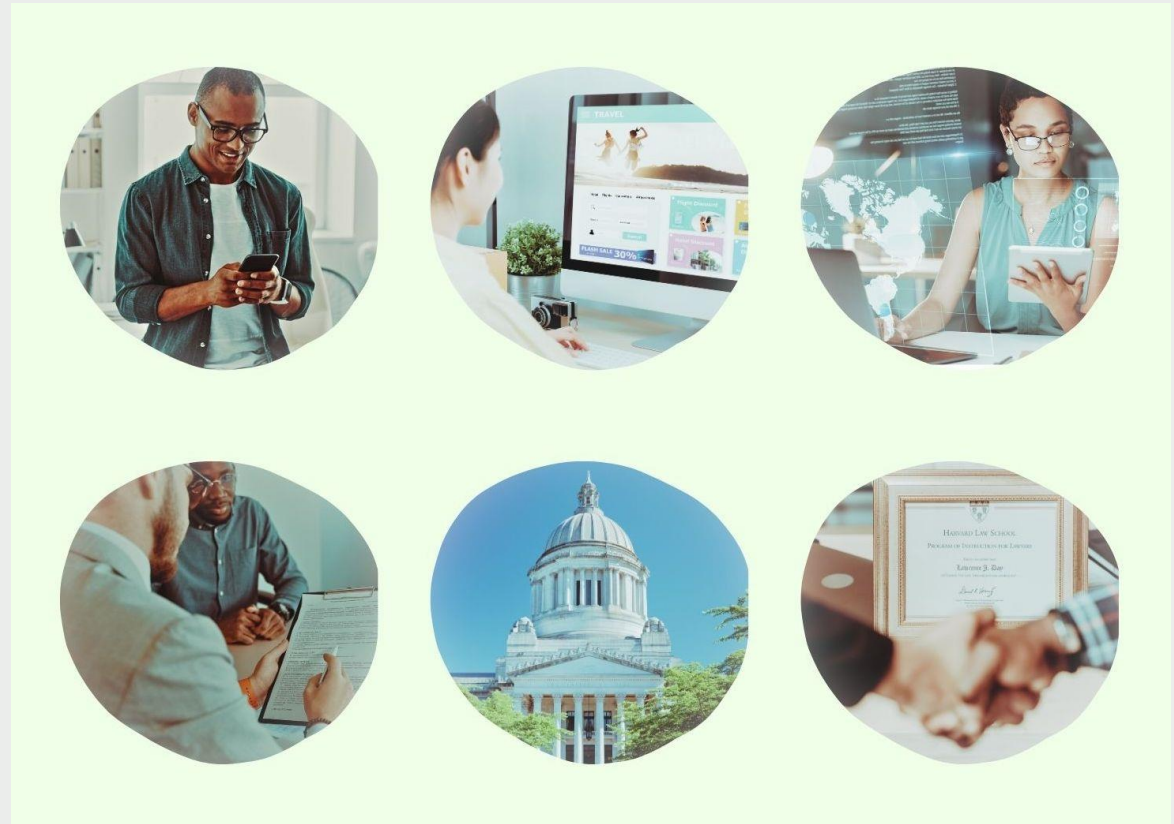
What questions do you have about managing or marketing your statewide contract, WEBS, reporting, or other topics?



# Closing

- Thank you to DES for sponsoring the Learn & Grow: Statewide Contract Holder Workshop Series!
- If you need support, reach out for resources.
- The workshop presentation and handouts will be emailed to you.
- Next workshop is **Winning Testimonials: Build Your Reputation with Proof of Performance**, Wednesday, April 15, at 6:00 pm.

**Thank You!**  
**See you next time!**



**Ryan Taylor**



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