WMBE Outreach Plans 2020

Finance and Administrative Services

Purchasing and Contracting

Liz Alzeer, Division Director

prepared by

PURCHASING AND CONTRACTING

Seattle
Finance &
Administrative Services

OFFICE OF ARTS & CULTURE

SEATTLE

InterOffice Memo

To: Edson Zavala

From: Office of Arts and Culture

Date: September 29, 2020

Subject: WMBE Report for 2019 and 2020 Annual Plan

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1. About your office/department Please describe key business lines that impact your office/department WMBE spend. Please explain the general approach to WMBE use in your office/department. Please limit to 100-150 words.

Seattle's Office of Arts and Culture (ARTS) *strives to foster a city driven by creativity that provides the opportunity for everyone to engage in diverse arts and cultural experiences. In alignment with the City's Race and Social Justice Initiative, we work to eliminate institutional racism in our programs, policies and practices.*

The most extensive use of funds in ARTS provides support to artists, organizations, community groups, schools, and other non-profits. Very often, the funding and/or commissions that are awarded (through an extensive selection process) go to minority individuals or otherwise under-served populations. These expenditures are for artistic services and as such, are not included in the expenditures on the City's WMBE reports. Also, these individuals and organizations (often non-profits) are not WMBE registered, nor are they likely to apply for state certification as WMBEs. Because of this situation, our extensive work to reach out to minority and underserved populations is not captured through WMBE reports.

2. Office/department common procurement needs Please provide a bulleted list of top office/department procurement needs for consulting and top office/department procurement needs for purchasing. List no more than five items for each section.

- *Scopes of work for consultant contracts are usually around strategic planning for department initiatives*
- *Office supplies are purchased through Keeney's unless they do not have what we need.*
- *Other purchasing includes catering for selection panels and events. 100% of this purchasing is with WMBE vendors. However, in an effort to ensure equity we make payments via credit card.*

3. Office/department WMBE representative Please provide the name and contact information of the staff member who will manage your department's WMBE initiatives. Duties include:

• Partnering with the department and City of Seattle procurement staff to conduct WMBE availability reviews of anticipated procurements and implement inclusion strategies.

We have limited purchasing. When we do, we are typically within blanket contract cost threshold and use the FAS maintained database to identify WMBE blanket vendors.

• Analyzing WMBE reports and taking corrective action, if needed.

• Monitoring WMBE utilization including contract compliance and subconsultant data in B2GNow.

• Monitoring prompt pay and coordinating with FAS and department staff to resolve issues.

Not applicable to our department.

• Attending monthly WMBE Interdepartmental Team (IDT) meetings.

• WMBE outreach: attending and hosting events, producing anticipated project/contract information, meeting with WMBEs and facilitating meetings with department decision-makers.

• Keeping the department leadership regularly informed about WMBE progress, strategies and issues.

• Staffing department director at Mayor's Office executive briefings and performance reviews. Please note that while the Mayor's Office and FAS requires one designated WMBE representative, execution of duties may be coordinated among several staff members.

Michael Davis ***Michael.Davis3@seattle.gov*** ***(206) 684-0710***

- *Analyzing WMBE reports and taking corrective action, if needed.*
- *Monitoring WMBE utilization including contract compliance and subconsultant data in B2GNow.*

  We typically do not have contracts that meet the B2GNow threshold.
- *Attending monthly WMBE Interdepartmental Team (IDT) meetings.*
- *WMBE outreach: attending and hosting events, producing anticipated project/contract information, meeting with WMBEs and facilitating meetings with department decision-makers.*
- *Keeping the department leadership regularly informed about WMBE progress, strategies and issues.*
- *Staffing department director at Mayor's Office executive briefings and performance reviews. Please note that while the Mayor's Office and FAS requires one designated WMBE representative, execution of duties may be coordinated among several staff members.*

Kelly Davidson *(Management oversight, backup)* *Kelly.Davidson@seattle.gov*

4. Goal setting: 2019 look-back and 2020 look-ahead a. Please fill out the table below. 2020 goals should be in both percentage and dollar estimates. Because all budgeting may not be complete for 2020: please use your best projections. 2020 goals should be either equal to or higher than 2019 goals. If a department

cannot meet this expectation, please explain why in less than 150 words. If you need additional support establishing these goals please contact Edson or Miguel.

ARTS WMBE Use Goals and Actuals				
2019	**Purchasing Goals**	**Purchasing Actuals**	**Consulting Goals**	**Consulting Actuals**
Percentage	50%	70%	95%	16%
WMBE spend	$N/A*	$348,538	$N/A*	$31,750
Total spend	$N/A*	$499,0447	$N/A*	$193,408

2020 ARTS WMBE Use Goals		
2020	**Purchasing Goals**	**Consulting Goals**
Percentage	60%	75%
WMBE spend	$196,000	$110,000
Total spend	$316,000	$130,000

***Department did not identify $ amount goals for 2019, only percentages.*
$1,454,5000 will be contracted with nonprofit organizations and are not being included in this spreadsheet.

Seattle
City Attorney's Office
Peter S. Holmes, City Attorney

MEMORANDUM

To: Mayor Jenny Durkan

From: Peter S. Holmes, City Attorney

Candice Foote, Administrator and WMBE Coordinator

Subject: 2020 WMBE Goals and Outreach Plan

Date: September 29, 2020

This memo is developed in response to the Equality in Contracting Ordinance (SMC 20.42) and Executive Order 2010-05 and in line with the instruction memo sent to City departments on January 10, 2020.

1. **Seattle City Attorney's Office Department Overview:** The Seattle City Attorney's Office (CAO), known by charter as the Law Department, serves as counsel to the City's elected officials and agencies, as well as the prosecutor in Seattle Municipal Court. The department provides legal advice to City officials to help them achieve their goals, represents the City in litigation and protects public health, safety and welfare by prosecuting violations of the City criminal and civil ordinances and state law. Due to the nature of the work of CAO and heavy reliance on personnel resources, the budget primarily consists of employee salaries and benefits (approximately 88%). Remaining operating funds are available for interdepartmental costs, rent, equipment leases, software licensing, dues, memberships, supplies and contracts.

   The Civil Division provides legal counsel and representation to the City's elected and appointed policymakers in litigation at all levels of county, state and federal courts, as well as administrative agencies. Included in the Civil Division are the operations of the Precinct Liaison program which locates a CAO attorney at each of the City's five police precincts.

   The Criminal Division prosecutes crimes and infractions in Seattle Municipal Court, provides legal advice to City clients on criminal justice matters, monitors state criminal justice legislation of interest to the City, and participates in criminal justice policy development and management of the criminal justice system. This division operates an active volunteer program through which students and residents gain a better understanding of the criminal justice system.

   Both divisions are centrally supported by the Administration Division for needs related to budget, purchasing, payroll, information technology, and human resources.

2. **CAO Common Procurement Needs:** Many of the department's purchases are related to the business of law and, as such, the vendors tend to be specialized and limited in number, such as publishers of law books, online databases and other legal research materials. Most of these resources are available only from limited sources. For example, the primary supplier of law books is a large, national publishing company which does not qualify as a WMBE vendor. However, whenever possible, CAO makes a conscious effort to review all vendor options for these specialized needs.

   Some of our non-specialized purchasing needs include:

   - Office Supplies
   - Furniture
   - Computer equipment and peripherals
   - Office equipment
   - Courier and delivery

   CAO regularly reviews City blanket contracts related to general services and equipment purchases and utilizes WMBE vendors whenever economically feasible for the above items.

   Regarding consulting services, CAO does not typically engage with consultants on a regular basis except in very specific circumstances for the provision of legal services or to support specialty program operations.

   CAO utilizes outside law firms aid with litigation or support in various specialty areas of law. Legal consultants are also hired to provide expertise or testimony when seeking an opinion outside of the City. Because CAO engages the firm or individual with the greatest expertise or depth of knowledge in a field, it isn't always possible to select a WMBE firm. However, CAO includes a section devoted to Equal Employment Opportunity and Outreach in its Outside Counsel General Terms. The terms prohibit discrimination in recruitment and employment and encourage efforts to recruit diverse candidates when hiring for work under the agreement. These services are considered a direct exemption purchase and not included in WMBE reporting.

3. **CAO WMBE Representative:** Candice Foote, Administrator

4. **Goal Setting: 2019 look-back and 2020 look-ahead**

Seattle City Attorney's Office WMBE Use Goals and Actuals				
2019	**Purchasing**	**Purchasing**	**Consulting**	**Consulting**
Percentage	28%	30%	25%	26%
WMBE	$70,000	$105,129	$43,750	$5,000
Total spend	$200,000	$346,366	$175,000	$19,595

2020 Seattle City Attorney's Office WMBE Use Goals		
2020	**Purchasing Goals**	**Consulting Goals**
Percentage	30%	25%
WMBE	$60,000	$5,000
Total spend	$200,000	$20,000

Purchasing goals for 2020 are based on the actual WMBE achievements in 2019 and our 2020 budget for expenditures. Typically, the department has exceeded its total spending estimations due to available salary savings at the end of the year.

In 2020, most professional services (consulting) funding is dedicated to the operation of two specialty programs in CAO. The Pre-Filing Diversion Program partners with the non-profit agency Choose 180 to provide services to participants in the program. The remaining professional services budget will be used to support the Firearms Surrender Program MOA with King County. Spending on these two programs will limit the amount of dollars eligible to be directed to WMBE consultants for the department and are excluded from total spend estimations.

5. **2019 Highlights:** CAO focused purchasing efforts on maximizing the use of available WMBE vendors for new and existing discretionary non-lease restricted purchases by regularly reviewing available blanket vendors and registration status. Keeney's continues to be the largest WMBE vendor used for the bulk of our purchases given the nature of our work.

6. **2020 Outreach Plan:** CAO's operations do not substantially vary from year to year so as in 2019, our focus will be on maximizing WMBE for general informational technology and office supply needs. IT and facilities staff are encouraged to check with the Administrator regularly for new purchases to ensure that WMBE vendors have been considered for purchase.

   Our department will also continue work to review the evaluation and selection of Outside Counsel vendors that are not reflected in WMBE data reporting to ensure that our selection process is in line with WMBE goals and Race and Social Justice principles.

7. **Prompt pay:** Our department met prompt pay guidelines for 100% of invoices. We anticipate that we will maintain this level in 2020.

8. **Job Order Contracts (JOCs):** This section does not apply to the Seattle City Attorney's Office as we do not utilize JOCs.

9. **2020 B2Gnow:** This section does not apply to the Seattle City Attorney's Office as we do not utilize contracts that meet the reporting threshold or have sub-contractors.

10. **Addendum - NONE**

Seattle
City Budget Office

2020 Annual WMBE Plan
City Budget Office (CBO)

1. **The City Budget Office (CBO)** is responsible for developing and monitoring the City's annual budget, carrying out budget-related functions, and overseeing fiscal policy and financial planning activities. To comply with an Executive Order 2019-016, committing the City of Seattle to advance the City's mission for Economic Inclusion & Equity in Contracting, CBO strive to increase the utilization of women and minority businesses whenever possible.

   All CBO staff participate in Race and Social Justice Initiative training. CBO directs departments and fiscal and policy analysts to use a Race & Social Justice filter for budget proposals and decisions.

2. **Department common procurement needs:**

   CBO's primary supply purchases are for computers, printers, supplies, and copying services.

   - CBO has no discretion in vendors for computers or printers, but must use contracts approved by ITD, who does the actual purchasing and maintenance. This represents approximately 44% of CBO's total budget for supplies and services.
   - CBO utilizes Zebra Printing, a MBE, for printing the proposed and adopted budgets and the proposed and adopted Capital Improvement Program.
   - CBO's primary vendor for its office supplies and small items is Keeney's Office Supply, a WBE, which makes up about 26% of CBO controlled purchases.
   - Of the Purchasing controlled by CBO selection, CBO purchases **57%** or more of its procurement needs from certified WMBE businesses and will continue to do so.

   CBO's primary consultant contracts are for supporting the Mayor's Office's initiatives and projects and Law Department contracts; CBO does not control the consultant selection. We encourage the project managers and our staff to be proactive about hiring WMBE companies and independent consultants whenever possible.

   - Of the total consultant contracts in 2019, CBO controlled 32% of the total cost. Of this, 70% was for WMBE firms.

   For Purchase and Consultant contracts selected by CBO in 2019, 57% of Purchasing and 70% of Consultants are WMBE.

3. **Department Representative**:

   Shino Fibbs, CBO Executive Assistant/WMBE Lead

Seattle
City Budget Office

4. **2020 Goals**:

WMBE Overall Utilization Goal for Purchasing and Contracting in 2020

CBO WMBE Use Goals and Actuals						
2019	**Purchasing Goals**	**Purchasing Actuals**	**Controlled Actuals**	**Consulting Goals**	**Consulting Actuals**	**Controlled Actuals**
Percentage	45%	32%	57%	45%	24%	70%
WMBE spend	$	$12,082	$12,082	$	$29,412	$28,125
Total spend	$	37,638	$21,258	$	$123,549	$39,990

2020 CBO WMBE Use Goals		
2020	**Purchasing Goals**	**Consulting Goals**
Percentage	30%	25%
WMBE spend	$10,500	$32,890
Total spend	$35,000	$143,000

2020 Department WMBE Target for CBO Controlled Supplies: 50%
2020 Department WMBE Target for CBO Controlled Professional Services: 50%

5. **2020 Project Specific Goals**

We anticipate no special projects at present.

6. **Outreach Events**:

CBO does not currently have plans for additional contracts in 2020 beyond those already existing or through central City purchasing. Therefore, CBO does not have plans to participate in events focusing on outreach to WMBE vendors and consultants. Should an opportunity arise for us to participate in another department's event, we will do so.

7. **Prompt Pay:**

CBO is committed to supporting the Prompt Payment Initiative of 95%. Our typical turnaround time to pay invoices is 10 – 12 days unless the project managers require longer time to review and approve invoices. CBO's administrative staff and WMBE representative will be working closely with them approving their invoices within a week of received date. CBO's 2020 goal is to maintain above 95% and strive to reach 100% as a long-term goal.

8. **B2Gnow**:

CBO does not have consultant contract with inclusion plan in 2020.

Department of Education and Early Learning
2020 WMBE Plan and Goals

Department Representative: Flora Wang, DEEL Accounting Supervisor; Nga Nguyen, DEEL Accounting (Alternate)

Department Overview:

The Department of Education and Early Learning (DEEL), established in 2015, administers programs funded by the State of Washington's Early Childhood Education and Assistance Program (ECEAP), a federal grant from the Department of Education (DOE), Sweetened Beverage Tax (SBT), General Fund, and the new Families, Education, Preschool and Promise (FEPP) Levy. The department has an annual budget exceeding $100 million across fund sources and the majority of DEEL funds are contracted out with educational agencies and service providers through Project Agreements. Of DEEL's total budget, a small portion (less than 4%) is used for consultant contracts and/or purchasing.

Common Procurement Needs:

DEEL's limited consultant contracting budget is primarily used for the following common needs:

- Research and evaluation
- Professional development and training for educational agency partners and DEEL staff
- Technical and architectural consulting for service providers utilizing DEEL facility improvement funds

DEEL has some unique purchasing needs related to educational materials, curriculum, trainings, and childcare services; however, the remainder of DEEL purchasing includes standard office purchases, equipment, and materials.

Goal Setting—2019 & 2020:

DEEL is proud to report that we exceeded our 2019 goal for purchasing (see table below) and has continued to improve annually in utilizing WMBE vendors. DEEL's ability to meet the 2019 consulting goal was significantly impacted by the exclusion of government agencies (the University of Washington received more than 64% of DEEL consulting funds for research and evaluation in 2019) and non-profit agencies.

While the exemption of non-profit agencies from being counted in department's overall spend will help increase the relative percent of WMBE utilization, the inclusion of government agencies in overall spend will still suppress DEEL's ability to meet previous WMBE goals. For this reason, DEEL is proposing to adjust its 2020 consulting goal to reflect what the department believes it can achieve with the remaining consulting funds available to award.

DEEL WMBE Use Goals and Actuals				
2019	**Purchasing Goals**	**Purchasing Actuals**	**Consulting Goals**	**Consulting Actuals**
Percentage	65%	84%	50%	36%
WMBE Spend	$650,000	$828,399	$750,000	$433,070
Total Spend	$1,000,000	$984,740	$1,500,000	$1,217,344

2020 DEEL WMBE Use Goals		
2020	**Purchasing Goals**	**Consulting Goals**
Percentage	75%	45%
WMBE Spend	$750,000	$900,000
Total Spend	$1,000,000	$2,000,000

Notes regarding 2019 Performance:

- In many instances, DEEL contracts with vendors selected competitively through Request for Investment (RFI), Request for Qualifications (RFQ), or Request for Proposals (RFP) processes, which can directly affect WMBE actual performance.
- One continued success to highlight has been DEEL's effort to encourage Child Care Assistance Program (CCAP) providers to join the City Online Business Directory which positively contributed to DEEL's WMBE purchasing growth in 2019 (and previous years) as the program has continued to grow in scope and budget.

- One of the biggest challenges in DEEL's ability to meet consultant contracting WMBE goals is the large portion of consultant contracting funds that are budgeted for research and evaluation studies that are annually awarded to research institutions or partners that are ineligible for WMBE but included in the department's overall spending.

2020 Outreach Plan:

To the extent possible, DEEL will participate in outreach events with WMBE community associations, vendors, and industry organizations sponsored by the City and other agencies. Additionally, DEEL will implement the following strategies:

- Promote awareness of WMBE with DEEL staff, managers, supervisors, and the department's WMBE goals during new staff onboarding and annual internal trainings.
- Provide training for new purchasing staff on the importance and role of WMBE purchasing and contracting and the tools and resources available to them, as well as the process for working with vendors to register as WMBE.
- Provide guidance and assistance to purchasing staff on how to use the InWeb WMBE Outreach Resources, particularly the Business and Blanket Vendor Contract Registration (VCR) Search, to search for WMBEs.
- Convene DEEL Finance & Administration Division (FAD) staff quarterly to WMBE utilization reports for any missed opportunities for WMBE usage, or for purchasing and contracting categories that are falling short.
- Implement a proactive communications campaign with existing vendors who qualify as WMBEs but have not registered with the City, encouraging them to register, and providing any assistance and guidance they need in the registration process.
- DEEL has added an exhibit to all of its consultant contracts with instruction on how vendors can register with the City's Vendor and Contractor Registration System (VCR). DEEL will be proactive about following up with vendors to assist them with the registration process, if applicable.

Prompt Pay:

DEEL is maintaining its 2019 Consultant Prompt Pay goal at 95% in line with the Citywide expectation, although the department has historically exceeded this prompt pay goal every year and did so again in 2019 with a 97% prompt pay rate. DEEL will continue to remind staff of this prompt pay goal to ensure that vendors are paid within the City's required 30-day period.

2020 B2Gnow:

During the 2019 Internal Citywide B2Gnow audit period, DEEL did not have any consultant contracts that met the threshold required for an inclusion plan to be entered into B2Gnow. Due to this, DEEL's findings were almost entirely "Not Covered." DEEL does not anticipate having any consultant contracts in 2020 that meet the threshold requiring a WMBE inclusion plan to be entered into B2Gnow. Through the audit process, DEEL accounting staff received training on using the B2Gnow module if needed for future purposes.

Seattle
Finance &
Administrative Services

Memo

Date: Feb. 28, 2020
To: Edson I. Zavala, Policy Advisor for Economic Inclusion and Contracting Equity, Mayor's Office
From: Calvin W. Goings, Department Director, Finance and Administrative Services
Subject: FAS 2020 WMBE Goals

Please find below the FAS response to the Mayor's Office request for information for the Citywide annual WMBE report and the Citywide 2020 WMBE Strategic Plan.

1. About FAS and WMBE spend (150 words)

FAS, through Purchasing and Contracting (PC), supports both FAS WMBE utilization and Citywide WMBE utilization. FAS conducts FAS-specific and Citywide outreach, tracking and reporting, technical assistance and other support services.

Several business lines are key to FAS WMBE **purchasing** spend:

- Fleet Management (FM) accounts for almost half of FAS' WMBE purchasing through fuel and vehicle outfitting/maintenance;
- Facility Operations (FO) purchases electronic security and janitorial services; and
- Capital Development (CD) purchases furniture and building services (plumbing and carpentry).

On the **consultant contracting** side, CD spends, on average, more than $1 million with WMBE firms for architectural and engineering services. City Finance spends nearly $1 million with WMBEs for business systems development and support.

2. FAS Common Procurement Needs

Purchasing	Consultant
Vehicles	Architectural/Engineering
Fuel	Strategic Planning
Furniture	Financial Advisors
Vehicle parts	Systems Development
Building services	Environmental Consulting

3. FAS WMBE Representative:

Miguel Beltran (206) 684-4525 miguel.beltran@seattle.gov

4. FAS Goal setting: 2019 look-back and 2020 look-ahead

a. For 2020, FAS is increasing both goals as noted in the table on the following page.

FAS WMBE Use Goals and Actuals				
2019	**Purchasing Goals**	**Purchasing Actuals**	**Consulting Goals**	**Consulting Actuals**
Percent	16.1%	21.3%	22.6%	35.7%
WMBE spend	$10,814,377	$13,189,944	$2,553,663	$3,016,426
Total spend	$67,130,005	$61,950,463	$11,311,662	$8,461,212

2020 FAS WMBE Use Goals		
2020	**Purchasing Goals**	**Consulting Goals**
Percent	18.0%	23.0%
WMBE spend	$11,873,751	$1,397,225
Total spend	$65,985,465	$6,075,225

b. 2019 FAS WMBE spend exceeded goals due to FAS' ability to mitigate challenges while expanding on opportunities.

2019 Challenges

- **Existing, committed sole source and specialized contracts:** Several major projects relied on specific contracts, products and/or services where no WMBE firms or vendors have been identified by the City. For example, Fleet Management (FM) spent more than $26 million in vehicle and machinery acquisitions. Because no WMBE vehicle dealers were identified in the Online Business Directory, FM could not include any WMBEs as part of its solicitation strategy. FM mitigated that challenge by working assertively to engage WMBE firms in other business lines.

- **Nonprofit spending:** Some specialized services are best filled by contracting with nonprofit organizations. Nonprofit organizations are not eligible towards WMBE spend goals. For example, PC's 2019 consultant budget committed more than 90% to nonprofit organizations. FAS worked with the WMBE IDT and Mayor's Office to develop a plan for 2020 to ensure spending with nonprofits do not factor in a department's WMBE spend goals.

- **External variables:** Some of FAS' WMBE spending is difficult to predict as it is dependent on the needs of other City customers. For example, CD provides Citywide space planning and tenant improvement services. Last year, WMBE spend from these departments was high, leading to exceeded goals.

- **WMBE use education:** FAS divisions had varying degrees of literacy around WMBE use. FAS established staff trainings and delivered monthly reports and use tips. This increased department-wide prioritization of WMBE use.

2019 Successes

- **Fuel Contract:** FM finalized a contract with Christensen West, a Native American-owned firm to supply fuels. Now, virtually all fuels (unleaded, biodiesel, and renewable diesel) can be purchased through this MBE vendor.

- **High WMBE consultant participation:** CD achieved WMBE consultant participation using WMBE firms already under contract. CD has 26 on-call architectural and engineering contracts. Seven of those contracts are WMBEs. CD worked with customer departments to engage WMBE firms when possible.

2019 WMBE Tactics

- **Technical Assistance Contract:** FAS signed a contract with Northwest Mountain Minority Supplier Development Council to provide technical assistance services to WMBE firms who want to do business with the City.

- **Community outreach:** FAS attends the monthly meetings of organizations supporting WMBEs, including Tabor 100 and the National Association of Minority Contractors (NAMC). FAS produces a newsletter on City contracting distributed by Tabor 100. FAS also tabled at several City outreach events focused on WMBEs.

- **First Fridays:** Each month, FAS hosts First Friday meetings, providing guidance to firms who want to do business with the City.

- **Contractor training:** FAS trained contractors and consultants, especially WMBE firms, on how to use B2GNow for subcontracting payment reporting, prompt pay reporting and WMBE use.

5. 2019 Highlights

- **Language-access outreach:** In 2019, FAS increased outreach to non-English speaking communities.
  - FAS held five Spanish-language workshops on doing business with the City of Seattle.
  - FAS worked with SDOT, SPU, SCL, SPU, SCL and the Mayor's Office to present a series of Spanish-language workshops on how to do business with the City of Seattle at the Seattle Central Public Library.
  - FAS worked with OED to present a workshop to over 70 members of the Ethiopian and East African communities at the South Park Information Center.

- **Growing WMBE opportunities:** For many years, City Finance worked with a non-WMBE consultant who brings a wealth of institutional knowledge from tax systems to software implementation. City Finance shared the City's commitment to support WMBE firms with the consultant. The consultant took it upon himself to find a WMBE firm to partner with. The firm and their new partner registered

with the state, signed up on the City's WMBE list and was added to the City's consultant roster. City Finance was able to continue to work with the consultant and increase diversity.

- **Crane and Forklift training:** FM worked with Overton (WBE) last year to provide crane maintenance training and forklift certification for City staff. Other companies that have done outstanding work for fleets are Hughes Group LLC (MBE), Scooter J Logistics (MBE), and Christiansen Fuels (MBE).

- **WMBE consultant contracts:** Makers Architecture, a WBE, successfully competed for and won a contract to do master-planning work for CD on behalf of SPU in 2016-2017. Their work under that contract was exceptional and, as a result, submitted a response to one of CD's on-call solicitations and won another contract. This WBE A/E consultant was new to CD work, performed well and is now being exposed to increasingly complex scopes of work and building experience as a result.

6. 2020 Outreach Plan

2020 WMBE tactics

FAS will continue proven community outreach and First Fridays. Expanded strategies include:

- **Tabor 100:** In January 2020, FAS opened a City satellite office at the new Tabor Equity Empowerment Center. FAS will hold regular office hours for WMBE firms and will encourage other City departments to do the same. City staff will also have free access to meeting rooms.

- **Technical Assistance Contract:** The Northwest Mountain contract is in effect and WMBE firms are reaching out for support. Northwest Mountain has a goal of supporting 52 firms through the contract in 2020.

- **Reverse Vendor Trade Show (RVTS) and Construction Expo:** FAS will attend the RVTS in July 2020 and the Construction Expo in the fall. Both events focus on WMBE outreach. FAS will collaborate with City departments to participate in these events.

- **Alternative-language WMBE firm outreach:** FAS will conduct at least four outreach events in languages other than English. FAS is also launching a language-access Interdepartmental Team to work with OIRA, DON and other departments to identify opportunities to expand language-access for contracting equity.

2020 challenges

- **Budget reduction:** The 2020 budget reduction will limit discretionary spend and impact WMBE utilization.

- **Disparity study:** FAS is in the process of procuring a $800,000 disparity study consultant contract. While there are very few consultant firms who can compete in this space, there are few WMBE prime consultant firms.

- **Committed spending and limited opportunity:** FAS has ongoing contracts with non-WMBE vendors, such as the City Finance contract dedicated to system development. These contracts are existing contracts or "sole-source" contracts – goods or services with only one provider. FAS anticipates less

opportunities for consultant contracts: CD anticipates only one or two new RFQs this year for A/E firms.

Building on Successes

- **Diversifying vendors:** FAS will look for opportunities to contract with WMBE vendors when possible. For example, FM will review their parts vendor list and work to help vendors register as WMBEs or find WMBE vendor alternatives.

- **Working with new vendors:** In 2019, FAS engaged in work with several new vendors. For example, FO found a new WMBE consultant, O'Brien360, to support with building energy system tune ups and other HVAC energy management programs. FO executed a three-year on-call roster agreement with them in late 2019. FAS expects to see utilization of this WMBE consultant in 2020.

- **Using support services:** FAS will use the Northwest Mountain technical assistance services contract to build a WMBE vendor pipeline. CD has already met twice with Northwest Mountain to discuss challenges in identifying new, qualified WMBE architects and how FAS engages with these smaller firms to prepare them to be qualified.

7. FAS Prompt Payment for 2020

Prompt payment is measured by the % of consultant contract invoices paid within 30 days of invoice.

In 2019, FAS' achieved a prompt payment rate of 94%. While this fell short of the 95% goal, it was a significant improvement over the 2018 rate of 90%. FAS' 2020 prompt payment goal is 95%.

To improve the cycle time for consultant payments, FAS will closely monitor prompt pay reports for each division and analyze compliance on a monthly basis. FAS will work with all levels of staff to train on invoice submission and processing as needed.

8. FAS Job Order Contracting (JOC) Performance

The City has two job order contracts (JOC) with prime contractors Centennial and Forma of up to $6 million annually for general construction work on each contract. Both contractors can accept work orders for projects less than $500,000. Under the state requirement, 90% of the work of each work order must be subcontracted and each JOC must achieve a 60% goal for WMBE inclusion. FAS manages and monitors the WMBE inclusion of the JOC program for both contracts.

FAS JOC Usage				
Year	**# of Contracts**	**Total Payments**	**WMBE Payments**	**WMBE %**
2019	8	$1,094,772	$657,772	60%
2018	4	$814,854	$488,912	60%
2017	21	$2,728,294	$757,688	28%
Total:	33	$4,637,920	$1,904,372	41%
Yearly Average:	11	$1,545,973	$634,791	41%

FAS projects a JOC spend of $2,150,000 for 2020, which represents FAS' average use over the last three years.

Both JOC contracts will expire in 2020 and a single JOC contract is expected to be advertised in early 2020. FAS expects the WMBE utilization for JOCs to remain consistent with past years at 60%.

Typically, projects executed by FAS via JOC are client-requested. Since client requests are unknown until the client submits a request for project services form, FAS is unable to predict an actual project list. Here are projects currently on the planning list:

Project Name	Expected Value
SJC Fire Pump ATS	$250,000
SCH HVAC Improvements	$175,000
SPU Broadway Pump Station Reroof	$65,000
AWC E HVAC Ph I	$260,000
JTF Fall Protection	$300,000
ADA Civic Core Exteriors II	$400,000
Chas. St Weights and Measures Reroof	$150,000
ADA SJC Jury Modifications	$300,000
ADA Exterior Sidewalks & Ramps	$250,000

9. 2020 B2Gnow

In 2019, the Mayor's Office made use of B2Gnow a key priority, requiring 100% adoption of B2Gnow for subconsultant tracking for all City departments with consultant contracts that included an inclusion plan. The Mayor's Office directed FAS to conduct an audit on Citywide adoption of B2Gnow.

The audit resulted in a rating of "meets expectations" for FAS. FAS will continue to meet the expectations for accuracy, efficiency and effectiveness on the use of B2Gnow by regularly monitoring the consultant contracts. This work will include:

- Reviewing compliance on subconsultant payments and WMBE utilization on a monthly basis.
- Verifying the WMBE status of subconsultants in the City's Online Business Directory/OMWBE prior to subconsultant approval.
- Investigating and resolving disputes or discrepancies in subconsultant payments and prompt pay.
- Providing training and technical assistance to consultants, especially WMBE firms, on how to use B2Gnow for subconsultant payment reporting.
- Educating new project managers on the importance of the WMBE inclusion plan requirements in contracts, WMBE tools, consultants.
- Providing B2Gnow training sessions as needed.
- Producing quarterly B2Gnow subconsultant reports to review WMBE utilization on consultant contracts.

- Developing internal procedures and best practices on using B2Gnow to monitor consultant contracts and track WMBE subconsultant use.

10. Addendum - Citywide WMBE Support Role

As mentioned above, FAS provides support on WMBE use for both FAS and the entire City. While much of the work above benefits both FAS and the City, the following list are specific services FAS offers Citywide.

- **WMBE Inclusion Plan:** FAS leads, manages and enforces Seattle's WMBE Inclusion Plan for construction and purchasing contracts and advises on consultant inclusion as requested. In 2020, FAS will work collaboratively to revise the Consultant Inclusion Plan.

- **WMBE subconsultant tracking:** Departments have independent authority to execute consultant contracts and, therefore, are responsible for implementation and enforcement. FAS has made B2Gnow software available to all City departments to accurately track department use of WMBE subconsultants. In 2019, FAS conducted a departmental B2Gnow adoption audit. The B2Gnow audit result among City departments was satisfactory. However, FAS identified opportunities for departments to improve their practices and ensure compliance.

  FAS will establish a mid-year check in and a follow-up audit at the end of 2020 to create a more comprehensive evaluation of timing of data entry, City staff support, reporting and enforcement associated with the use of B2Gnow. FAS will also convene a B2Gnow user group to develop best practices that will be shared with all departments and will continue to provide B2Gnow training for consultant contracts to all departments through 2020.

- **Department WMBE annual plans and City goals:** FAS collects and calculates City department proposed WMBE plans for the Mayor's approval, and posts approved WMBE plans online.

- **WMBE quarterly reports:** FAS produces comprehensive quarterly WMBE utilization reports. FAS distributes the reports to all departments and posts them online. FAS also supports a WMBE "cube" which allows departments to immediately access WMBE data.

- **P3 projects:** In 2018, FAS began participating in public-private partnership projects. In consultation with the City Attorney's Office, FAS negotiates the City's social equity provisions (WMBE, apprenticeship, CWA, AWS) into the development agreements. FAS is currently working with developers on three large projects at different stages of development (Seattle Center Arena, Seattle Asian Art Museum and Seattle Aquarium).

- **Language-access plan:** FAS supports the newly formed interdepartmental team charged with creating a strategic and operational plan for language access in contracting equity. DON, OIRA, Arts and Culture, SPR and the Mayor's Office are also part of the team. FAS plans to complete the plan by Q2 2020.

- **Social equity plan:** In 2017, FAS amended the City construction contracts to require the lowest bidder to submit a detailed social equity plan before contract execution. The social equity plan is a

comprehensive document that details the prime contractor's plan for meeting WMBE goals, apprentice utilization requirements, diversity in the workforce projections and any updates to the WMBE inclusion plan to add subcontractors they have secured. FAS must approve the plan prior to contract execution.

- **Training to support other departments*:*** FAS supports City departments through trainings. Trainings include *Job Order Contracting*; WMBE Resources, *Online Business Directory and WMBE Reports; B2Gnow;* and *Procurement 101* (coming soon!).

Thank you for your leadership and support of WMBE utilization in the City of Seattle. If you have questions or need additional information, please contact Miguel Beltran at miguel.beltran@seattle.gov.

CITY OF SEATTLE

2020 Office of City Auditor WMBE Outreach Plan

1. About

The Office of City Auditor conducts performance audits of City of Seattle programs, departments, grantees, and contracts. It also conducts non-audit studies to provide City of Seattle decision makers with timely information. In addition, our office facilitates and advocates for effective design and rigorous evaluations of City programs. Most of our consultant contracts require specialized expertise. Not only is it often difficult to identify WMBE vendors that possess the specialized expertise we require, it is also our policy to work with academic institutions for our program evaluation projects, which comprise the clear majority of consultant expenditures. The bulk of our current consulting budget is being spent through contracts with several universities (e.g. University of Washington, University of Chicago, and University of California Berkeley, which are not WMBE vendors.

2. Common Procurement Needs

Most of our good and services purchases are from blanket contracts or for conference and training registration fees.

3. Department WMBE Representative

Rhonda Lyon, Office Manager

4. Goal Setting: 2019 look-back and 2020 look-ahead

2019 OCA WMBE Use Goals and Actuals

2019	Purchasing Goals	Purchasing Actuals	Consulting Goals	Consulting Actuals
Percentage	10%	0%	10%	1%
WMBE spend	$150	$0	$48,882	$8,600
Total spend	$1,500	$2,992	$488,882	$578,772

2020 OCA WMBE Use Goals

2020	Purchasing Goals	Consulting Goals
Percentage	10%	10%
WMBE spend	$150	$28,364
Total spend	$1,500	$283,684

Purchasing Goal: Note: because most of our purchases are made with City credit cards, purchases from WMBE vendors are not included in the WMBE utilization reports. Thus, WMBE participation numbers are understated. For example, office supply purchases are made from Keeney's Office Supply, a women-owned business. We will continue to identify and use WMBE vendors for purchases, when possible, for those credit card transactions.

Consulting Goal: Most of our consultant contracts require specialized expertise. Not only is it often difficult to identify WMBE vendors that possess the specialized expertise we require, it is also our policy to work with academic institutions for our program evaluation projects, which comprise the clear majority of consultant expenditures. The bulk of our current consulting budget is being spent through contracts with several universities (e.g. University of Washington, University of Chicago, and University of California Berkeley, which are not WMBE vendors.

5. 2019 Highlights – N/A

6. 2020 Outreach Plan

None at this time. Most of our good and services purchases are from blanket contracts or for conference and training registration fees.

7. Prompt Pay

Our actual 2019 prompt pay percentage was 100%. Out prompt pay goal for 2020 is to have 95% of our consultant invoices paid within 30 days. To achieve this, we will communicate to project managers the importance of receiving and approving invoices in a timely manner and we will work directly with the Legislative Department's Finance unit (they process our invoice payments) when there are any unique situations needing additional or special instructions.

8. Job Order Contracts (JOCs) – N/A

9. 2020 B2Gnow

Our 2019 B2Gnow audit results were "not covered." The Office of City Auditor did not have contracts with inclusion plans during the audit period. We have engaged with B2Gnow staff and completed the required review of existing contracts. We will include an inclusion plan with any new contracts that meet the requirements.

10. Addendum – N/A

David G. Jones, City Auditor
700 Fifth Avenue, Suite 2410 | Seattle, Washington 98124-4729
Phone (206) 233-3801 **Fax** (206) 684-0900

Memo

Date: March 1, 2020
To: Edson Zavala, Mayor's Office and Miguel Beltran, Finance & Administrative Services
From: Bobby Lee, Director
Subject: OED's 2019 WMBE Report & 2020 WMBE Goals

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1. Please describe key business lines that impact your office/department WMBE spend. *Please explain the general approach to WMBE use in your office/department. Please limit to 100-150 words.*

About the Office of Economic Development & WMBE Spending

The Office of Economic Development (OED) seeks to foster an inclusive economy that grows family-wage jobs and increases wealth among underserved communities. OED supports a healthy business environment for underserved populations, empowers diverse entrepreneurs to innovate, grow and compete, while at the same time supporting low-income Seattle residents to develop their talent towards viable career paths. Of OED's $10.7 million 2019 budget, $2.26 million was spent with for-profit and not-for-profit vendors and contractors. Given OED's mission, OED often partners with governmental and community-based nonprofit organizations, and such expenditure skews our WMBE spend. In 2019, $1.6 million in expenditures were made with such organizations. Of the $706,000 of expenditures left after backing out government and nonprofit spending, OED spent 56% or about $400,000 with WMBEs representative of the diverse communities we serve. Seventy-five percent of OED's WMBE spending is with consultants hired to support analytical work, program development and evaluation, and small business technical assistance.

2. Office/department common procurement needs. *Please provide a bulleted list of top office/department procurement needs for consulting and top office/department procurement needs for purchasing. List no more than five items for each section.*

OED's top needs for consulting services:

1. Analytical, industry specific sector strategy development
2. Program strategy development
3. Small Business Technical Assistance & Development
4. Communications & Marketing
5. Program evaluation
6. Nonprofit organizational development and facilitation

OED's top purchasing needs:

1. Community Engagement & Capacity Building Support
2. Evaluation & Analytical Support (small DV services)
3. IT support or IT tool investment (CRM, credit card online payment portal)

4. Small Business Technical Assistance
5. Printing (both in house printing expenses and professional printing services)

3. Office/department WMBE representative. *Please provide the name and contact information of the staff member who will manage your department's WMBE initiatives.*

The Office of Economic Development has identified two resources to accomplish the duties outlined for an Office WMBE representative, Yonas Seifu and Amanda Allen; Amanda will act as OED's lead.

Yonas Seifu, Small Business Advocate will be responsible for:

- Partnering with the department and City of Seattle procurement staff to conduct WMBE availability reviews of anticipated procurements and implement inclusion strategies.
- Attending monthly WMBE Interdepartmental Team (IDT) meetings.
- WMBE outreach: attending and hosting events, producing anticipated project/contract information, meeting with WMBEs and facilitating meetings with department decision-makers.
- Keeping the department leadership regularly informed about WMBE progress, strategies and issues.

Amanda Allen, Director of Finance & Operations will be responsible for:

- Keeping the department leadership regularly informed about WMBE progress, strategies and issues.
- Analyzing WMBE reports and taking corrective action, if needed.
- Monitoring WMBE utilization including contract compliance and subconsultant data in B2GNow.
- Monitoring prompt pay and coordinating with FAS and department staff to resolve issues.
- Staffing department director at Mayor's Office executive briefings and performance reviews.

4. Goal setting: 2019 look-back and 2020 look-ahead

Please fill out the table below. 2020 goals should be in both percentage and dollar estimates. Because all budgeting may not be complete for 2020: please use your best projections. 2020 goals should be either equal to or higher than 2019 goals. If a department cannot meet this expectation, please explain why in less than 150 words.

OED 2019 WMBE Use Goals and Actuals				
2019	Purchasing Goals*	Purchasing Actuals	Consulting Goals*	Consulting Actuals
Percentage	15%	14%	15%	19%
WMBE spend	$30,000	$92,269	$105,000	$307,803
WMBE spend *with OED corrections for vendors not yet registered*	---	$100,613	---	$327,281
Total spend	$200,000	$669,896	$700,000	$1,592,440
2019	Purchasing Goals*	Purchasing Actuals with Corrections	Consulting Goals*	Consulting Actuals with Correction
Percentage (minus NPOs and government agencies)		59%		55%
Total WMBE spend (minus NPOs and government agencies)		$100,613		$297,171
Total spend (minus NPOs and government agencies)		$169,558		$536,114
*2019 goals included the assumption that nonprofit and government spending would be included in the calculation of our total spend with vendors and thus would skew our results to lower percentages.				

OED 2020 WMBE Use Goals*		
2020	Purchasing Goals	Consulting Goals
Percentage	60%	55%
WMBE spend	$120,000	$275,000
Total spend	$200,000	$500,000
*Assumes that, in 2020, nonprofit and government spending will not be included Departments' reported vendor spending and will be backed out of the calculation for the percentage of overall WMBE spending.		

b. Please summarize the department's efforts in reaching 2019 WMBE goals. Focus especially on outreach and engagement work with the WMBE community, including:

- The department's biggest challenges in meeting WMBE goals and how the department worked to overcome it.
- The department's biggest successes in reaching WMBE goals.
- What tactics the department engaged with (technical assistance, attending or holding events, creating materials, working with community organizations) to reach WMBE goals.

OED consistently exceeds its WMBE goals when nonprofit and government spending is backed out of the equation used to calculate our percentage WMBE spending. This said, one challenge in further engaging even more WMBEs comes from the fact that some OED contract work is highly specialized and requires skillsets which represent niche or boutique areas of knowledge. In these cases, we have found it difficult to bring on new WMBE vendors to take on this specialized work. Of OED's 2019 WMBE spending, about $150,000 was spent with both white women and African American vendors. Spending with any other WMBE group was disproportionally lower. A single expenditure, representing 1% of our WMBE spend was made with a Native American vendor in 2019. Finding ways to consistently connect with all categories of WMBE consultants and vendors each year, particularly those of native heritage, has been a challenge.

Our biggest success in reaching our WMBE goals, stems from our ability to pull from the diverse communities we serve to find representative vendors and contractors. As well, OED staff work closely with organizations serving communities of color and supportive of local businesses. We work to bolster business owners of color directly and our support of these businesses helps to provides a source of WMBE vendors in Seattle. OED has also provided Department of Neighborhoods' Community Liaisons with opportunities to build relationships between business district organizations and local businesses.

Please use only up to 250 words.

c. If you have additional comments you would like to make about your 2020 goals, please note them here in less than 150 words.

5. 2019 highlights (optional) Is there an exceptional WMBE firm the department worked with? A great WMBE event your office or department coordinated? A person you worked with at a community organization that made a difference? Please share your anecdote(s).

In 2019, OED staff engaged youth of color to expose them to several key growing industries via career connected learning opportunities to help young people learn about potential career pathways. These opportunities were offered via OED's Youth Employment work, Industry Career Days, and through a collaborative to support the advancement of the creative industries locally, the latter, a joint effort with the Office of Arts and Culture.

6. 2020 outreach plan. Summarize the strategies the department will undertake to reach 2020 WMBE goals. Focus especially on outreach and engagement work with the WMBE community, including:
• Tactics the department will engage with (technical assistance, attending or holding events, creating materials, working with community organizations) to reach WMBE goals.
• The biggest challenges in meeting WMBEs goal and how the department will address them.
• How the department will build on biggest successes of 2019 in 2020.

In 2020, our program staff will continue to work to recruit diverse vendors and contractors from within our community connections and through the City's roster of WMBE businesses. As noted

above, most of our discretionary spending is with community-based nonprofit or governmental organizations who are often serving communities of color. OED's program staff will achieve our WMBE Goals by continuing to contract with WMBE consultants serving diverse business districts and small business owners and spend discretionary budget with WMBE vendors. OED Program Directors will continue to provide information, training, and reminders to staff regarding WMBE usage. We continue to train staff to identify and then support eligible businesses not already registered as WMBEs to complete their City WMBE registrations. This will help staff identify any missed opportunities for WMBE participation, both in contracting and direct voucher purchases. Maintaining our goal to create culturally responsive programming that meets the needs of marginalized communities helps to keep OED's program investments with WMBE vendors or spent with organizations supporting the businesses and professional development of women/girls and people of color.

Our biggest challenge comes from some of our sector specific work which is based in industries which are predominately white. This is particularly true in the creative industries, which includes film and music. In these cases, we often focus on diversifying the industry from the younger generations with a youth workforce development approach.

7. Prompt pay. All departments shall pursue a 95 percent compliance on prompt pay for consultant contracts. This means that the City shall pay prime contractors within 30 days of an accepted and properly prepared invoice. Please note 2019 actual prompt pay percentage and explain how the department will achieve 2020 goals in no more than 100 words.

OED's 2019 prompt pay percentage was 98% on time with an average of 11 days until receipt of payment by our vendors. OED program staff and accounting staff will continue to collaborate and follow existing procedures to ensure that contractors' invoices are processed promptly.

8. Job Order Contracts. *Not applicable*

9. 2020 B2Gnow. Please review B2Gnow audit results. If the finding for the department was "meets expectations," please discuss the plan to continue meeting expectations.

OED does not have any contracts that meet the criterial to be tracked in B2Gnow. If we ever do have a contract of this size, we will be sure to follow the guidance provided.

February 13, 2020

To: Edson Zavala, Mayor's Office
Miguel Beltran, Finance and Administrative Services

From: Emily Alvarado, Office of Housing

Subject: 2020 WMBE Utilization Plan

About your office/department

Please describe key business lines that impact your WMBE spend. Limit to 100-150 words.

Three Office of Housing units account for virtually all WMBE spending: the Director's Office, Policy & Planning, and Finance & Administration. All WMBE spending occurs within the categories of purchasing and consultant contracts. The City's WMBE tracking tools exclude all other OH expenditures because the bulk of OH's expenditures are loan disbursements to the developers and operators of privately held affordable housing properties.

Office/department common procurement needs

Please provide a list of top procurement needs for consulting and for purchasing.

- Purchasing. The most common procurement need is for general office supplies.
- Consulting. Consulting contracts vary widely from year to year depending on one-time projects that require specialized expertise. In most cases these one-time projects, and frequently the consultants requested to perform the work, are determined by other City departments.

Office/department WMBE representative

Rebecca Guerra, Finance & Administration Manager

Goal setting: 2019 look-back and 2020 look-ahead

2020 goals should be either equal to or higher than 2019 goals. If a department cannot meet this expectation, please explain why in less than 150 words

Office of Housing WMBE Use Goals and Actuals				
2019	**Purchasing Goals**	**Purchasing**	**Consulting Goals**	**Consulting**
Percentage	50%	71%	20%	1%
WMBE spend	not specified	$30,765	not specified	$5,200
Total spend	not specified	$43,169	not specified	$425,960
2020 Office of Housing WMBE Use Goals				
2020	**Purchasing Goals**		**Consulting Goals**	
Percentage	50%		2%	
WMBE spend	$22,500		$10,000	
Total spend	$45,000		$500,000	

Please summarize the department's efforts in reaching 2019 WMBE goals.

Purchasing. OH's purchasing needs are largely covered by blanket contracts with WMBE firms. When those firms do not have the necessary items, all staff members are encouraged to seek a WMBE option to fulfill their purchase. Because of these practices, OH set a high WMBE percentage goal for 2019 (50%) and exceeded it. We are maintaining that same ambitious goal of 50% for 2020.
Consulting. Of the $425,960 that OH spent on consulting services in 2019, only $5,200 resulted from a contract that OH procured on its own initiative; the WMBE spend shown on the preceding table reflects this contract. The remaining expenditures resulted from contracts related to one-time projects and specialized consulting firms identified by the Mayor's Office and City Council.

2020 outreach plan
Summarize the strategies the department will undertake to reach 2020 WMBE goals. Limit 250 words.

Purchasing. Given past positive results, OH will continue to use established blanket contracts and prioritize WMBE vendors absent a blanket contract.
Consulting. In 2020 Council directives again steer OH towards specific consultants, limiting OH's influence on WMBE participation. To the extent that OH enters into its own contracts, OH will endeavor to identify and contract with WMBE firms.
Untracked Expenditures. Most of OH's expenditures fall outside the scope of the City's standard WMBE categories of purchasing, consulting, and public works. To exert the maximum possible influence on WMBE outcomes, OH employs policy and outreach tools to expand our partners' use of WMBE contractors.

- The Combined Funders Application, through which the City identifies affordable housing projects to receive OH loan funding, explicitly requires respondents to set a WMBE utilization goal and describe their plan to meet that goal, including advertising and outreach plans. Once construction begins, borrowers are required to report regularly on progress toward meeting WMBE goals.
- OH regularly conducts outreach to low-income populations, non-profit developers serving low income families / individuals, and community stakeholders that advocate for who are directly

impacted by and benefit from our programs. These outreach efforts provide opportunities to connect with WMBE firms related to housing development, home repair, and weatherization.

- OH's Asset Management unit performs physical inspections of projects in the OH's affordable housing loan portfolio. The inspection process includes making WMBE resources available to housing owners and property management companies who purchase building equipment and contract for building repairs and ongoing service contracts.

Prompt pay

All departments shall pursue a 95 percent compliance on prompt pay for consultant contracts. Please note 2019 actual prompt pay percentage and explain how the department will achieve 2020 goals in no more than 100 words.

OH's actual prompt pay percentage in 2019 was 100%. Our Finance unit will continue its established processes in 2020 to continue fulfilling a prompt pay goal of 100%.

2020 B2Gnow

Please review B2Gnow audit results.

OH was not covered in the B2Gnow audit because we did not have any contracts with an inclusion plan during the audit period.

Attachment A: 2019 WMBE reporting and 2020 WMBE Strategic and Outreach plan information request

OIR

The Office of Intergovernmental Relations (OIR) is part of the Mayor's Executive Department and services the Mayor, the City Council, and all City departments. Our office promotes the interests of the City of Seattle to local, regional, state, federal, tribal, and international governments. OIR is responsible for engaging with other jurisdictions and government entities to collaborate and advocate for outcomes that are in the interest of the City. OIR implements and manages all of the City's advocacy contracts and ensures the City's lobbying resources align with the City's strategic advocacy priorities.

- **Consultant Contracts**:

OIR has several consultant contracts lined up for 2020. Our consulting budget is approximately $500,000. However, about a quarter of this consulting budget will be spent on contracts with local agencies that we depend upon for funding (PSRC), lobbying organizations (Association of Washington Cities), among others.

In 2020, OIR will strive to use WMBE contractors for at least 35% of consulting contracts. One of our primary contracts in 2019 is a WMBE, and we plan to increase this even more so in 2020.

- **Purchasing:**

OIR is very conscious about purchases from WMBE businesses whenever possible. In 2020 we aim to achieve a similar purchasing rate as in 2019, hoping to achieve an effective purchasing rate of 35% or more from WMBE businesses. **Specifically, we have a purchasing budget of approximately $20,000 and we hope to spend close to $8,000 on purchases from WMBE companies.**

Cheryl Swab
Cheryl.swab@seattle.gov
684-8208

Tony Vo
Tony.vo@seattle.gov
684-0213

OIR WMBE Use Goals and Actuals				
2019	**Purchasing Goals**	**Purchasing Actuals**	**Consulting Goals**	**Consulting Actuals**
Percentage	100%	30%	90%	90%
WMBE spend	$5,000.00	$1,500.00	$685,200.00	$685,200.00
Total spend	$5,000.00	$1,500.00	$685,200.00	$685,200.00

2020 OIR WMBE Use Goals		
2020	**Purchasing Goals**	**Consulting Goals**
Percentage	100%	90%
WMBE spend	$5,000.00	$685,200.00
Total spend	$5,000.00	$685,200.00

Identify events and associations you will sponsor, support and/or participate in, and other actions to support WMBEs and improve utilization.

Given OIR's small size and budgets, we do not have a structured plan in place for 2020. However, it is most likely when we do have events, we have been reaching out to the local WMBE communities with ways they can actively participate along the lines of the Mayor's WMBE plans.

OIR's goal is to quickly move towards paying all invoices within 30-days and for 2020 our goal is to reach 100% of those invoices paid within 90-days. Our main goal is to get any all invoices resolved and paid in full as quickly as possible. Currently we have been following-up with our accounting folks in FAS to ensure that all invoices are paid on time and accurately.

2020 Annual WMBE Plan
Office of Immigrant and Refugee Affairs (OIRA)

1. **About OIRA**

OIRA coordinates and procures services for immigrants and refugees – naturalization, workforce training, legal consultations, and the like – predominantly through nonprofit community providers. The limited number of for-profit women and minority vendors and contractors OIRA works with tend to be small (often solo practitioner) immigrant businesses. OIRA works to encourage them to register with OBD or with the state as WMBEs, but this voluntary process is still difficult for many, especially those with limited English skills.

A continuing key component of the OIRA work plan is to work in conjunction with City departments to improve services for Seattle's immigrant and refugee communities and provide outreach to those communities regarding City services, employment and business opportunities. In the long term, OIRA's work plan will support departments to better reach WMBE targets.

2. **OIRA common procurement needs**

Consulting:

- Rapid response event/workshop/legal services coordination
- Program facilitation / curriculum delivery
- Training and technical assistance (language access, secondary trauma)

By far OIRA's biggest consulting expense historically has been program services (immigrant legal defense, naturalization, and workforce training) delivered by nonprofit community providers. To the extent that these organizations which could not be counted as WMBE (although almost entirely minority-led) are excluded, OIRA will be much better able to achieve WMBE targets.

Purchasing:

- Stipends for Immigrant Family Institute participant families
- Office and event supplies
- Ethnic media advertising

3. **Office/department WMBE representative**

Katherine Cortes, Finance and Operations Manager
733-9116
SMT-1616

4. **Goal setting: 2019 look-back and 2020 look-ahead**

OIRA WMBE Use Goals and Actuals				
2019	**Purchasing Goals**	**Purchasing Actuals**	**Consulting Goals**	**Consulting Actuals**
Percentage	80%	41%	75%	4%
WMBE spend	$40,000	$19,879	$2,031,234	$91,488
Total spend	$50,000	$47,821	$2,708,312	$2,250,249

2020 OIRA WMBE Use Goals		
2020	**Purchasing Goals**	**Consulting Goals**
Percentage	80%	80%
WMBE spend	$107,000	$88,000
Total spend	$134,000	$70,000

OIRA has long advocated for nonprofit organizations (which are important assets and employers of women and minority communities, and provide many important services for the City of Seattle, including most of the services contracted by OIRA) not to count against OIRA's WMBE utilization. With this policy now in place, OIRA looks forward to finding ways to accurately count only for-profit enterprise spending and to performing on WMBE goals within that subset.

One of OIRA's foundational programs, Ready to Work, has a primary goal of preparing immigrants for good jobs – including the popular immigrant pathway of entrepreneurship!

6. 2020 outreach plan

OIRA works with a range of translators (including community reviewers) and interpreters for both programming support (outreach and information/ service delivery for OIRA programs) and communications on behalf of the Mayor's Office and Citywide priorities. OIRA has 2020 plans to better inventory and organize these vendors, and will try to ensure that those who qualify as WMBEs are registered as such in the OBD.

7. Prompt pay

Despite ongoing challenges with understaffing in FAS Accounting and Business Services (ABS), OIRA improved 2019 actual prompt pay percentage to meet our goal of 85% prompt pay, with an average time to payment of 32 days. We continue to refine in-house processes, conduct semi-annual trainings for all OIRA program specialists, and communicate and troubleshoot actively with ABS.

9. 2020 B2Gnow

OIRA has no enterprise contracts large enough to be included in B2GNow.

Seattle
Office of Planning &
Community Development

Jenny A. Durkan, Mayor | Samuel Assefa, Director

600 4th Ave, Floor 5
P.O. Box 94788
Seattle, WA 98124-7088

Date: 2/28/2020
To: Edson Zavala, WMBE Policy Advisor
Miguel Beltran, Purchasing and Contracting, FAS
From: Samuel Assefa, Director, OPCD
Melissa Lawrie, Finance Manager, OPCD
Subject: 2019 WMBE Reporting and 2020 WMBE Plan

Thank you for the opportunity to share some information about our department, our commitment to equity, and our continued efforts to support economic inclusion and contracting equity including women- and minority owned business (WMBE) utilization. Please see below for the requested information.

1) **About Your Office**

Established in 2016, the Office of Planning and Community Development's (OPCD) mission is to lead collaborative planning, advance equitable development, and create great places. OPCD supports thriving communities through an integrated and equitable approach to planning and community investment. OPCD works across City departments to assess community needs, prioritize resources, and develop a vision for how Seattle grows to ensure that we are coordinating and implementing our plans with a cohesive vision. Race and equity is the lens with which we conduct all our work. OPCD also houses the Equitable Development Initiative (EDI), which addresses displacement and the unequal distribution of opportunities to sustain a diverse Seattle. The EDI fosters community leadership and supports organizations to promote equitable access to housing, jobs, education, parks, cultural expression, healthy food and other community needs and amenities. EDI works directly with communities at high risk of displacement and low access to opportunity. EDI incorporates the expertise of the communities who have borne the impacts of inequitable policies, programs and investments over the years. OPCD has 6 FTE in 2019 and 7 FTE in 2020 specifically dedicated to lead, manage, monitor, and implement the Equitable Development Implementation Plan.

The EDI administers $16 million of one-time money from the sale of the former Civic Square Block, approximately $15 million of one-time money from the sale of the Mercer Mega Block, as well as $5 million of ongoing funding from Short-Term Rental Tax and $430,000 of Community Development Block Grant (CDBG) dollars each year. The EDI projects are entirely managed through MOAs with non-profit community organizations, which are not included in our WMBE contracting data.

In addition, OPCD has a small General Fund base budget and is committed to ending racial disparities in contracting and purchasing by being proactive about hiring WMBE companies whenever possible.

2) **Office Common Procurement Needs**

In addition to the Equitable Development Initiative (EDI) described above, OPCD is a typical small office with procurement needs of items for office supplies and administration, including printer leases. In addition, OPCD has a small unallocated base budget of $88,194 in the Planning and Community Development PC110 low org for consultant contracts and other professional services.

In 2020 there were additional $650,000 of one-time consultant services dollars added for work related to the Comprehensive Plan major updates.

3) **Office WMBE representative**

Melissa Lawrie, our Finance Manager, is the staff member who manages our office's WMBE initiatives.

4) **Goal Setting: 2019 Look-Back and 2020 Look-Ahead**

Our 2019 aspirational goal for WMBE purchasing was:

- Consultant = 8% WMBE
- Purchasing = 31% WMBE

The results as per the Citywide WMBE Report Q4 2019 Comprehensive Report shared with finance managers on January 30th, 2020, shows OPCD's consultant spending at the following percentages:

- Consultant = 4% WMBE
- Purchasing = 49% WMBE.

According to this, we exceeded our 2019 goal for purchasing from WMBE firms. We did not meet our goal for consultant WMBE spending; however, the consultant spending in our office is variable with one-time changes to the budget. The denominator of our consultant services budget increased in 2019 from the previous year due to one-time funding received from the Convention Center to do a LID I-5 study. That funding went to the consulting firm WSP, which is not a WMBE firm, although they did have an inclusion plan and work with several WMBE subcontractors. In addition, since none of our Equitable Development Initiative (EDI) MOAs count towards the WMBE goal, this number underrepresents OPCD's work with non-profits and communities of color.

Our WMBE goals for 2020 will remain the same at:

- Consultant = 8% WMBE
- Purchasing = 31% WMBE.

OPCD WMBE Use Goals and Actuals				
2019	**Purchasing Goals**	**Purchasing Actuals**	**Consulting Goals**	**Consulting Actuals**
Percentage	31%	49%	8%	4%
WMBE spend		$27,311		$107,813
Total spend		$55,712		$2,832,181
2020 OPCD WMBE Use Goals				
2020	**Purchasing Goals**	**Purchasing Actuals**	**Consulting Goals**	**Consulting Actuals**
Percentage	31%		8%	
WMBE spend				
Total spend				

5) **2020 Outreach Plan**

OPCD is committed to equity in our consulting and purchasing spending. To achieve this we will provide technical assistance and work with community organizations on an as needed basis. We do not conduct any formal outreach other since most of our consultant contracts are small (<$53,000) and come off the consultant roster. However, for our larger contracts we utilize the RFP process and require an inclusion plan. And for our smaller contracts we ensure that we are considering WMBE organizations.

6) **Prompt Pay**

From the Citywide WMBE Report Q4 2019, OPCD has the following 2019 data for percent on time payments:

- Consultant roster = 100% on time payments
- Consultant contracts = 82% on time payments

We have many project managers in our office that manage contracts and approve invoices, especially for EDI projects where staff are managing contracts for some 25 community-initiated projects. Since OPCD does not have in-house accounting services, this additional workload creates challenges for timely processing of invoices which affects timely payments. We send a package of AR materials across to FAS Shared Services Accounting for processing once a week. We have instituted new practices to issue regular weekly reminders to project managers to turn their invoices in on a timely basis.

7) **2020 B2GNow**

OPCD participated in the B2GNow Audit and determined that we are correctly using the system for our one contract over $314,000. That contract is for the LID I-5 study. We have required some technical assistance from FAS to set up our department, the contract, and respond to the various questions from the prime and subcontractors.

OSE 2020 Annual WMBE Plan

1. **Department Representative**

   OSE's WMBE representative is Jeanie Boawn, Sr. Executive Assistant. Jeanie is also the finance manager for OSE. She will work in close collaboration with the Sr. Grants Administrator, Megan Doiron, who tracks the sweetened beverage tax fund, as well as OSE's two Administrative Specialists who assist with vendor research and recommendations.

2. **Traditional 2020 Goals**

   Our aspirational goals for **OSE's 2020 General Fund budget are:**
   - Consultant contracting goal: 15% ($337,000)
   - Purchasing goal: 75% ($400,000)

   Total discretionary spending by OSE in 2020 will be around $7M with the majority of that ($5.5M) coming from our food access programs funded by the sweetened beverage tax. Many of the food access vendor contracts are community-based organizations, non-profits and farmers markets, which are not factored in for WMBE inclusion.

   The remaining $1.5M comes from general fund discretionary spending. In order to achieve the above goals, general fund programs have a minimum goal of 20% WMBE spending of their new budget allocations. Most of our grants are ending in January, so this accounts for a very small amount of our anticipated expenditures.

   These expenditures will be monitored via monthly budget updates reviewing data from PS 9.2 (not just the quarterly WMBE report).

   Internal/Change Management
   The WMBE spending tally is posted monthly on OSE's SharePoint site, and budget figures are updated monthly as well in both the overall tracking for the office performance and by program and vendor. The WMBE rep has convened regular meetings with OSE's other admin/finance staff to go over expenditures and upcoming areas for potential WMBE spending.

   We present our previous year's performance information at our February all-staff meeting to provide insight into the WMBE program, OSE's goals and how we've been doing.

   Outreach/Engagement in OSE Programs
   Continued emphasis is being placed on OSE's outreach and engagement strategies, with most program managers actively working with the Equity & Environment program manager to cultivate community partnerships. Many of these expenditures do not result in WMBE-identified expenditures but are part of a larger effort to build relationships and organizational capacity of small, people of color-led groups (see #3 below).

3. **2019 Performance**
   OSE's 2019 WMBE expenditures for consulting was $265,000 (13%) and for purchasing was $300,500 (74%). Our goals were 15.5% ($182,000) for consulting and 50% ($70,000) for purchasing.

Performance Considerations

We did not meet the percent goal for consulting but exceeded our spending goal. We exceeded our percentage goal for purchasing, and spent well over our estimated amount in that category than anticipated.

The increase in our sweetened beverage allocation drove much of the spending up from original projections, although it was (and is) not easy to predict which category of spending will be utilized as it depends so much on whether it is a standard service provider or a community-based organization carrying out the work.

We review the spending data closely and a significant (and growing) amount of spending is with people of color-led community organizations who are not registered as WMBE firms. The total amount of this spending in 2019 was more than $1M, and included Fresh Bucks providers (farmers markets, community-based recruitment partners and providers), Seattle Public Schools for the healthy snack program, local organizations doing in-neighborhood outreach (ECOSS, Latino Community Fund, etc.), and a Green Career Pathways contract with Rainier Valley Corps.

4. Outreach Events

OSE has limited capacity to attend outreach events and most of our contracting and purchasing needs are not easily fulfilled by traditional vendor show participants. Outreach is done by programs with the support and consultation of the WMBE rep and OSE's other administrative staff, who help to locate potential vendors for the specific services and products needed.

5. Consultant Prompt Pay

OSE will continue to work to achieve the goal to pay all consultant invoices within 30 days, and thereby meet the City goal of 95%. We continue to work on process improvement and monitor quarterly data. We are keeping a spreadsheet in 2020 with the date an invoice was received by the project manager and date sent to accounting, so we will be able to monitor the average time for invoices to be processed in OSE. All staff, whether program managers or administrative staff, will be held accountable for this metric.

City of Seattle
Jenny A. Durkan, Mayor
Office of the Waterfront and Civic Projects
Marshall Foster, Director

MEMO

Date:	February 28, 2020
To:	Edson Zavala Miguel Beltran
From:	Marshall Foster Dorinda Costa
Re:	Office of the Waterfront and Civic Projects 2019 WMBE reporting and 2020 WMBE Strategic and Outreach plan information

Office of the Waterfront and Civic Projects (OWCP)

OWCP is responsible for delivering Waterfront Seattle, a multi-year effort to transform Seattle's central waterfront, building new surface streets and other transportation improvements as well as more than 20 acres of new parks, trails, and public space along Elliott Bay. The guiding principles for the program, approved by City Council, include creating a Waterfront for All that reconnects the City to its waterfront while embracing and celebrating the City's history.

In order to accomplish these principles and implement the City's Race and Social Justice Initiative, OWCP has had an extensive public engagement process over many years, including active involvement of the WBE and MBE community. Our primary design and engineering consultant team (originally bid in 2010) has included a WMBE Advisor/Outreach and Engagement firm since 2012.

OWCP Procurement Needs

OWCP has completed all its major consultant procurement for the Waterfront program and no new major consultant contracts are anticipated in the future. Purchasing activity for the Waterfront program is also expected to remain light.

OWCP Representative for 2020: Dorinda Costa

2019 Performance and 2020 Look-ahead

As in previous years, the bulk of the consultant work conducted by the Office of the Waterfront and Civic Projects was completed through contracts with non-WMBE prime consultants, with significant WMBE subcontracting goals. The following table utilizes data on WMBE subconsultant participation to document achievement of goals.

2019 OWCP WMBE Use				
2019	**Purchasing Goal**	**Purchasing Actual**	**Consulting Goal**	**Consulting Actual**
Percentage	18%	72%	18%	26.8%
WMBE Spending	-	$14,819	-	3,004,000
Total Spending	-	$20,574	-	$11,213,000

2020 OWCP WMBE Goals		
2020	**Purchasing Goal**	**Consulting Goal**
Percentage	18%	18%

In 2019, as in previous years, the bulk of consultant spending in OWCP was concentrated in main design and engineering contract, about 50%. The prime consultant has done an outstanding job of utilizing WMBE subconsultants for its work this year, reaching almost 33%, well exceeding their contract goal of 18%.

The greatest challenge, in 2019, for OWCP WMBE consultant participation was the delayed completion of the Alaskan Way Viaduct demolition and its impact on the start of the Alaskan Way Main Corridor construction contract. One of OWCP's largest consultant contracts is for construction management support of this project. Because of the construction delay, the construction management prime consultant did not fully engage their team of subconsultants, which are predominantly WMBE firms. This resulted in a low (2%) participation rate for this contract. Now that construction is fully underway on the Main Corridor contract, OWCP fully expects the prime consultant to meet their subconsultant participation goal in 2020.

2020 Outreach Plan

As mention previously, OWCP has completed all of its major consultant procurement activities and anticipates no significant new consultant contracts in 2020. Starting in 2019, procurement has shifted primarily to the construction arena.

In 2020, the primary focus of OWCP will be to ensure the WMBE contracting community is aware of upcoming public works contracts that will advertised to implement the Waterfront program. The Union Street Pedestrian Bridge Contract was advertised in February and is expected to be awarded in the summer. We anticipate that there will be four to five additional public works contracts to be awarded in 2021 and 2022 for Waterfront construction. OWCP will work carefully with FAS's Purchasing and Contracting staff to ensure each of these contracts meets all City WMBE and Project Hire requirements.

Additionally, OWCP will work with each of its existing prime consultants to ensure they meet WMBE participation targets for their on-going work.

Prompt pay

The Office of the Waterfront and Civic Projects increased the percentage of consultant invoices paid within 30 days to 90% of the time in 2019. OWCP intends to increase its performance to at least 95% in 2020. The Office of the Waterfront and Civic Projects will continue to notify project managers of the expectation to pay all invoices within 30 days and to track invoices for prompt payment and will work with SDOT's Finance and Accounting division to improve our performance.

2020 B2Gnow

During 2019, the Office of the Waterfront and Civic Projects met requirements for the use of the B2Gnow system for tracking consultant contracts and subcontractor use as reported in the B2Gnow audit. We will continue to use B2Gnow and work with our consultants to ensure contracts are properly tracked. During 2020 we will also examine how we may use the system to track subconsultant use on contracts that are not required to be in the B2Gnow system.

Seattle City Light

TO

February 28, 2020

Edson Zavala, Mayor's Office
Miguel Beltran, Finance and Administrative Services (FAS)

FROM

Kara Williams, WMBE Program Manager

SUBJECT

Seattle City Light 2019 WMBE Reporting and 2020 WMBE Strategic and Outreach Plan Information

INTRODUCTION

Seattle City Light ("City Light") is submitting this 2019 WMBE Report and 2020 WMBE Strategic and Outreach Plan to the Mayor's Office and Finance and Administrative Services as requested by each City department by February 28, 2020. The sections that follow respond in detail to the topics listed in the memo, Attachment "A" (dated January 10, 2020 sent out by Edson Zavala, Policy Advisor for Economic Inclusion and Contracting Equity) and will also include additional relevant information on the utility's WMBE program.

1. ABOUT CITY LIGHT

Seattle City Light (SCL) serves a population of over 906,000 people living in a 131 square mile area, which includes the City of Seattle and several adjoining jurisdictions. City Light owns, maintains, and operates a multi-billion-dollar physical plant. Funding for the Capital Improvement Program (CIP) comes primarily from retail electricity sales, sales of surplus power on the wholesale market, and the sale of revenue bonds. City Light's CIP is the vehicle for repairing, upgrading, and expanding this infrastructure. The revenue generated by total sales funds CIP, which includes a variety of safety improvements, mitigation activities, and licensing requirements. The approach to WMBE utilization for each line of business mentioned above is to identify consulting and purchasing opportunities within each line of business.

2. CITY LIGHT'S PROCUREMENT NEEDS

Seattle City Light's (SCL) consulting and purchasing needs to support CIP are as follows:

CONSULTING	PURCHASING
Environmental	Safety Equipment
Energy Conservation	Warehouse General Supplies
Architecture/Design	Electric Vehicle Charging Stations
Engineering	Poles
Employee Coaching	Generators; Transformers; Panels

3. 2020 DEPARTMENT REPRESENTATIVE

City Light's Women and Minority Business Enterprise Program Manager is Kara Williams. The position reports to the Manager of Contracting and Procurement within the Financial Services Business Unit and serves as the utility's dedicated WMBE representative. The WMBE Program Manager can be reached at 206-684-3641 or at kara.williams@seattle.gov. The WMBE Program Manager is supported by the Contracting and Procurement Team, which includes, Kim Rayray, Manager and four Contract Specialists.

4. 2020 WMBE GOAL: 13%

City Light's aspirational goal in 2020 for combined consulting and purchasing expenditures is established at 13%.

City Light's aspirational goal in 2019 was 13% for combined consulting and purchasing expenditures. City Light achieved 14.21% for consulting and 11.65% for purchasing with a combined WMBE utilization of 12.09% as defined. However, after including all payments made to WMBE firms (Please see additional spend item "b" below) but excluding public works payments, City Light achieved a WMBE utilization of 13.65%. City Light exceed the 13% goal for combined consulting and purchasing spend.

a. Goal setting: 2019 look-back and 2020 look-ahead

2019 CITY LIGHTS WMBE Use Goals and Actuals				
2019	Purchasing Goals	Purchasing Actuals	Consulting Goals	Consulting Actuals
Percentage	13%	12%	13%	14%
WMBE Spend	$14,530,920.00	$13,023,464.00	$2,965,542.00	$3,241,476.00
Total Spend	$111,776,309.00	$111,776,309.00	$22,811,866.00	$22,811,866.00

2020 CITY LIGHTS WMBE Use Goals		
2020	Purchasing Goals	Consulting Goals
Percentage	13%	13%
WMBE Spend	$15,633,163.00	$3,190,493.00

b. Department Efforts in 2019

WMBE goals were in part due to a successful consulting contract the Department has with the University of Washington Foster School of Business Consulting & Business Development Center (UW). The UW provides technical assistance and business development skills to those firms seeking to do business specifically with City Light. The businesses must meet a standard level of development and must have alignment with City Light's current lines of business. Furthermore, City Light's leadership received a briefing from the WMBE Program Manager and an introduction to UW businesses that received the technical assistance. From that meeting the firms were engaged by City Light Divisions to provide services. Over the course of 2019 City Light generated over $3 million dollars in revenue for those few firms. City Light's WMBE Program also engages our large project General Contractors to assist them in locating WMBE firms for sub-contracting opportunities. City Light has also partnered with the Minority Business Development Agency to provide additional practical application for business

development. This practical assistance comes in the form of mentoring with larger companies. Additionally, $3.9 million in payments not accounted for in the goal total allowed City Light to surpass our WMBE combined expenditure goal of 13% to achieve 14.56%.

Explanatory Payments to be Counted towards WMBE Utilization				
Payment Type	2019 Payment Amount	Total WMBE Utilization	Total Combined Payments	Total WMBE %
Total DX Payment to Seattle Finest	**$1,232,831.00**			
Other DX Payments	**$412,835.11**			
Total Tribe Payments	**$957,670.55**			
Energy Keepers	**$861,000.00**			
B2G NOW Consultant Sub-Contractor Payments	**$400,852.00**			
Asset Mgt Large Project 2nd & 3rd Tier Sub Consultant Payment Reporting	**$40,416.00**			
Grand Total Additional WMBE Payments Included	$3,905,604.66	$20,170,545.00	$138,493,779.99	14.564%

5. 2019 HIGHLIGHTS

City Light's has many exceptional companies and partnerships that support the mission, however, there was one WMBE company and partnership that stood out in 2019. Advanced Government Services (AGS) is a Women-owned firm and the University of Washington Foster School of Business, which provides technical assistance to City Light businesses. AGS, is a firm the City Light WMBE Program sponsored to attend the UW Ascend-Seattle technical assistance and business development 4-month program. The Ascend Seattle Program focuses on the Money, Market, and Management of an organization. AGS is a traffic control and road safety service company that has worked on multiple projects since entering the City Light supply chain. AGS has estimated earrings from City Light of $542,000.00 for their first year of conducting business with the utility. The company was able to enter the supply chain after completing the Ascend Seattle Program facilitated by the University of Washington Foster School of Business. AGS has supported the Transmission and Distribution Division of City Light on multiple projects and has received exceptional reviews regarding crew professionalism and infrastructure for completing the necessary paperwork on time.

The University of Washington Foster School of Business Technical Assistance and Business Development contract has supported City Light businesses for four years. City Light was the first public agency to support the school and has worked with the University of Washington to develop relevant curriculum to bring technical assistance to the WMBE community. As of December 2019, City Light has provided technical assistance to 42 businesses. City Light is now supporting the expansion of the UW technical assistance program around the country. The Ascend-Seattle program has franchised to major universities around the country, including Northwestern, University of Southern California, University of Minnesota, Portland State University, Xavier University of New Orleans just to name a few.

City Light contracts with several Native American tribes and tribal business enterprises for consulting services that include natural resource management and provision of electric power. Some of these expenditures are included in the WMBE reports from FAS. The tribal payments which are not captured in the 2019 WMBE performance table above are the Competitive Exception (DX) type payments. An additional total of $957,671 was spent with tribal firms in 2019. City Light will continue meaningful WMBE outreach and inclusion efforts to Native American tribes.

City Light's combined consulting and purchasing ten-year average is 11.44% and City Light's 2019 performance was above the 10-year average, which indicates that even during major capital and public works, City Light continues to find ways to increase the WMBE dollars spent.

City Light spent an average of $14.55 million with WMBE firms over a 10-year period. In view of reduced capital programs and pressure to keep rates as low as possible, an aspirational goal of combined spending of 13% with WMBE firms will present a challenge to the utility. The table below provides a 10-year depiction of City Light's spending; consulting, purchasing, and the combined average of both.

Seattle City Light

Historical Year End (Unadjusted)

	Consultant Contracts			Purchasing Contracts			Combined Total		
Program Year	Total Prime Consultant Spend	Total Consultant WMBE Spend	WMBE % of Total Spend	Total Purchasing Spend	Purchasing WMBE Spend	WMBE % of Total Spend	Total Prime Spend	Total WMBE Spend	WMBE % of Combined Spend
2010	$ 14,047,637.00	$ 1,464,121.00	10.42%	$ 63,611,471.00	$ 8,723,248.00	13.71%	$ 77,659,108.00	$ 10,187,369.00	13.12%
2011	$ 15,105,695.00	$ 2,058,583.00	13.63%	$ 72,611,442.00	$ 9,690,352.00	13.35%	$ 87,717,137.00	$ 11,748,935.00	13.39%
2012	$ 17,779,900.00	$ 1,917,083.00	10.78%	$ 81,585,216.00	$ 9,526,959.00	11.68%	$ 99,365,116.00	$ 11,444,042.00	11.52%
2013	$ 25,209,596.00	$ 2,574,555.00	10.21%	$ 98,034,713.00	$ 15,725,567.00	16.04%	$ 123,244,309.00	$ 18,300,122.00	14.85%
2014	$ 31,297,335.00	$ 4,741,666.00	15.28%	$ 91,794,730.00	$ 9,830,578.00	10.71%	$ 123,092,065.00	$ 14,572,244.00	11.84%
2015	$ 36,806,801.00	$ 4,045,050.00	10.99%	$ 125,869,436.00	$ 13,635,165.00	10.83%	$ 162,676,237.00	$ 17,680,215.00	10.87%
2016	$ 35,868,730.00	$ 4,454,599.00	12.42%	$ 119,444,807.00	$ 10,754,886.00	9.00%	$ 155,313,537.00	$ 15,209,485.00	9.79%
2017	$ 33,815,539.00	$ 3,165,943.00	9.36%	$ 137,110,121.00	$ 10,724,833.00	7.82%	$ 170,925,660.00	$ 13,890,776.00	8.13%
2018	$ 26,796,842.00	$ 4,850,764.00	18.10%	$ 158,034,198.00	$ 11,483,172.00	7.27%	$ 184,831,040.00	$ 16,333,936.00	8.84%
2019	$ 22,895,069.00	$ 3,228,510.00	14.10%	$ 111,130,540.00	$ 12,930,716.00	11.64%	$ 134,025,609.00	$ 16,159,226.00	12.06%
10-Year Average	$ 25,962,314.40	$ 3,250,087.40	12.53%	$ 105,922,667.40	$ 11,302,547.60	11.20%	$ 131,884,981.80	$ 14,552,635.00	11.44%

Source

2019 year to date spend through 12/31/2019 • Produced by PC/FAS • Source: PeopleSoft 9.2

6. 2020 OUTREACH PLAN STRATEGIES

The tactics the department will undertake in 2020 will continue as in previous years; however, the additional strategies for 2020 will take on a more deliberate and specific internal department outreach related to mega-projects. The mega-projects impacting purchasing goals will be the pole replacement project, electrification of transportation, the commodities required to ensure mega-project success, and the upgrading of the overall infrastructure of City Light's major operations facilities. City Light's WMBE team will focus on direct outreach to Transmission and Distribution and Utility Operations Divisions within the Department.

City Light has a consulting contract with the University of Washington Consulting and Business Development Center to provide technical assistance to business specific to City Light's line of business. The Consulting Contract defines the partnership and demonstrates a commitment to increasing inclusion of businesses that can operate in the electric utility sector. Some of the over-arching goals for this partnership are to increase awareness of the City's Equity in Contracting policy within the minority and women-owned business community, while providing technical assistance. City Light currently partners with the University of Washington Consulting and Business Development Center on three different programs. The programs are as follows:

Minority Business Executive – This program is designed to assist minority and women business leaders in facing current business challenges. This is a one-week intensive residential program which features an interactive curriculum focused on finance and accounting leadership; marketing and brand strategy; relationship marketing and strategic thinking. City Light sponsored three businesses, which completed the one-week intensive course in September 2019.

Ascend-Seattle – This program is a 4-month long program that provides management education designed to accelerate the growth of small to medium sized businesses in specific industry clusters. Collaborative participants meet two times per month for four months to engage in management education and growth plan development. City Light sponsored seven professionals beginning February 2019.

Business Management Consulting – This program is a cohort-based program aimed at improving the bottom line and stimulating new growth. During this program UW students and professional mentors work side-by-side with business owners from under-served communities on projects with time frames ranging from one week to nine months. City Light sponsored four businesses in the Fall of 2019.

The biggest success for the WMBE Program was the introduction of two WMBE firms to City Leadership. This introduction has allowed for the additional revenue to these two firms in excess of one million dollars. Advanced Government Services is a traffic management firm that provides exceptional services and CETS is a marine electrical firm, which now holds a blanket contract for the City. Other successes are the program's involvement in large projects and working with the contractors on procurement to increase WMBE utilization on capital projects.

The goal is to increase business opportunities for WMBE firms, using Seattle City Light as the conduit to make that happen and hopefully ensure their success.

7. PROMPT PAY

In 2019 City Light worked to achieve 95% payment processing to vendors within 30 days after receipt of an accepted and properly prepared invoice; however, consultant contracts were paid at 83%. The long-term goal is to achieve 100% prompt payment for consultant invoices. Although the department has made progress toward this goal, hundreds of consultant payments were late in 2019. While prompt payment is important to all types of firms the City does business with, small firms, including some WMBE firms, may be more significantly impacted by late payment. The additional goal is to improve internal processes to achieve the 100% on-time payment. City Light has initiated a process improvement strategy for accounts payable to ensure prompt payment of invoices in 2020.

Prompt Payment											
Department	Consultant Roster				Consultant Contracts				Total Contracts		
	Average Days	# on Time	# of Invoices	% On Time	Average Days	# On Time	# of Invoices	% On Time	# On Time	# of Invoices	% on Time
SCL	18	132	148	89%	22	1131	136	83%	1263	1514	83%

8. JOB ORDER CONTRACTS (JOC'S)

JOC Contracting overall WMBE utilization for 2019 was at 30%. There are two contractors; Forma who achieved 63% but only spent $182,323 with WMBE firms and Centennial who spent $272,207 of $1.2MM. The purpose of the JOC Program is to have a minimum of 50% WMBE utilization by each. Each capital department is allocated $2MM per contractor. City Light has the capacity to spend all $4MM with $2MM going to WMBE firms. The JOC Program is an area of focus for 2020 increased utilization.

2019 JOC Contracts					
Centennial			Forma		
Contract Payment w/o Tax	WMBE Payments	WMBE %	Contract Payment w/o Tax	WMBE Payments	WMBE %
$1,210,398.00	$272,207.00	22%	$289,828.00	$182,323.00	63%
	Total JOC	Total WMBE Payments	Total WMBE %		
	$1,500,226.00	$454,530.00	30%		

9. SUBCONSULTANT PAYMENTS IN B2GNOW

City Light monitors contract compliance and reporting on subconsultant data using B2GNow, a database designed to manage second tier utilization among other contract requirements. The department currently has 62 consulting contracts with WMBE inclusion plans that are entered into B2Gnow, with 46 work authorizations currently tracking and 34 separate WMBE firms receiving payments. In 2019, prime contractors paid $333,176 to WMBE subconsultants. Contracts in B2Gnow will be closely monitored to ensure inclusion goals are on target for project completion.

In 2019 FAS conducted a City-wide audit of B2G Now. Seattle City Light was found to have met all requirements of the audit. The scope of the audit was to determine if 100% of consultant contracts with WMBE inclusion plan had been entered in B2Gnow, and evaluate the accuracy, efficiency and effectiveness of their use of B2G Now. The time period covered by the audit was Jan. 1, 2016 to Oct. 31, 2019.

##

Seattle Department of Construction & Inspections

MEMORANDUM

TO: Edson Zavala, Policy Advisor for Economic Inclusion & Contracting Equity
Office of the Mayor

Miguel Beltran, City Contract Compliance Manager
Department of Finance and Administrative Services

FROM: Nathan Torgelson, Director
Seattle Department of Construction and Inspections

DATE: February 20, 2020

SUBJECT: SDCI 2020 WMBE Goals and Outreach Plan

The Seattle Department of Construction and Inspections (SDCI) is committed to ending racial disparities in contracting and purchasing. We will attempt to improve upon our WMBE utilization rate for purchasing and repeat our rate for consultant contracting from last year. Below, pursuant to the Mayor's Executive Order and SMC 20.42.60, we have identified SDCI's 2020 purchasing and consulting goals and annual work plan.

Department Representative: SDCI's representative for managing the department's WMBE initiatives will be Denise Campbell, as well as SDCI Operations Directors Andy Higgins and Darlene Edwards.

2020 Goals: Our 2019 WMBE utilization rates were 29% for purchasing and 13% for consulting. SDCI's consulting WMBE utilization rate is low due to Engineering Services Peer Review contracts, which are high-value pass-through contracts. SDCI's Purchasing WMBE utilization is limited due to use of available Blanket Contracts, showing only 10% of Purchasing spend was paid as a Direct Voucher. For 2020, SDCI's aspirational goals will be the same as 2019 actuals: 29% for purchasing and 13% for consulting. Dollar amounts would be approximately $195,679 for purchasing and $145,697 for consultant contracting if we reach our goals. SDCI WMBE utilization rates are low due to fewer available WMBE consultants in the market for SDCI consultant contracts, especially in engineering and skilled trades. We will make our best efforts to promote and increase WMBE utilization rates in both Purchasing and Consultant areas. In 2019, SDCI executed ten MOA contracts with non-profit organizations assisting with the Rental Registration Inspections Ordinance Outreach (RRIO) program targeting underprivileged & immigrant communities. MOA contract payments for the RRIO program totaled $482,441.

Department Training: We will continue to provide refresher training on using the Department of Finance and Administrative Services (FAS) Purchasing Online Business Directory (OBD) search tool. Links to the OBD tool are included on SDCI's purchasing In-Web page.

Outreach Events: SDCI will continue participation in outreach events. We anticipate having a table at the April Regional Contracting Forum, and July Reverse Vendor Trade Show events. We will also look to participate in any other trade show or events relevant to our department's operations.

Seattle Department of Construction and Inspections WMBE Use Goals and Actuals				
2019	**Purchasing Goals**	**Purchasing Actuals**	**Consulting Goals**	**Consulting Actuals**
Percentage	38%	29%	12%	13%
WMBE spend	254,246	$195,679	$137,344	$145,697
Total spend	$669,069	$669,069	1,144,537	$1,144,537

2020 Seattle Department of Construction and Inspections WMBE Use Goals		
2020	**Purchasing Goals**	**Consulting Goals**
Percentage	29%	13%
WMBE spend	$195,679	$145,697
Total spend	$669,069	$1,144,537

Implementing Prompt Pay: SDCI has increased efforts to communicate the importance of prompt payment for general goods and non-consultant vendors, as well as for consultants. The majority of our invoices are e-mailed to our sdci_accounts_payable@seattle.gov in-box. SDCI adheres to using updated contract boilerplate templates that include prompt pay requirements. SDCI commits to increasing efforts to release payment within 30 days of a proper invoice. For 2019, our dept. 4th quarter prompt pay percentages were: 3% Total Contracts paid after 30 days of invoice, and 3% late for Consultant Roster invoices, and 3% late for Consultant Contracts. SDCI Accounts Payable is diligently working with vendors and consultants to send timely invoices, and with payment authorizers to timely approve invoices and forward to meet invoice payment due dates. We will promote prompt pay and seek to remedy payments that are not timely.

Since SDCI is not a Capital Improvement Project (CIP) department, some aspects of the City's overall WMBE program (such as Job Order Contract (JOC) Utilization or Project Outreach Plans) do not apply to our department. Despite this, we hope to be included in Citywide WMBE Interdepartmental Team (IDT) and the Consultant Contracting Advisory Group (CCAG), and any relevant FAS Purchasing groups or meetings.

Please contact Denise Campbell (386-4035), Andy Higgins (615-0568), or Darlene Edwards (684-5606) if you need additional information from SDCI. Thank you.

City of Seattle

2020 SEATTLE DEPARTMENT OF HUMAN RESOURCES

WMBE OUTREACH PLAN

Department Representative for 2020:

Kimberly Breland

2020 Voluntary Target for Seattle Department of Human Resources (SDHR):

For 2020, the Seattle Department of Human Resources (SDHR) has established a voluntary Woman and/or Minority Business Enterprises (WMBE) utilization goal of fifty percent (50%) for Consulting and seven and a half percent (7.5%) for Purchasing.

Voluntary 2020 WMBE Targets	
Consulting	50%
Purchasing	7.5%

Introduction

Policy Statement

In accordance with Executive Order 2019-06: Economic Inclusion and Contracting Equity, the City of Seattle encourages all of its departments to be inclusive of underrepresented business communities, and strives to use all legal means to see that minority-owned and women-owned businesses do not face unfair barriers in their competition for city contracts and in their successful performance of those contracts.

Any voluntary utilization targets established in a Department Outreach Plan shall be reasonably achievable, however, no utilization requirements shall be a condition of contracting, except as may be allowed under RCW 49.60.400.

Executive Order 2019-06 maintains the requirement that each city department develops an annual outreach plan to provide opportunities for minority-owned and women-owned businesses to gain City contracts and purchasing opportunities.

2020 SDHR WMBE OUTREACH PLAN

The Seattle Department of Human Resources 2020 Outreach Plan summarizes past performance and new strategies that will guide SDHR in its inclusion efforts for the year.

SDHR is responsible for centrally setting the pace for human resources services: identifying, hiring, and retaining our dynamic, diverse workforce as well as developing and administering our compensation and benefits program to create a quality employee experience.

SDHR procurement needs include:

- Employee recruitment and retention
- Employee training
- Employee benefits

SDHR consulting needs:

- Employee recruitment and retention
- Medical examinations
- Workers' Compensation

SDHR's 2019 WMBE Utilization Performance and 2020 WMBE Goals

SDHR 2019 WMBE Target and Actual Utilization

SDHR WMBE Use Goals and Actuals				
2019	**Purchasing Goals**	**Purchasing Actuals**	**Consulting Goals**	**Consulting Actuals**
Percentage	25%	3.04%	50%	65.90%
WMBE spend	$250,000	$227,950	$500,000	$741,167
Total spend	$1,000,000	$7,505,753	$1,000,000	$1,124,650

2020 SDHR WMBE Use Goals		
2020	**Purchasing Goals**	**Consulting Goals**
Percentage	7.5%	50%
WMBE spend	$300,000	$500,000
Total spend	$4,000,000	$1,000,000

SDHR 2019 Performance Summary

WMBE Status	Consultant			Purchasing			Grand Total
	Consultant	Consultant Roster	Total Consultant	Blanket	Direct Voucher	Total Purchasing	
WMBE	719,662	21,505	741,167	225,150	2,800	227,950	969,117
Non-WMBE	255,660	127,823	383,483	7,260,985	16,818	7,277,803	7,661,286
Grand Total	**975,322**	**149,328**	**1,124,650**	**7,486,135**	**19,618**	**7,505,753**	**8,630,403**

2019 SDHR Consultant / Services & Purchasing WMBE Utilization Summary:

In 2019, overall Purchasing and Contracting spend for SDHR was down slightly. This was due to fewer contracts signed and a minor decrease in purchasing volume. A large portion of SDHR purchasing payments, approximately 76%, belongs to a single supplier, Corvel Corporation. Corvel is a Workers' Compensation third party administrator who pays medical providers and is reimbursed by SDHR. In turn, SDHR bills back City departments whose employees were paid Workers' Compensation benefits. SDHR is a pass-through entity in this transaction. Prior to 2018, these payments were paid directly by SDHR and were not captured on the WMBE report as they fell under a DX category. In late 2017, Corvel signed a blanket contract with the City and SDHR reimburses Corvel for the payments they make to providers. Because of the new agreement, reimbursements to Corvel now count as SDHR purchasing for WMBE reporting purposes. In 2019, SDHR paid Corvel approximately $5.7M.

In 2019, SDHR entered into agreements with two employee benefit program vendors via blanket contracts. Thrive (aka, Limeade) was rolled out to City employees in November 2019. Thrive is the City's new digital well-being platform and offers services and tools that support the physical, emotional, and financial well-being of City employees who are on the "Most" benefit program. Another benefit program, Accolade, launched on January 1, 2020. Accolade offers health advocacy services and support for employees and their family members. In 2019, SDHR spent $300,000 in implementation costs on these two programs. In 2020 and annually thereafter, SDHR will spend approximately $2.5M for these services.

In order to report accurate WMBE numbers for SDHR, spend for Corvel and start-up costs for the new benefit programs should not be included in this report. Excluding the payments of approximately $6.0M to Corvel, Accolade and Thrive, SDHR's WMBE purchasing utilization rate is at 15%. Although lower than our target of 25%, this is much closer to the overall City WMBE purchasing goal of 17%

With the removal of the 2019 costs related to the Corvel, Accolade and Thrive, SDHR's total utilization of WMBE suppliers through combined consultant and purchasing contracting in 2019 was 37%. This shows that SDHR is committed to and strives to meet the City's goal to be inclusive of underrepresented business communities in our contracting and purchasing process.

2020 SDHR WMBE OUTREACH PLAN

For 2020, SDHR is working with FAS to modify the coding of our Corvel reimbursements so they will not be included in our purchasing spend going forward. Our purchasing spend over the past two years excluding Corvel has been approximately $1.5M. However, the two new benefit programs will increase our purchasing spend by $2.5M or more for a total of approximately $4.0M. Neither of these vendors are WMBE so a 25% WMBE purchasing goal is no longer realistic. For 2020, SDHR is proposing a much lower 7.5% WMBE purchasing goal. This is, however, a 20% increase in our monetary target which will be $300K for 2020. We are holding our WMBE consultant goal at 50%.

SDHR WMBE Utilization For Consultant / Services and Purchasing for Period 2005-19

Seattle Department of Human Resources (SDHR)

WMBE Utilization - Consultant and Purchasing

Year	Consultant			Purchasing		
	Total	Percent	WMBE	Total	Percent	WMBE
2005	$1,055,198	4%	$45,518	$426,128	14%	$60,239
2006	$1,492,053	3%	$49,288	$222,324	20%	$44,401
2007	$1,312,625	9%	$112,536	$714,698	8%	$57,929
2008	$918,695	13%	$116,903	$271,570	12%	$31,347
2009	$979,683	8%	$79,530	$6,634	57%	$3,805
2010	$1,282,852	3%	$33,580	$97,999	30%	$29,423
2011	$999,962	3%	$27,000	$165,454	58%	$96,279
2012	$1,084,891	5%	$52,510	$189,890	71%	$135,463
2013	$1,189,290	4%	$42,337	$194,658	73%	$141,296
2014	$1,104,035	28%	$310,660	$1,347,433	11%	$150,512
2015	$1,368,588	50%	$688,537	$827,324	24%	$199,192
2016	$1,448,690	60%	$870,617	$1,595,718	17%	$278,923
2017	$2,662,403	68%	$1,800,756	$1,087,855	22%	$242,933
2018	$1,344,384	49%	$653,524	$7,637,606	2%	$174,808
2019	$1,124,650	66%	$741,167	$7,505,753	3%	$227,951

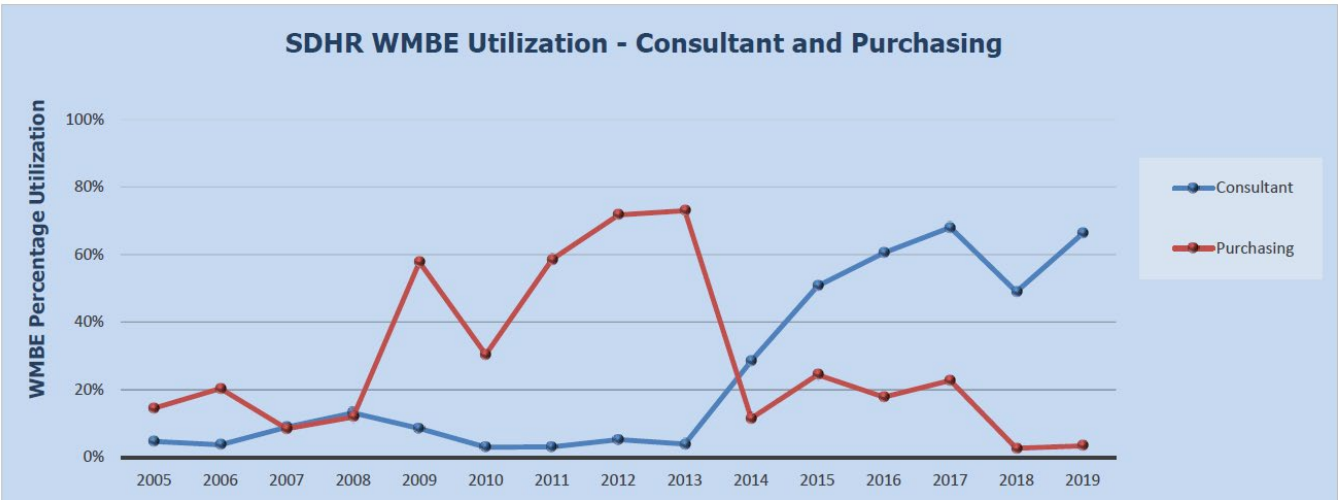
2019 Goals

Consultant = 50%

Purchasing = 25%

NOTES:

- 2019 year to date spend through 12/31/2019
- Produced by PC/FAS
- Source: PeopleSoft 9.2



Outreach Events

In 2019, the major area of spending on the Consultant side was for occupational medical examination and executive recruitment services. In 2020, we will continue to look for additional WMBE providers to utilize for these as well as other services.

Strategies to Achieve Goals

As the City continues to grow as an equitable workplace, SDHR's contracting team is working to operationalize equity in contracting by consideration of WMBE firms whenever possible. We now have a list of WMBE firms with whom we can engage as opportunities arise and we provide reminders to staff regarding WMBE usage. Also, we encourage our suppliers to self-identify as a WMBE company.

In addition, contracting staff will continue to include at least one WMBE firm when asked for recommendations for consultants for new projects or contracts, including firms we have not worked with in the past.

Consultant Prompt Pay Strategies

The table below shows SDHR's prompt payment performance in 2019 for consultants.

SDHR Prompt Pay Performance

Quarter	Consultant Roster			Consultant Contract			Grand Total		
	# Invoices	# Late	% Late	# Invoices	# Late	% Late	# Invoices	# Late	% Late
1	5	0	0%	27	0	0%	32	0	0%
2	3	0	0%	16	0	0%	19	0	0%
3	7	0	0%	18	0	0%	25	0	0%
4	0	0	0%	20	0	0%	20	0	0%
Total	**15**	**0**	**0%**	**81**	**0**	**0%**	**96**	**0**	**0%**

In 2019, 100% of SDHR payments to consultants were paid within 30 days of invoice receipt. Given our success, we will strive to pay at least 99% of our invoices on time in 2020. This is higher than the aspirational goal of 95% per Executive Order 2019-06: Economic Inclusion and Contracting Equity.

Payment authorization in SDHR occurs mostly at the Executive Team level as well as a small group of upper level management. As in 2019, the WMBE advisor will continue to communicate our Prompt Pay goal to this team as well as report on each division's performance on a quarterly basis.

B2Gnow

In 2019, SDHR did not have any consultant contracts with WMBE inclusion plans thus we did not have any entries in the B2Gnow system. Going forward, SDHR will ensure that any/all consultant contracts with WMBE inclusion plans are promptly entered into B2Gnow.

DEPARTMENT OUTREACH STAFF:
Melinda Merrell – Finance Manager – SDHR; Kimberly Breland – Accounting Manager - SDHR
DEPARTMENT DIRECTOR:
Bobby Humes –Director - SDHR

Attachment A

Date: February 28, 2020

To: Edson Zavala, Policy Advisor for Economic Inclusion & Contracting Equity for the Office of Mayor Jenny A. Durkan

Miguel Beltran, City Contracting Compliance Manager for the City of Seattle Purchasing & Contracting Department (FAS-PC)

From: Sam Zimbabwe, Director

Author: Viviana Garza, Women and Minority Owned Businesses (WMBE) Advisor

Subject: Seattle Department of Transportation (SDOT) 2019 WMBE Reporting and 2020 WMBE Strategic Outreach Plan

1. About SDOT

SDOT seeks to deliver a transportation system that provides safe and affordable access to places and opportunities. SDOT pursues a vision of Seattle as a thriving equitable community powered by dependable transportation. In addition, the Department has renewed its commitment to six core values of equity, safety, mobility, sustainability, livability, and excellence. The Department's portfolio ranges from street paving and filling potholes to creating fulfilling public spaces and building a network of sidewalks and bike lanes to serve the public of all ages and abilities. Over the past five years SDOT has engaged in strategic initiatives to integrate the City's WMBE Program within the policies, processes, and daily work of SDOT executives, project managers, and staff. With equity an established SDOT value, there is now greater visibility and stronger prioritization of SDOT's WMBE goals and initiatives throughout the Department at all levels.

2. SDOT Common Procurement Needs

SDOT spends approximately $75 million annually in consulting and purchasing contracts. SDOT typically spends between $38-$48 million in consultant contracts and between $23-$33M in purchasing contracts. Top Department procurement needs for consulting include:

- Construction Management
- Planning and Design Services
- Bicycle and Pedestrian Services
- Communications, Outreach, and Community Engagement
- Structural and Civil Engineering

For purchasing procurements, SDOT primarily uses blanket contracts per City policy. These blanket contracts are established by the Department of Finance and Administrative Services Purchasing and Contracting (FAS-PC) Department. Top Department procurement needs for purchasing include:

- Intelligent Transportation Systems Equipment
- Parking Pay Station Services
- Roadway Aggregate Disposal Services
- Sidewalk and Concrete Repair
- Roadway Traffic Data Services

3. SDOT WMBE Representative

SDOT is responsible for complying with the City's Municipal Code and Executive Orders regarding equity in contracting. To achieve our Departmental and Executive Order commitments, it is essential to have a leader for this effort, which is embodied in the SDOT WMBE Advisor. Key responsibilities for the SDOT WMBE Advisor include policy development regarding inclusion plan expectations, scoring tracking, and performance, in partnership with FAS-PC; accountability to track compliance and subconsultant data in B2GNow; providing expertise and developing training in WMBE strategies for Departmental staff; ensuring effective outreach to provide support to external stakeholders; increasing information transparency and availability; and strengthening and maintain relationships with other City Departments, partner agencies, and community partners. Viviana Garza, the WMBE Advisor for the SDOT Office of Equity & Economic Inclusion, will serve as the Department's representative for the City's WMBE Initiative.

4. Goal Setting: 2019 Look Back and 2020 Look Ahead

a. SDOT WMBE Use Goals and Actuals

2019	**Purchasing Goals**	**Purchasing Actuals**	**Consulting Goals**	**Consulting Actuals**
Percentage	19%	15.2%	30%	42.4%
WMBE spend	$4,750,000	$4,806,247	$12,000,000	$18,334,426
Total spend	$25,000,000	$31,632,842	$40,000,000	$43,220,556

2020 SDOT WMBE Use Goals

2020	**Purchasing Goals**	**Consulting Goals**
Percentage	19%	34%
WMBE spend	$6,080,000	$15,300,000
Total spend	$32,000,000	$45,000,000

b. Challenges

One of SDOT's biggest challenges in meeting WMBE goals is **blanket contracts**. Per City policy, a Department must use a blanket contract for the requested good/service if one is available. If there are no WMBE firms on these blanket contracts, that significantly impacts SDOT's WMBE utilization.

Another challenge is a rise in **large and sole source procurements** which often exhibit limited WMBE opportunities. SDOT seeks to lessen that impact through **WMBE Availability reviews** and **unbundling strategies** to allow WMBE opportunity on large projects and purchases.

Successes

- Since 2012, **SDOT increased its consultant spend to WMBE primes by over $16.7 million** – from $1.6 million in 2012 to $18.3 million in 2019
- Since 2012, **SDOT increased its WMBE consultant utilization from 3% to 42%**
- **SDOT increased spend to WMBE prime consultants by $3.4 million** since 2018
- Since 2012, S**DOT increased its purchasing spend to WMBE primes by over $3.4 million** – from $1.3 million in 2012 to $4.8 million in 2019
- **SDOT increased spend to WMBE purchasing primes by $360,000** since 2018

While the Department did not achieve its purchasing goal, SDOT did increase its total purchasing spend to WMBE primes. We have made great strides in consulting and purchasing and are excited to continue challenging ourselves to greater results.

Tactics

- **Information Availability and Transparency** – continued to prioritize advance notice of contracting opportunities and staff accessibility for WMBE firms.

- **Inclusion Plan Monitoring and Consultant Contract Inclusion Plan Scoring –** continued supporting and enforcing the utilization of the Inclusion Plan to prompt prime consultants, project managers, and the WMBE Program staff to align contract performance with predetermined WMBE inclusion parameters. The SDOT WMBE Advisor also continued to provide oversight/guidance for standardization and consistency in scoring the Inclusion Plan.

- **External Engagement**

    - **SDOT-Hosted Events –** SDOT hosted two *Working with SDOT* events which taught WMBE firms SDOT's expectations, how to prepare for upcoming contract opportunities, and offered the opportunity to network with prime contractors, SDOT leadership and project managers.

    - **Outreach to Immigrant, Emerging, WMBE, Micro Businesses** – implemented a workshop series in Spanish to connect with emerging, small, WMBE and immigrant firms. Collaborated with the Mayor's Office, FAS-PC, the Seattle Public Library, and Seattle Public Utilities.

    - **Engagement with Community Organizations –** continued engagement with community organizations such as Tabor 100, National Association of Minority Contractors Washington

Chapter, Northwest Mountain Minority Development Council, and the Conference of Minority Transportation Officials Washington Chapter. SDOT also participated in vendor outreach events and trade shows.

- **Internal Engagement** – continued implementing the WMBE Advocate Program to promote contracting inclusion and make staff aware of available tools.

- **Proactive Availability Review** – embedded questions into the request process of the Consultant Contract Request Form and the Internal Request Form to require assessment of WMBE availability and identification of potential restrictive specifications and/or barriers.

- **Consultant Contract Pre-Submittal Standardization** – the SDOT WMBE Advisor continued providing an active role in disseminating WMBE Inclusion information and expectations to prospective respondents at pre-submittals.

- **Continued Attention to SDOT Divisional Work Planning** – continued to work with SDOT Division Directors to determine the procurement needs and challenges for each Division to determine where there may be opportunities for WMBE inclusion.

- **Public Works Inclusion Plan Monitoring** – strengthened collaboration with FAS-PC to bolster monitoring and performance expectations for SDOT Public Works contracts through recurring monthly check-ins with FAS-PC and SDOT contract management staff to coordinate action on commitments.

b. ***Levy to Move Seattle WMBE Performance***

In 2019, $26.5 million of the Levy to Move Seattle contract dollars went to women and minority owned firms. The **WMBE utilization was 21% of the 2019 Levy to Move Seattle contract dollars**. **Life to date, the Levy to Move Seattle has a 22.5% WMBE utilization**, which is a total of **$75,118,534 to women and minority owned businesses**.

While we are currently nearly meeting our Levy to Move Seattle WMBE goal, SDOT plans to have more coordinated planning for WMBE utilization going into 2020 to ensure we meet our goal over the life of the Levy. SDOT has worked hard to meet the 23% goal and increased planning and coordination will ensure we do not dilute the performance we have achieved so far.

For additional information regarding the Levy to Move Seattle, see *Addendum to Attachment A.*

5. 2019 SDOT Highlights

After our *Working with SDOT* events and workshops, the WMBE Advisor asks attendees for feedback for improvement through surveys. The feedback that was received was:

- **Transparency** – the community was supportive about the transparency in expectations and upcoming work
- **Networking and Community Connection** – the community were impressed and grateful for the opportunity to network with SDOT project managers and decisionmakers, primes, and other WMBE firms

- **94% of attendees found the Move Seattle event helpful** and **88% said they would come back again**
- **100% of attendees found the Ready to Prime event set clear expectations** and **83% said they would come back again**
- **100% of attendees found the Spanish language workshops helpful**

We are encouraged by the positive community feedback and hope to increase our impact in 2020.

For more information about SDOT's outreach and engagement efforts, see *Addendum to Attachment A*.

6. 2020 Outreach Plan

- **WMBE Availability Assessment at Procurement Request** – continue requiring WMBE availability assessment at the beginning of all procurement requests to identify service areas that lack WMBE representation and provide direction and focus for engagement. The Consultant Contract Request Form has been updated to require evaluation of WMBE availability at request to include listing potential parameters that may inhibit WMBE participation. In 2020, additional changes will be made on Work Authorization and Amendment request forms.

- **Scoping of Projects: Contract Unbundling and Sizing** – SDOT WMBE advisor will continue to be engaged in the scoping of projects to explore approaches to make work more accessible to the WMBE contracting community. A key practice for this initiative is the SDOT WMBE Advisor's role in recurring Steering Committee meetings and procurement kick off meetings.

- **Accessible Procurement Method: Roster Procurements** – the Consultant Roster is an important tool for WMBE inclusion given the simplified and expedited nature of the procurement process and reduced documentation it requires from respondents. SDOT will continue to maximize the use of this contracting tool and look for ways to facilitate the contracting process.

- **Continued Emphasis on WMBE Subcontractor Goal Monitoring** – SDOT will strengthen WMBE goal tracking and monitoring using the B2GNow diversity compliance system. This information is compiled into the WMBE Utilization Compliance Report that is presently reviewed by the SDOT executive team. SDOT will also support FAS in the tracking and monitoring of Public Works WMBE goals and subcontractor commitments in 2020.

- **Notification of Upcoming Opportunities: Anticipated Projects Sheets** – SDOT will continue to promote collaboration and coordination between divisions to produce anticipated work opportunity information and disseminate it through the SDOT WMBE website and community organizations. SDOT will also coordinate with FAS-PC to ensure WMBE firms are alerted to opportunities to engage in blanket contracts. This coordination will focus on providing information regarding what blanket contracts SDOT uses the most and connecting the WMBE community with how to establish and/or become engaged in a blanket contract when they become eligible to renew. SDOT will also continue to provide advance notification of upcoming Public Works projects by continuing to distribute long term project forecasts as well as promote and encourage WMBE inclusive teaming.

- **Focused Networking: Matchmaking Events and Technical Assistance** – the SDOT WMBE Advisor will continue to coordinate matchmaking events between community WMBE firms and SDOT project

managers and staff to facilitate connections between Department needs and firms that can potentially fill those needs. For 2020, SDOT plans to hold *Working with SDOT* events and expand the workshops to engage additional communities. SDOT also plans to engage with the new City Technical Assistance Services Consultant to assist firms with more technical questions either in a firm's business development or in responding to City RFP/RFQs.

- **Internal Engagement –** the SDOT WMBE Advisor will continue implementing the WMBE Advocate Program to promote integrating inclusion within SDOT staff's daily work. In 2019 SDOT held two WMBE Advocate sessions (3 courses/session), and recognized *20 new WMBE Advocates*, and *7 WMBE Advocate renewals*. At present, there are *104 WMBE Advocates* in SDOT.

7. Prompt Pay

SDOT is committed to creating a responsive environment for firms engaging in City work, and fully supports the Mayor's Prompt Pay Initiative. Pursuant to this initiative, SDOT commits to a Prompt Payment aspirational goal of 100% and strives to pay all consultant invoices within 30 days. This is the standard set forth in the City's code and our contract language. The City has set a performance standard for payment of an accepted and properly prepared invoice for all departments to pursue a 95% compliance rate on prompt pay for consultant contracts. In 2019, SDOT achieved a 91% prompt payment rate. Though there have been SDOT staffing transitions that affected our prompt payment in 2019, SDOT is committed to aim for 100% compliance through increased diligence and accountability as we work through these challenges.

8. Job Order Contracts (JOCs)

In 2019, using JOC we secured just under $230,00 to WMBE firms which was approximately our full use of the procurement vehicle.

Due to the very specialized nature of our work, SDOT found challenges with the JOC tool. While we have seen some success with the WMBE utilization of JOC, with the volume of our ongoing work that we hope to accomplish rapidly growing, we are exploring a different tool to help accomplish the industry-specific technical, unique and high-volume nature of our work. In order to meet our specific technical needs and to continue positive inclusion efforts for small projects, we are exploring utilizing the TOUP contract method.

Task Order Unit Price (TOUP) Contract

SDOT developed and bid out our first TOUP contract. Per Senate Bill 6143, TOUP enables the City to procure public works with a unit priced contract to complete anticipated types of work based on hourly rates or unit pricing for one or more categories of work or trades. SDOT's first TOUP contract for Curb Ramps and Sidewalks is in the process of contract award. This contract is not to exceed $2 million with a 20% inclusion on the entire amount spent in 1 year. Task Orders will be issued for small projects under this contract, estimated to be approximately $200,000 per task order. This year, SDOT's goal is to learn how to administer this TOUP contract, make any necessary changes to it, and bid out 1 more TOUP contract this year. The goals after 2020 will be to expand this TOUP contracting approach to encompass several scopes of work to accommodate small projects (e.g. curb ramps and sidewalks, crossings, speed

humps and signs, ITS projects).

9. 2020 B2GNow

SDOT's 2019 B2GNow audit results were "meets expectations." SDOT will continue to strengthen WMBE goal tracking and monitoring through utilization of the City's B2GNow diversity compliance system. Presently, primes are required to complete and submit subcontractor utilization on projects with WMBE subcontracting goals. This information is used to compile the Monthly WMBE Utilization Compliance Report that is reviewed by the SDOT Director and executive team. From our diligent compliance efforts, SDOT can see our inclusion impact on a subconsultant level.

As an early adopter of B2GNow since 2016 and pilot Department of the initiative, we are excited to see the value of the program as it expands to all Departments. We are happy to see **$2.8 million dollars were paid to WMBE subconsultants in 2019** which we were able to identify by using this system. We were also able to glean even further that **$2.1 million was attributed to Minority Owned Business Enterprises (MBE)** and the remaining **$761,000 was attributed to Women Business Enterprises (WBE)**. Having met the City's B2GNow expectations in the 2019 audit, we look forward to continuing our attention to data and collaborating with FAS-PC by strengthening policy and procedures as the City continues its focus on data and tracking in 2020.

10. For additional information regarding the Levy to Move Seattle, see *Addendum to Attachment A*

ADDENDUM TO ATTACHMENT A

Levy to Move Seattle

Approved by voters in 2015, the 9-year, $930 million Levy to Move Seattle provides funding to improve safety for all travelers, maintain our streets and bridges, and invest in reliable, affordable travel options for a growing city.

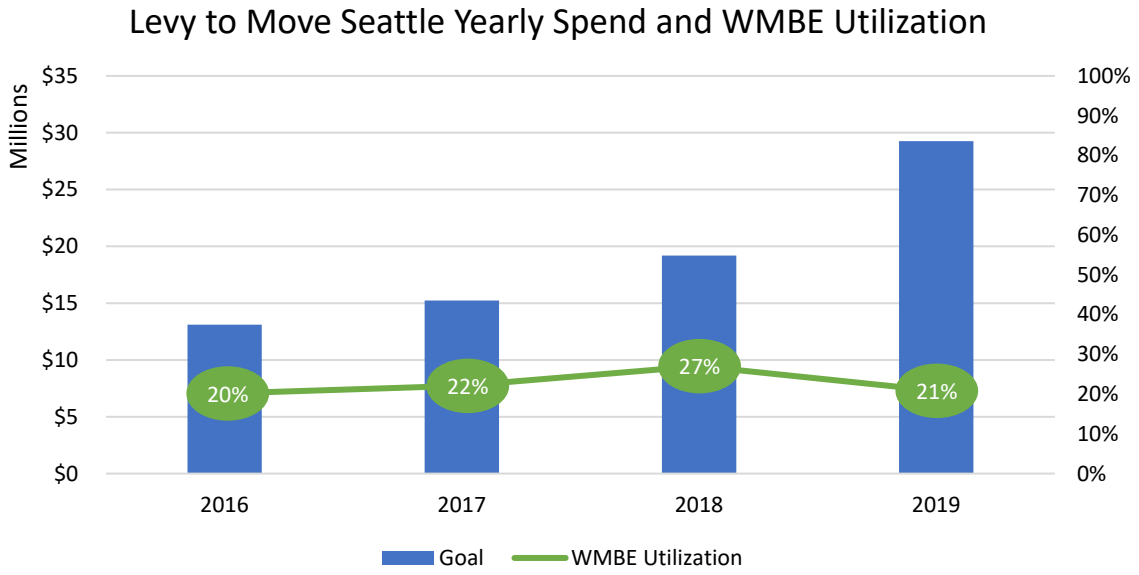
The Move Seattle Levy also features a 23% WMBE Goal for all purchasing, prime consultant and Public Works contract dollars associated with the levy over the 9 years. This also includes spend to Public Works subcontractors and leveraged funds but does not include subconsultant dollars in line with City policy, labor costs, or work that is identified as a Direct Exception (DX) according to City Purchasing Rules. Tracking and data sourcing for this 23% WMBE Goal for the Move Seattle Levy is done by the SDOT WMBE Advisor in collaboration with the SDOT Move Seattle Team and FAS-PC.

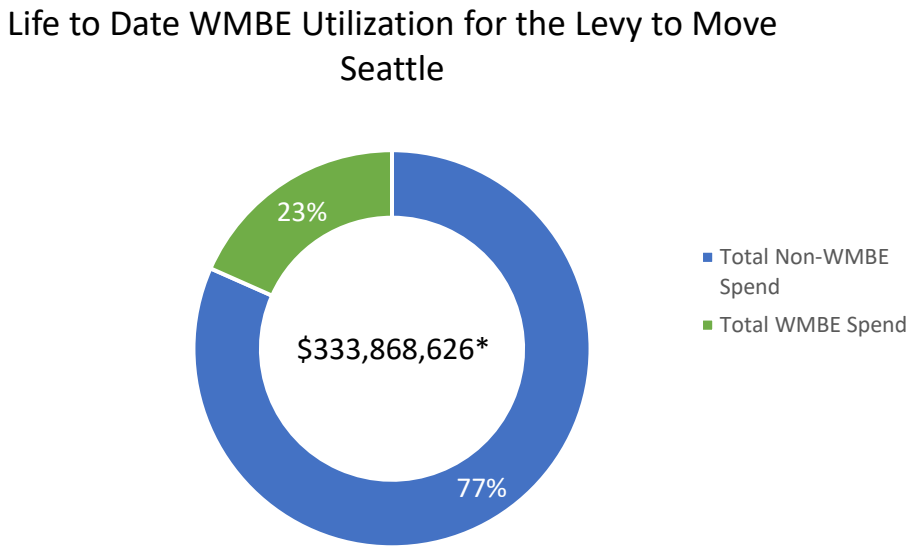
The levy provides 24% of the City's 2019 Adopted Department of Transportation budget and replaced the 9-year, $356M Bridging the Gap levy approved by voters in 2006. SDOT is organizing its daily work around the Department's core values of a safe, interconnected, vibrant, affordable and innovative city. The levy aims to take care of the basics while also investing in the future with improvements to move more people and goods in and around a growing Seattle.

Below is a table depicting the dollars spent within the Move Seattle Project Portfolio. The total spend from 2016-2019 using only Levy to Move Seattle funds is $325.2 million. With the addition of other funds, including grants, partnerships, and local sources (such as Commercial Parking Tax and Real Estate Excise Tax), SDOT has spent $645.6 million on the Move Seattle Project Portfolio in total. For more information, please refer to the Levy to Move Seattle Annual Report which will be released March 2020.

	MOVE SEATTLE	ALL FUNDS
2019 PLANNED TOTAL SPEND	$ 100.7 M	$ 218.2 M
2019 ACTUAL TOTAL SPEND	$ 111.7 M	$ 222.3 M
TOTAL SPENT TO DATE, LIFE OF LEVY (2016-2019)	$ 325.2 M	$ 645.6 M

While the previous table denotes the Levy to Move Seattle funds and additional associated funds, the following graphs are a depiction of the ***total contract dollars*** and the WMBE utilization associated with the Levy to date.





*Dollars include purchasing, prime consultant and prime subcontractor public works dollars and leveraged funds. This does not include subconsultant dollars, labor costs, or work that is identified as a Direct Exception (DX) per City of Seattle Purchasing Manual

Key Outreach and Engagement Highlights

Advance Notice of Opportunities: Anticipated Projects Sheets

One challenge we have identified in engaging with WMBE firms in contracting has been not having enough time to prepare for upcoming solicitations. To address this, one of the key things we are most excited to continue is providing the advance notice of contracting opportunities through our Anticipated Projects Sheets. Below is an example of our Anticipated Project Sheets:

2019-2024 ANTICIPATED PROJECTS
Listing Updated Quarterly

Seattle Department of Transportation

#	Project	Project Manager	Solicitation Date	Federal Funds	Traffic Control	Saw Cutting	Pavement Removal	Excavation	Utility Work	Asphalt Street Paving	Asphalt Paving - other	Concrete Street Paving	Concrete Curbs	Concrete Curb Ramps	Concrete Sidewalks	Concrete Path/Ramps	Pavement Marking	Utility Poles	Traffic Signals	Detector Loops	Handholes	Signal Conduit	Video Cameras	Street Lighting	Street Trees	Landscaping	Painting
1	**AAC - NE Pacific St**	Brian Glas 206-684-8084 brian.glas@seattle.gov	Q4/2019	FHWA																							
	Project Information: This project will mill and overlay the existing asphalt pavement and replace selected concrete panels on NE Pacific St between 15th Ave NE and Montlake Blvd. Additional work will include curb ramps updates, striping, traffic loops, and minor drainage improvements. The project will coordinate with Seattle City Light to facilitate the installation of a new duct bank within the roadway.				Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	N	N	Y	Y	N	N	Y	Y	N
2	**Vision Zero - SW Roxbury St & Olson Pl SW Intersection Revision**	Vanessa Bacurin 206-684-5167 vanessa.bacurin@seattle.gov	Q4/2019	NO																							
	Project Information: The Roxbury and Olson Intersection Improvements project will greatly increase safety around the intersection for all users. The project involves a new pedestrian signal at the current slip lane, and improvements to crosswalks, curb ramps, and the existing signal.				Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	N
3	**AAC - 15th Ave NE**	Brian Glas 206-684-8084 brian.glas@seattle.gov	Q4/2019	FHWA																							
	Project Information: This project will repave 15th Ave NE between NE 55th St and Lake City Way NE, with the exception of Cowen Park Bridge. Additional work will include installation of Americans with Disabilities Act (ADA) compliant curb ramps, sidewalk repair, a pedestrian activated crossing signal at NE 66th St and NE 68th St, and protected bike lanes.				Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	N	N	Y	Y	Y	N	N	Y	Y	N
4	**Corridor Projects - Transit Spot Improvements - Package 1**	Janet Mayer 206-615-0860 janet.mayer@seattle.gov	Q4/2019	NO																							
	Project Information: This project will extend the existing westbound transit only lane along N 45th St between N Midvale Pl and Stone Way N, A crosswalk on N Midvale Pl will be relocated and an RRFB will be installed. A bus bulb will be constructed at NW 36th and Phinney Ave N.				Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	N	Y	N	N	N	Y	N	N	N	Y	Y	N
5	**BMP - Protected Bike Lanes - N 34th St Mobility Improvements**	Jason Fialkoff 206-684-4617 jason.fialkoff@seattle.gov	Q1/2020	NO																							
	Project Information: This project will construct paint-and-post protected bike lanes on N 34th St from Fremont Ave N to Stone Way N.				Y	Y	Y	N	N	N	N	N	Y	Y	N	N	Y	N	N	Y	N	N	N	N	N	N	N

Disclaimer: Updated 10/2019.This information is neither a guarantee of contracting opportunities, nor a promise of business and is subject to change. If you have any questions on the prospective projects, please contact the staff person identified for the project. Visit the SDOT WMBE website for the most up-to-date information at www.seattle.gov/transportation/oeo-wmbe or contact the SDOT WMBE Advisor, Viviana Y. Garza at viviana.garza@seattle.gov.

These Anticipated Projects Sheets are updated on a quarterly basis through collaboration and coordination between SDOT Divisions to produce anticipated work opportunity information for consultant and Public Works. As shown above, the Public Works Anticipated Projects Sheet is a long-term project forecast. SDOT also provides draft project scopes for upcoming consultant opportunities that have subconsultant opportunities. SDOT is excited to continue promoting the collaboration and coordination among its Divisions to ensure we provide information to WMBE firms as soon as possible so firms can prepare for our needs.

Working with SDOT

The March event, *Working with SDOT: Move Seattle* focused on outreach for upcoming Levy to Move Seattle contracting opportunities. SDOT brought SDOT project managers and Levy to Move Seattle team staff to present what accomplishments have occurred to date and upcoming project opportunities. SDOT partnered with the Washington State's Office of Minority and Women Business Enterprises (OMWBE), the Minority Business Development Agency (MBDA), and FAS-PC to offer additional resources and guidance to the approximately 130 attendees of the event.

The September event, *Working with SDOT: Ready to Prime* focused on providing tools, resources, and strategies for firms to be successful as a prime with SDOT and the City, particularly for firms looking to transition from subconsultant to prime consultant. For this event, we used feedback from our WMBE firms and made a panel format to allow SDOT project managers, contracting specialists, and FAS-PC specialists to talk attendees through expectations at each stage of the contracting process. In addition, SDOT partnered with OMWBE, MBDA, the Washington Procurement Technical Assistance Center (PTAC), and FAS-PC to connect the approximately 50 attendees to additional resources on their journey to becoming a prime consultant.

Introduction to the City of Seattle (En Español)

In collaboration with the Mayor's Office, FAS-PC, the Seattle Public Library, Seattle Public Utilities, and Ventures, SDOT implemented a series of workshops in Spanish called "Como Hacer Negocios Con La Ciudad de Seattle" or "How to Do Business with the City of Seattle." The workshop was separated into two days. The first day gave attendees an overview about what it means to work with the City in terms of contracting, what types of contracting services capital departments need, and whether each attendee's firm belongs in the purchasing, consultant, or Public Works categories. The second day was an interactive step-by-step registration onto the City of Seattle' Online Business Directory, a key tool in our WMBE Program. The overwhelming response to the workshops was positive and we discovered that for the most part, attendees' firms were within the Public Works and purchasing categories, which enables us to improve the workshop in 2020. One survey response from the Spanish language workshops wrote that the workshop did "a very good job, thank you all because until now I had no idea how to do work with the City." We are appreciative of the feedback and hope to engage with additional communities through exploring implementing additional workshops in 2020.

WMBE Advocate Training Program

SDOT started implementing the WMBE Advocate Program in 2015 to promote contracting inclusion among SDOT staff and leadership. Once participants complete the courses, they receive WMBE Advocate recognition by the SDOT Director, Sam Zimbabwe, and obtain a WMBE Advocate Pin. The WMBE Advocate Series consists of courses on the following three pillars:

1) RSJI: Contracting Equity
2) WMBE Program Vision for Seattle
3) Inclusion Responsibilities for SDOT and available tools to impact processes

In 2017, the WMBE Advocate Renewal course was implemented to enable existing advocates to stay current on their skills by learning about City WMBE Program updates and contribute to the WMBE Program by sharing their experiences and providing feedback on what has been successful and what challenges they have encountered as WMBE Advocates.

Material for the WMBE Advocate courses was developed in coordination with the Seattle Office of Civil Rights and FAS-PC. SDOT appreciates the collaboration and support of City departments and looks forward to continued partnerships. The SDOT WMBE Advocate training curriculum will continue into 2020.

WMBE Pathfinder Award

In 2019 SDOT introduced the WMBE Pathfinder award to honor SDOT staff dedicated to bridging the information gap and helping WMBEs navigate our SDOT and City processes. This year we honored Greg Izzo, Scott Hart, and Mark Sliger from the SDOT Capital Projects Division as the inaugural WMBE Pathfinders at the *Working with SDOT: Move Seattle* event. The WMBE Pathfinder award also encourages increased engagement among SDOT project managers, staff, and directors, and will be held for its second year in 2020.

From left to right: Scott Hart, Greg Izzo, Director Sam Zimbabwe, Deputy Director Lorelei Williams, Mark Sliger

2020 Seattle Center WMBE Outreach Plan

2020 WMBE Utilization Goals	
Consulting	40%
Purchasing	25%

About Us

Seattle Center is an active civic, arts and family gathering place in the center of Seattle. More than 30 cultural, educational, sports and entertainment organizations reside on the 74-acre campus in multiple facilities. Together with a broad range of public and community programs, we create thousands of events annually, attracting over 12 million visitors.

In our roles as business partner, financier, landlord, custodian, event producer and promoter, we consider WMBE at every turn. Our internal WMBE team includes representatives from the biggest purchasers of supplies/equipment (primarily for our facilities and grounds) and consulting services (primarily for capital projects), and we actively look for ways to promote WMBE utilization across the department.

Department Common Procurement Needs

The majority of department purchasing (60 – 70%) takes place on the operating side and is relatively constant from year to year in terms of dollars spent. WMBE utilization numbers from the Capital Improvement Program (CIP) vary widely from year to year, depending on the specific projects being carried out in that year, some of which may require large purchases of sole source, specialized equipment.

On the Consultant side, the CIP accounts for 70 – 90% of consultant use, and consultant spending and WMBE utilization can vary widely.

Department WMBE Representative

Jessica Smith (jessica.smith@seattle.gov, 206-684-7117) represents Seattle Center on the City's WMBE-IDT, Consultant Contracting Advisory Group (CCAG), and is a Co-lead of the Seattle Center RSJI Change Team. Jessica is supported in her WMBE duties by Tom Israel, Seattle Center Finance Director; Valancy Blackwell Seattle Center Strategic Advisor; Christine Chea, Seattle Center Accounting Manager; and Dave Roberts, Co-Supervisor of Seattle Center's facility maintenance work group. All five are members of Seattle Center's internal WMBE Team, which provides leadership, tools, and communication to department staff to support WMBE utilization.

Goal Setting/2019 Efforts Summary

Seattle Center WMBE Use Goals and Actuals				
2019	*Purchasing goals*	*Purchasing actuals*	*Consulting goals*	*Consulting actuals*
Percentage	25%	20%	40%	24%
WMBE spend		$918,812		$303,260
Total spend		$4,631,882		$1,252,172

2020 Seattle Center WMBE Use Goals		
2020	*Purchasing goals*	*Consulting goals*
Percentage	25%	40%

In 2019 our efforts to reach our goals included:

- Hosting the City's annual WMBE Reverse Vendor Trade Show in July
- Quarterly Internal WMBE Team meetings to share updates and strategize
- Creation and distribution of a monthly WMBE utilization report by work group
- Departmental work group trainings to ensure best practices for solicitation are being followed
- Updating the WMBE information/resource tool on our intranet for easy access
- Sharing WMBE utilization successes and best practices among work groups
- Using WMBE B-vendors for construction-related activities where appropriate
- Encouraging WMBE inclusion plans for RFQ/RFP process when feasible, regardless of whether the dollar amount met the $305,000 threshold
- Using the City's Consultant Roster to identify WMBE consultants
- Increased use of City JOC contractors for capital projects

2020 Outreach Plan

Our 2020 plan is similar to our 2019 efforts. In our capital projects unit, we are initiating early identification of consultant needs and opportunities for WMBE participation. We will be communicating our 2020 goals to all work groups, along with our 2019 achievements and areas that need improvement. We will continue to share information and instruct financial decision makers in ways they can better support WMBE firms. Our quarterly internal WMBE team meetings always include a review of results to-date and strategizing ways to address shortfalls.

Prompt Pay

Seattle Center achieved 97% prompt pay compliance in 2019. We made this an area of emphasis in 2019, and will continue to do so in 2020.

2020 B2Gnow

Seattle Center was found to “meet expectations (with exceptions).” This will be discussed at our next quarterly internal WMBE meeting as we strive to reach full compliance.

Your
Seattle
Fire Department

MEMORANDUM

DATE: February 27, 2020

TO: Edson Zavala and Miguel Beltran

FROM: Harold D. Scoggins, Fire Chief

SUBJECT: **2020 WMBE PLAN**

1. The mission of the Seattle Fire Department is to save lives and protect property through emergency medical service, fire and rescue response and fire prevention. We respond immediately when any member of our community needs help with professional, effective and compassionate service.

   The Seattle Fire Department uses both purchasing and consulting contracts to further the use of WMBE vendors. Due to the type of purchases and allocated budget Fire has we are continually looking for ways to include WMBE firms where applicable. Personal protective gear, apparatus and safety gear are the majority of the purchasing. Consultant contracts are used for training, recruitment and grant funded items. We look to add new WMBE vendors/contracts when going for bid on blanket contracts and purchase orders and use the consultant contract roster.

2. Purchasing top needs

   1. Personal Protective Equipment (SCBA's, bunking gear, helmets, boots, gloves, ballistic gear, uniforms)
   2. EMS Supplies
   3. Tools and Equipment for emergencies, events and training (Holmatro, chainsaws, hose, lumber, etc)
   4. Janitorial and office supplies (for 40 locations)
   5. Apparatus and items for SFD owned apparatus – rescue vehicles and boats

   Consulting top needs

   1. Training (RSJI, Leadership, Fire Service Trainings, and specific training for Grants & Reimbursable Projects)
   2. Recruitment Services (Medical Exams, Testing, etc.)
   3. Development of Plans and Studies for Business and Training Needs (i.e. Hazardous Materials, Emergency Management, Tunnel Rescue Training Manual)
   4. To fill a need for a specific Grant Award or Reimbursable Project
   5. To fill a need for a specific Business need (Fire Buff Services, Video and Media Relations, etc.)

3. Sheila Kelly – Support Services (sheilam.kelly@seattle.gov, 206-386-1461)

4A.

Fire Department WMBE Use Goals and Actuals				
2019	**Purchasing Goals**	**Purchasing Actuals**	**Consulting Goals**	**Consulting Actuals**
Percentage	14%	20.77%	28%	26.38%
WMBE Spend	$817,344	$1,212,804	$1.1M	$953,200
Total Spend	$5,838,176 (all purchasing)	$1,212,804	$3,613,866 (all contracts)	$953,200

2020 Fire WMBE Use Goals		
2020	**Purchasing Goals**	**Consulting Goals**
Percentage	16%	28%
WMBE Spend	$1,013,880	$696,635
Total Spend	$6,336,750*	$2,487,985*

**Took average of last three years, as purchasing and services fluctuate with budget.*

4B. The Seattle Fire Department continues to reach out to vendors that supply fire specific gear and equipment. We invite vendors to come to City vendor fairs and our warehouse, introduce them to the WMBE website so they can become a City approved vendor. The most significant and on-going challenge Fire has with WMBE usage is finding vendors that supply items that meet our specific safety needs in both quantity, availability and specifications. Though this is an ongoing issue, we continue to find new ways to expand our purchasing vendor list and be inclusive of WMBE and small and disenfranchised local vendors. This year, Fire was able to work with new vendors to increase the levels of spending with WMBE firms by using the WMBE roster and searching for WMBE Contracts and the ongoing successes in keeping our EMS suppliers WMBE along with our Janitorial contracts. We continue to find the reverse vendor fair a successful event for us and continue to be an active member in attending City, County and Fire specific vendor fairs and providing the website for vendors to put themselves on the roster.

5. Fire continues to attend the vendor fairs. This year fire worked with Keeney's on several larger projects, and have continued to enjoy working with a small local vendor that is doing well and providing a needed product. They truly understand customer service.

6. SFD continues to pursue existing directives on WMBE and social equity contracting. The following are recent endeavors and future plans to create a stronger emphasis on WMBE inclusion.

   1. Outreach – Fire will continue to attend vendor fairs (City, County and Fire specific). Will participate in inviting vendors to our warehouse to further our relationships and knowledge of WMBE vendors.
   2. Consulting – Continue to invite consultants to register as WMBE when eligible and will continue to solicit consultant services from the City rosters. The

consultant Contract Manager will continue to do more competitive bid solicitations for WMBE contracts.

3. Purchasing – Fire is working with the purchasers within the department to capture a WMBE availability assessment at the beginning of the process to identify when WMBE vendors are available.
4. Training – Fire is working to expand internal information and search functions to the department for finding WMBE vendors and using the tools available.

The Fire Department continues to have challenges in finding vendors that supply the product and services needed that meet our time specifications, quantity, budget and contract restrictions. We continue to look for avenues to further our WMBE involvement.
Although it can be a challenge Fire has been successful in engaging vendors to provide the equipment and services. Using the outreach tools and our current vendors we will continue to be successful in achieving our WMBE goals.

7. Fire will continue to meet the 95% prompt payment of consultant invoices within thirty days, as shown with our 2019 actual numbers of 99%. Our contracts manager works closely with our grants manager and finance to ensure a timely payment is made.

8. Not applicable (JOC's)

9. 2020 B2GNow Audit results – Seattle Fire results were "Not Covered". Seattle Fire does not have any of the type of consultant contracts that use subcontractors. If Fire does have a contract that has a sub-contractor we will then use the B2GNow system to track the information.

THE MUNICIPAL COURT OF SEATTLE

Elizabeth J. Baldwin
Court Administrator

MEMORANDUM

Date: **February 28, 2020**

To: **Edson I. Zavala, Policy Advisor for Economic Inclusion and Contracting Equity, Mayor's Office**
Miguel Beltran, Finance and Administrative Services

From: **Elizabeth J. Baldwin, Court Administrator** Acting Court Administrator

Re: **2020 WMBE Plan and Goals**

This memo is in response to your request for 2020 WMBE Plans and Goals from City agencies. Although Executive Order 2014-043 does not apply to the Seattle Municipal Court as the judicial branch of city government, we share with the Mayor and City Council in the values and vision of creating racial equity and eliminating all forms of discrimination as a shared priority for race and social justice. The attached report is provided in that collective spirit.

In 2019, the Court established WMBE targets of 20% in Purchasing and 18% in Consultant Services. Per the FAS generated WMBE report, our 2019 actual accomplishments were $574,126 or 36% in Purchasing and $26,250 or 21% in Consultant Services.

For 2020, the Court will continue with our WMBE goals of **20% in Purchasing** and **18% in Consultant Services**. As stated in previous WBME plans, to most accurately measure the Court's WMBE related expenditures, the FAS generated reports must also include Court's interpreters as sub-contractors in the WMBE count.

In 2019 we spent approximately $401,000 in Court Certified Interpreter Services. As noted in previous years, these consultants were not included in the WMBE reports. Our WMBE consultant number would be much more robust if they were included by FAS in their WMBE report. Most of the Court Certified Interpreters are registered as WMBE qualified consultants. With PS 9.2 there are new opportunities to correct this long-standing challenge in the WMBE report. We believe the addition of the GL Expense Account code for Court Certified Interpreters to WMBE qualified consultants would be a great benefit towards a positive and accurate reporting of progress on the stated goal of the Executive Order.

We note that the new standard eliminates nonprofits from the WMBE counts, even those that are WMBE certified. Historical data shows that the Court does not have a large budget to purchase Consulting Services. In 2019 we had a contract of $60,000 with a WMBE certified nonprofit. This was not included in the Consulting figure.

The omission of the $60,000 consulting contract and Court Interpreters are significant. The total under-reporting our WMBE activity is over $450,000.

Additionally, our collections agency Harris and Harris has a subcontract with Evergreen of Bothell, a WMBE qualified firm as required in our contract. Even though the Court does not pay our collection contractors, the fees generated to the WMBE sub-contractor should be counted in the WMBE report, but they are not. Collections returned approximately $8,783,000 to the City of Seattle General Fund in 2019.

Thank you for your consideration and assistance. Please let us know if you have any questions or concerns.

cc: Hon. Ed McKenna, Presiding Judge
Kwan Wong, Director of Finance and Administrative Services

Attachment A: Seattle Municipal Court 2020 WMBE Plan Information

1. **About the Seattle Municipal Court (SMC)**
   Seattle Municipal Court provides a forum to resolve alleged violations of the law in a respectful, independent and impartial manner.

   Seattle Municipal Court handles all misdemeanor and gross misdemeanor crimes, civil infractions, and other offenses authorized under the Seattle Municipal Code and certain Revised Code of Washington Statutes.

   Misdemeanors: Crimes where the maximum sentence is 90 days in jail and $1,000 fine.
   Gross Misdemeanors: Crimes that carry a maximum sentence of 364 days in jail and a $5,000 fine, including offenses such as driving under the influence (DUI), domestic violence, theft, and trespass.
   Infractions: Acts that are prohibited by law but are not legally defined as a crime like parking tickets and traffic or non-traffic infractions.
   Civil Offenses: Filed with the court when the City of Seattle seeks enforcement of its fire code, housing, and other City ordinance violations.

2. **Seattle Municipal Court common procurement needs**
   Supplies, data technology services for our legacy system MCIS, Court Certified Interpreters, computing equipment and custom software licenses for MCIS, lease with King County, equipment leases

3. **SMC WMBE representative**
   John Kerr

4. **Goal Setting (Table)**

SMC WMBE USE GOALS AND ACTUALS

2019	Purchasing Goals	Purchasing Actuals		**2019**	Consulting Goals	Consulting Actuals
Percentage	20%	36.%		Percentage	18%	21%
WMBE spend				WMBE spend		
Total Spend	$1,579,528	$574,126		Total Spend	124,070	$26,250
2020	Purchasing Goals			**2020**	Consulting Goals	
Percentage	20.00%			Percentage	18.00%	
WMBE spend	1,000,000	200,000		WMBE spend	60,000	10,800
Total Spend				Total Spend		

5. **2019 Highlights (optional)**
   - *Exceeded goals for both Consultant Services and Purchasing Services*, despite limited budget to do so.
   - Expense of $401,000+ in Court Certified Interpreters not counted by the COS FAS in their WMBE report

6. **2020 Outreach Plan**
   - We will maintain our current goals.
   - We have a one-time funding source that will allow us to increase our consulting services and will be dedicating some of that to RSJI consulting services for SMC staff training. This is a one-time increase in funding and one-time spend.

Municipal Court

WMBE Utilization - Consultant and Purchasing

Year	Consultant			Purchasing		
	Total	Percent	WMBE	Total	Percent	WMBE
2005	$33,148	0%	$0	$1,037,672	7%	$ 70,203
2006	$21,755	0%	$0	$1,282,863	5%	$ 70,011
2007	$63,470	0%	$0	$1,023,323	10%	$ 100,641
2008	$73,543	0%	$0	$1,844,987	13%	$ 236,036
2009	$31,813	0%	$0	$1,425,649	9%	$ 125,738
2010	$43,401	54%	$23,401	$1,506,462	6%	$ 93,156
2011	$183,247	8%	$14,207	$1,730,344	15%	$ 262,138
2012	$89,000	0%	$0	$2,027,011	15%	$ 305,872
2013	$28,509	100%	$28,509	$1,685,933	22%	$ 372,514
2014	$6,192	100%	$6,192	$1,904,260	23%	$ 437,210
2015	$9,000	0%	$0	$1,700,834	25%	$ 426,961
2016	$0	0%	$0	$2,600,558	21%	$ 555,405
2017	$8,520	75%	$6,375	$2,332,433	30%	$ 709,608
2018	$14,790	34%	$5,000	$1,464,107	33%	$ 482,524
2019	$124,070	21%	$26,250	$1,579,528	36%	$ 574,126

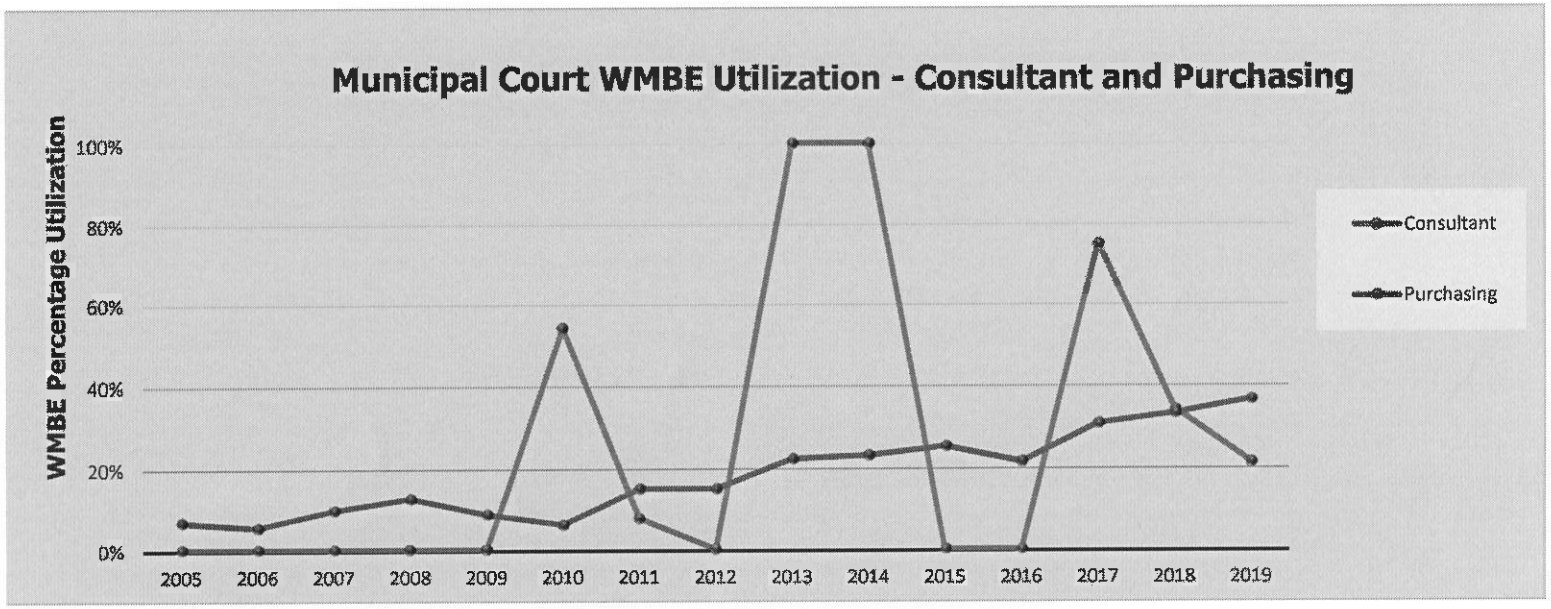
2019 Goals

Consultant = 18%

Purchasing = 20%

NOTES:

- 2019 year to date spend through 12/31/2019
- Produced by PC/FAS
- Source: PeopleSoft 9.2



Seattle Office for Civil Rights
2019 WMBE Reporting and 2020 WMBE Strategic and Outreach Plan

About Seattle Office for Civil Rights
The Seattle Office for Civil Rights (SOCR) works to advance civil rights and end barriers to equity. SOCR enforces laws against illegal discrimination in employment, housing, public accommodations and contracting within Seattle city limits. SOCR leads the Race and Social Justice Initiative, a citywide effort to end institutional racism in City government and to achieve racial equity across our community.

Due to the type work our office does, our contracts are usually with non-profit agencies who are not tracked as WMBE vendors and will now be exempt from being counted in overall purchasing and consultant goals. While they are not tracked as WMBE vendors, it is important to note that the non-profit organizations' principals and staff are typically people of color who serve communities of color and/or immigrant and refugee communities.

In general, SOCR utilizes WMBE vendors for general office purchases, catering and childcare services for major events, trainings, and Commission related events.

Office/Department Common Procurement Needs
SOCR does not have any Consultant procurement needs; however, this year, the office will be partnering with community-based organizations that work on responding to oppression-based violence and providing alternatives to or addressing harm created by the criminal justice system.

Purchasing needs include general office supplies and office furniture.

Office/Department WMBE Representative
Latrice yBarra
Latrice.yBarra@Seattle.gov
206-684-4539

Goal setting: 2019 look-back and 2020 look-ahead

Office for Civil Rights - WMBE Use Goals and Actuals				
2019	**Purchasing Goals**	**Purchasing Actuals**	**Consulting Goals**	**Consulting Actuals**
Percentage	35%	19%	5%	0%
WMBE Spend	$33,000.00	$36,593.00	$10,000.00	$1,300.00
Total Spend		$192,253.00		$377,695.00

Office for Civil Rights - WMBE Use Goals		
2020	**Purchasing Goals**	**Consulting Goals**
Percentage	25%	5%
WMBE Spend	$35,300.00	$10,000.00
Total Spend	$141,251.00	$1,487,779.00

SOCR has a very limited operations budget, therefore it will be a challenge to meet the aspiration goals. However, we continue to utilize WMBE vendors for routine purchases. Although SOCR has a $1.4 million consultant budget, these funds are allotted to working with community-based organizations. Most of this

budget ($1.2 million) is earmarked for a Collaborative Grantmaking program, through which SOCR will provide funding to organizations or community groups working to provide alternatives or address harms created by the criminal legal system. The remaining dollars will be used to work with organizations addressing oppression-based violence, race equity and contribute to ongoing partnerships with organizations through our Civil Rights Testing program.

Outreach Plan

SOCR will support and sponsor WMBE business as appropriate and continue to seek out WMBE vendors for our annual events such as Human Rights Day and the Race and Social Justice Initiative Summit. When appropriate staff will attend trade shows and attend/table at festivals. SOCR will continue to use WMBE vendors for office supplies, catering, and daycare and will work with vendors to self- identify as WMBE as needed.

Prompt Pay

SOCR 2019 Prompt pay was at 91%. Our goal for 2020 is 95%. To ensure that SOCR meets this goal Project Managers are required to submit the invoice for processing within one business day to the Operations Manager to review and submit to City-wide Accounting for processing within five business days. Additionally, the Operations Manager will prepare and submit all purchasing invoices to City-wide Accounting within 5 business days from the date of receipt.

The Seattle Public Library

MEMORANDUM

February 28, 2020

To: Edson I. Zavala, Policy Advisor for Economic Inclusion and Contracting Equity, Mayor's Office
Miguel Beltran, City Contract Compliance Manager, City Purchasing and Contracting Services
Carmen Kucinski, Senior Contract Analyst, City Purchasing and Contracting Services

From: Marcellus Turner, Executive Director & Chief Librarian
Tom Fay, Library Programs and Services Director
Jay Donahue, Capital Finance & Interagency Relations Manager

Cc: Shawne Anderson-Brooks, Procurement Specialist/Senior Buyer, WMBE representative

Subject: **The Seattle Public Library's 2020 WMBE Plan**

This memo outlines The Seattle Public Library's 2020 WMBE plan. It reflects the Library's continued commitment to increase participation of women and minority owned businesses in Library contracts.

Department Representative:

The Library's current WMBE plan representative is Shawne Anderson-Brooks, Procurement Specialist/Senior Buyer.

2020 Library WMBE Targets		
Category	$	%
Purchasing	$720,000	16%
Consulting	$96,000	12%

2020 Goals

2020 discretionary purchasing goal: 16%

It is difficult to predict the Library's 2020 discretionary purchasing expenditures, as the level of actual spending has varied widely in the past. Last year's predicted 2019 level ($4 million) fell slightly short of the actual total 2019 discretionary purchasing expenditures ($4.4 million). We conservatively estimate the 2020 total discretionary purchasing expenditures to closely reflect 2019 levels - $4.5 million. Thus the WMBE goal of 16% of total discretionary purchases would result in approximately $720,000 in WMBE purchases.

2020 consultant contract goal: 12%
The Library's use of consultants is particularly variable, so predictions of expenditures are somewhat speculative. Additionally, some of these vendors are specialized capital projects consultants; our latitude is somewhat constrained by fewer consulting choices. In 2019 the Library estimated $500,000 in total consulting expenditures; the 2019 actuals were much higher: $914,891. With some significant CIP projects scheduled in the near future, we can estimate roughly $800,000 for consultant contract expenditures in 2020. At that level of activity, the 2020 consultant contract goal would result in approximately $96,000 in WMBE consultant expenditures.

2019 Results

WMBE Consultants

The 2019 goal for WMBE consulting was 12% ($60,000); the Library fell short of that goal with 4%, or $35,316 WMBE consulting expenditures of $914,891 total consulting expenditures. Note, however, that nearly two-thirds ($568,748) of the $914,891 consultant costs were determined by the top four consultants, and as previously mentioned, some of these vendors are specialized consultants. The Library's latitude is somewhat constrained by fewer consulting choices, often without a WMBE alternative. For example, the top consultant (SHKS Architects) is an architectural firm specializing in the type of seismic retrofit work the Library will be undertaking during the new levy approved by voters in 2019.

Further, four consultants (highlighted in the abbreviated list below) are WMBE vendors but had not registered with the City in 2019 and thus were not counted toward the Library's WMBE total (three have since registered). If the highlighted vendors below had been counted toward the Library's WMBE consulting total, the Library would've easily surpassed its WMBE consulting goals (goal was $60,000, actual expenditures would have been $168,495; percentage goal was 12% WMBE of total consultants, actual would have been 18.4%).

Doc Type Group	**Consultant**	**$914,891.37**	
Name	**Gov Class**	**Sum of Amour**	**commen**
SNYDER HARTUNG KANE STRAUSS ARCHITECTS	(blank)	$220,865.05	CIP
COPIERS NORTHWEST	(blank)	$149,299.51	
ACCOUNTING PRINCIPALS INC	(blank)	$120,157.90	
DOWNTOWN EMERGENCY SERVICE CENTER	(blank)	$78,425.56	
LUIS ANTONIO GONZALEZ	(blank)	$65,520.00	WMBE
OAK HILLS CONSTRUCTION LLC	(blank)	$34,583.71	CIP
LUCIEN KRESS	(blank)	$30,950.00	
JENNIFER N MUNOZ	(blank)	$27,710.00	WMBE
ELIZABETH WURSTER	(blank)	$23,210.00	WMBE
SUZANNE M TUPPER	WBE	$20,000.00	
SEPLER & ASSOCIATES	(blank)	$16,738.79	WMBE

WMBE Purchasing

The Library's 2019 WMBE goal for discretionary purchasing expenditures was 18% ($720,000), which was admittedly a stretch goal as the previous year's goal was 12%. The Library fell short of the goal with nearly $640,600 WMBE purchasing expenditures (just shy of 2018's $670,400 total) of a total of $4.4 million purchasing expenditures, for a WMBE percentage of 14.4%. Non-registration was an issue for purchasing vendors as well; for example, Modern Conscience was a Library WMBE vendor with over $57,000 in purchases but did not count toward the Library's WMBE total because they were not registered with the City.

In 2019, the top ten vendors comprised one quarter ($1,129,583) of the Library's total discretionary purchases ($4,444,468). Noted in the abbreviated table below, eight of those top ten Library vendors by payment were Blanket Contract vendors - vendors selected by the City, which included a mix of WMBE and non-WMBE vendors. The other two top-ten purchasing vendors were not truly discretionary purchases: King County (mandatory county drainage and surface water management fees) and Seattle Housing Authority (rent payments for the Library's NewHolly branch).

Doc Type Group	**Purchasing**	**$4,444,468.29**	
Name	**Gov Class**	**Sum of Amount**	**comments**
DIMENSION DATA NORTH AMERICA	(blank)	$269,563.73	City blanket contract
WALTER E NELSON CO OF WESTERN WA	(blank)	$202,164.76	City blanket contract
PRINT TIME	(blank)	$104,970.54	City blanket contract
GHB WINDOW CLEANING SERVICES INC	(blank)	$101,438.72	City blanket contract
KEENEYS OFFICE PRODUCTS INC	MWBE	$98,409.42	City blanket contract
HOUSING AUTHORITY OF CITY OF SEATTLE	(blank)	$83,343.24	non-discretionary: NewHolly branch rent
SWIFTY PRINTING & DIGITAL IMAGING INC	MBE	$72,552.51	City blanket contract
DELL MARKETING CORP	(blank)	$68,620.49	City blanket contract
KING COUNTY	(blank)	$66,596.29	non-discretionary: surface water/drainage fees
MILNE ELECTRIC INC	(blank)	$61,924.18	City blanket contract

Higher dollar vendors not on the City's Blanket Contract are usually selected through public bid, where the Library has little choice but to accept the lowest qualified bidder. Additionally, as with consulting vendors, some purchasing vendors offer specialized services that may not be comparably available from a WMBE vendor, thus further limiting the Library's discretionary purchasing options.

Outreach & Outreach Plans:

The Library will directly solicit bid responses from known WMBE firms. As it appears several Library WMBE vendors are not registered with the City, the Library's Procurement Specialist/Senior Buyer will attempt to follow-up with several of the potential non-registered WMBE vendors and encourage them to register. The Procurement Specialist/Senior Buyer can provide information to vendor fair participants about the opportunities for participation in upcoming projects and meeting material supply needs of the Library. Library Public Services staff have participated in WMBE trade shows and events. Additionally, the Library currently posts construction bid plan information to the city's E-Bid site and advertises in the Daily Journal of Commerce.

Prompt Pay Compliance:

It is the Library's goal to pay every undisputed, properly prepared invoice within 30 days of receipt; we will continue to pursue this goal.

Library Resources for Small Businesses:

Local WMBE firms are encouraged to take advantage of the wealth of business resources available from The Seattle Public Library. In addition to accessing a collection of general small business management books, the Library provides many trade and industry association magazines through online databases. Librarians can help businesses compile customer contacts lists through the library's business directories. For new businesses and established businesses, we help entrepreneurs track emerging trends in their product and service lines through online databases, a small in-print market research collection and through Internet research. Clients of Community Capital Development and the Small Business Administration utilize Library resources and Library staff assistance on their initial business plans, using the Census, trade magazines and market statistics identified over the internet. Finally, the Library works to help entrepreneurs find the right government agencies that train and help entrepreneurs with the government bidding process and in locating contracts for bid.

Seattle Parks and Recreation

2020 WMBE Strategic and Outreach Plan

OVERVIEW

Seattle Parks and Recreation (SPR) provides welcoming and safe opportunities to play, learn, contemplate and build community, and promotes responsible stewardship of the land. The values that guide our work include: opportunity, access, sustainability and equity. Intentionally focusing on WMBE utilization is an important strategy SPR implements to bring our values into action.

Department Representation

Michael Davis is the department's new WMBE representative and is responsible for the following activities in 2020:

- Partnering with the department and City of Seattle procurement staff to conduct WMBE availability reviews of anticipated procurements and implement inclusion strategies.
- Analyzing WMBE reports and taking corrective action, if needed.
- Monitoring WMBE utilization including contract compliance and subconsultant data in B2GNow.
- Monitoring prompt pay and coordinating with FAS and department staff to resolve issues.
- Attending monthly WMBE Interdepartmental Team (IDT) meetings.
- WMBE outreach: attending and hosting events, producing anticipated project/contract information, meeting with WMBEs and facilitating meetings with department decision-makers.
- Keeping the department leadership regularly informed about WMBE progress, strategies and issues.
- Staffing department director at Mayor's Office executive briefings and performance reviews.

2020 Goal Setting

Seattle Parks and Recreation WMBE Use Goals and Actuals				
2019	Purchasing Goals	Purchasing Actuals	Consulting Goals	Consulting Actuals
Percentage	21%	20%	21%	45%
WMBE Spend		$3,349,477		$3,101,846
Total Spend		$17,021,476		$6,917,905

Seattle Parks and Recreation WMBE Use Goals		
2020	Purchasing Goals	Consulting Goals
Percentage	21%	26%

WMBE Spend	$3,255,000	$1,820,000
Total Spend	$15,500,000	$7,000,000

Purchasing: SPR will strive to purchase 21% of our total purchasing spend from WMBE vendors in 2020. In 2019, 20% of SPR purchases were from WMBE suppliers. However, with the additional services and projects funded by the Seattle Park District since 2015, total purchases decreased, though the total spend with WMBE vendors is up $490k over 2019.

Consultant: SPR will also strive to achieve 26% WMBE utilization in our consultant contracts in 2020. This would increase our 2018 and 2019 goal by 5%. With the additional services and projects funded by the Seattle Park District since 2015, total consulting WMBE spending has increased by $556,303 in 2019. Our 2019 percentage of WMBE spending is 45% of our total consulting spending, with the highest total spend of any year ($3,101,846).

2020 Outreach Plan

In late 2019, we increased organizational capacity with the addition of a Racial Equity Advisor and he will be assuming the WMBE duties, among others, in relation to developing a more equitable department, both internally and externally. We will continue to invite vendors and consultants to register and self-identify as WMBE and will invite minority consultants to select department meetings throughout the year to learn more about each other's businesses and work plans. As stated above, SPR will also engage community organizations to help improve the development of strategies that improve outreach and information sharing.

SPR will continue to engage professional organizations to engage WMBE members in an effort to build relationships and encourage participation in City of Seattle and SPR roster and project solicitations.

SPR anticipates a similar level of utilization of JOC purchasing in 2020. JOC contracts require a specific percentage of WMBE subcontractor utilization which aligns with SPR's utilization goals set here.

WMBE utilization will be a topic on a second quarter Expanded Executive Team meeting in which this plan is shared and managers are reminded of current tools available on the City's Purchasing and Contracting site.

SPR will continue the work to develop new reports for operating division staff to monitor WMBE utilization in the PeopleSoft 9.2 environment. This could allow for more frequent and detailed information about WMBE utilization and allow divisions to evaluate and course correct throughout the year. Additionally, SPR continue to build on strategies for using E3 and performance tools going forward to highlight and monitor WMBE utilization for employees with purchasing and contracting responsibilities.

In 2020, SPR will participate in the Regional Contracting Forum schedule for October, as well as the Annual City of Seattle Upcoming Consultant Business Opportunities Forum, and other City sponsored events – for example, SPU regularly hosts an A&E consultant event and FAS

coordinated outreach activities with community and professional organizations such as Tabor 100, NAMC, CCCJ, etc.

SPR Facilities will continue to hold an annual WMBE vendor event specific to their lines of business.

We will also continue to prioritize outreach to underserved communities and WMBE businesses when we are soliciting concessionaires and recreational service providers. While these engagements are not often reflected as purchasing or contracting utilization, such agreements have proven a successful strategy for WMBE business development. We will continue to build upon internal relationships in providing clarity on roles/responsibilities with our Finance team to ensure we embed a culture of WMBE utilization while continuing to partner interdepartmentally to increase visibility and outreach activities.

Prompt Pay
For 2020, SPR will strive to pay at least 95% of our invoices within 30 days. In 2019, we paid 85% of our purchasing and consulting invoices within 30 days. We continue to address processes and practices that have have affected our ability to pay vendors on time due to the transition to PeopleSoft 9.0 and we will continue to prioritize prompt payments within PeopleSoft and train staff on invoice process improvements as needed.

2020 B2G Now
2019 Data review needed to include B2G audit results

2019 WMBE REPORTING &
2020 WMBE STRATEGY & OUTREACH PLAN

ABOUT SEATTLE PUBLIC UTILITIES

Seattle Public Utilities (SPU) is a dynamic, forward-looking utility and the largest water supplier in Washington. It provides solid waste, drainage and wastewater, for over 650,000 residential and 60,000 business customers in Seattle, as well as 1.5 million drinking water customers in the Puget Sound region.

SPU's major lines of business that benefit WMBE firms include:

WATER

The Water Line of Business helps ensure Seattle continues to have some of the best drinking water for people and fish now and for future generations.

DRAINAGE & WASTEWATER

The Drainage and Wastewater Line of Business manages stormwater and drainage to reduce flooding, protect and improve water quality, and protect public safety and the environment

SOLID WASTE

The Solid Waste Line of Business provides safe, reliable, and equitable services to collect materials from Seattle customers and ensures they are processed in an environmentally responsible manner. We manage two transfer stations, two Household Hazardous Waste facilities, and several closed landfills.

PROJECT DELIVERY AND ENGINEERING BRANCH

The Project Delivery and Engineering Branch (PDEB) delivers infrastructure projects and programs to all SPU lines of business, and engineering services to other City departments. These include project and construction management, engineering, development services and other technical services.

SPU COMMON PROCUREMENT NEEDS

In 2019 SPU's contracted services totaled over $77 million dollars, of which, over $16 million dollars went to WMBE firms. Consultant contracts and purchasing contract comprise SPU's contracted services

and are described below. Integral to our effort to increase WMBE firms to our contracting pool, are strong partnerships with both internal and external stakeholders to recruit and inform WMBE firms of opportunities to work with SPU and its outside partners.

CONSULTANT

Consultant procurement totaled 40% of SPU's overall expenditures for 2019. Of the consultant procurements, 62% was spent in PDEB. Major consulting procurement needs in SPU consist of, but are not limited to:

- Engineering services
- Structural engineering services
- Environmental engineering services
- Drainage and wastewater
- Geotechnical services

PURCHASING

Purchasing procurement totaled 60% of SPU's overall expenditures for 2019. Of the purchasing procurements, 93% was spent in Water LOB (31%), Office of Administration (27%), Solid Waste LOB (19%), and Drainage and Wastewater (16%) LOB. Major purchasing procurement needs in SPU consists of, but are not limited to:

- Plumbing products
- Water meters and pipes
- Asphalt
- Storm/sewer cleaning and sweeping

SPU WMBE REPRESENTATIVE

SPU's WMBE Manager is:

Katia Garcia
katia.garcia@seattle.gov
(206)733-9155

This is a full-time position located in SPU's Environmental Justice and Service Equity (EJSE) division focused on the City's Race and Social Justice Initiative. As needed, other EJSE team members support

WMBE efforts. Additionally, the department has Branch Equity Team (BET) WMBE sub-committees that consult with SPU's WMBE Manager to support internal WMBE efforts.

GOAL SETTING: 2019 LOOK-BACK & 2020 LOOK-AHEAD

SPU WMBE Use Goals and Actuals				
2019	Purchasing Goals	Purchasing Actuals	Consulting Goals	Consulting Actuals
Percentage	15%	20%	22%	23%
WMBE Spend	n/a	$9,366,545	n/a	$7,243,896
Total Spend	n/a	$46,202,209	n/a	$31,158,200

2020 SPU WMBE Use Goals		
2020	Purchasing Goals	Consulting Goals
Percentage	17%	22%
Estimated	$7,072,184	$6,338,396
Estimated	$41,601,084	$28,810,889

2019 WMBE UTILIZATION HIGHLIGHTS:

SPU's efforts to reach 2019 WMBE goals centered around engaging and empowering internal and external stakeholders to increase WMBE utilization through contracting equity best practices.

To ensure that WMBE firms are provided with the maximum opportunity to participate in our solicitation process SPU hosted networking events for major projects months in advance of the pre-solicitation process. These events increase WMBE firms opportunities to partner on proposals with other firms before the pre-submittal meeting where the Request for Proposal/Qualifications (RFP/Q) is presented to the consultant community ((which many times it is too late for firms to partner as teams have already been formed by the time of the pre-solicitation).

SPU's WMBE manager has advised on SPU networking events which are led and supported by SPU project managers. SPU has received very positive feedback from the consultant community and will continue to host these networking events in 2020.

Some of SPU's biggest success in reaching WMBE goals was through the engagement of staff at all levels to support contracting equity and increased WMBE utilization. This has been supported through the following efforts:

- SPU WMBE internal training
- BET and BET WMBE sub-committees
- SPU WMBE Manager collaboration with SPU Contracts Division
- Project Manager led networking events, centered around increasing WMBE firm participation
- Leadership support and engagement
- WMBE metric communication

2019 Highlights

SPU also sponsors and hosts the City of Seattle's annual Upcoming Consultant Business Opportunities Forum. In 2019 contributors included FAS, SCL, SDOT, Seattle Center, Seattle IT, Parks OED, and WA State Office of Minority & Women's Business Enterprise (OMWBE). The event provides consultants an opportunity to meet with City staff, hear about upcoming consultant contracts and learn about Citywide efforts toward contracting equity. Last year, 180 people attended, and 49% were female and 54% represented WMBE firms. The event included:

- Business to Business (B2B) and Business to Government (B2G) networking
- Contracting equity messaging from SPU leadership
- SPU WMBE awards
- Project Manager upcoming projects presentation
- Complementary professional headshots

When asked what participants liked about the event, feedback included:

- *"Time for networking with other firms and meeting the City project managers. I also appreciated the short overviews by the PM's for each of the upcoming projects. This event allowed me to see what is in the City's pipeline for projects, so that I can prioritize my efforts in putting together bids and/or partnering with prime. Thank you! "*
- *"The number of 'potential clients' in the room and the headshots!!"*
- *"Nice to see awards to people who are making a difference. I often don't hear about the other departments, so it's nice to hear/see what is going on."*

Building on the success of the 2019 City of Seattle Upcoming Consultant Business Opportunities Forum SPU is committed to expand participation by both internal and external stakeholders in order to create a valuable experience for both.

SPU views progress as an iterative process and is constantly looking at ways to continuously improve efforts so that they are not transactional, but transformational and sustainable.

2020 STRATEGY AND OUTREACH PLAN

In 2020, SPU will continue to implement 2019 approaches and further enhance them by digging deeper into the 2020 WMBE tactics diagramed below as well as prompt pay, job order contracting and auditing compliance.

As SPU engages in these various tactics, we will review of the effectiveness in addressing challenges with a focus on meaningful and transformational experiences that promote contracting equity increase WMBE participation.

Seattle Public Utilities

PROMPT PAY

Consultant Prompt Pay <Invoices Paid in 30 Days>	
2019 Goal	95%
2019 Actual	98%

In 2020, SPU will also pursue a prompt payment performance metric of 95% or better. To accomplish this, SPU will take efforts and lessons learned from City PeopleSoft implementation to maintain prompt pay standards. Additionally, SPU will actively engage firms and communicate the City's prompt pay requirements at SPU sponsored events, contract pre-submittal meetings, newsletters, internal WMBE training, etc.

JOB ORDER CONTRACTS

SPU will also evaluate increasing WMBE participation in Job Order Contracting (JOC) JOC is an alternative to the traditional design-bid-build public works contracting process where instead the City may issue work orders directly to a JOC prime contractor for construction projects up to $350,000. This allows the City to reduce total lead-time and cost for construction of public work projects for repair and renovation required at public facilities. In 2019, SPU spent $35,247,948 on JOC contracts, of which, $3,884,295 (11%) went to WMBE firms.

FIGURE 1: 2019 JOC CONTRACT SPEND

City Of Seattle

City Purchasing and Contracting

All Invoices Paid for All Construction Projects Report 1/1/2019 to 12/31/2019

Dept.	# of Contracts	City Contract Payment (w/o tax)	Actual MBE Payments	Actual WBE Payments	Total WMBE Payments	WMBE % of City Contract Payment (w/o tax)
FAS	32	$ 9,577,123	$ 1,352,090	$ 1,817,435	$ 3,169,525	33.1%
LIGHT	35	$ 64,842,602	$ 2,807,398	$ 655,322	$ 3,462,721	5.3%
PARKS	46	$ 24,293,768	$ 4,203,350	$ 4,477,943	$ 8,681,293	35.7%
SDOT	55	$ 103,408,639	$ 8,194,851	$ 4,420,252	$ 12,615,104	12.2%
SPU	39	$ 35,247,948	$ 2,153,172	$ 1,731,124	$ 3,884,295	11.0%
SEACTR	3	$ 745,557	$ 146,257	$ -	$ 146,257	19.6%
SPL	0	$ -	$ -	$ -	$ -	0.0%
Grand Tota	210	$ 238,115,637	$ 18,857,120	$ 13,102,076	$ 31,959,195	13.4%

Contractor Payment by Ethnicity		
Ethnicity	Total Contractor Payment (provided by Prime)	% of City Contract Payment (w/o tax)
Black	$ 1,611,679	0.7%
Asian American	$ 7,148,247	3.0%
Hispanic	$ 7,124,923	3.0%
Native American	$ 2,666,591	1.1%
White Female	$ 13,407,306	5.6%
Non-Minority	$ 206,156,889	86.6%
Grand Total	$ 238,115,637	100.00%

WMBE data includes all payments to prime

*Source: City Purchasing & Contracting Services

In 2020 SPU will continue to utilize JOC contracts whenever possible. Given previous years utilization of JOC, SPU anticipates spending between $500K to $1M for 2020. Additional projects may arise throughout the year that are suited for JOC contracts, in which case, SPU will utilize the JOC contracts.

2020 B2GNOW AUDIT

During the recent B2Gnow audit, SPU had 59 contracts entered in B2Gnow and met expectations in all categories, except for two items below

- Review/audit of subconsultant payments on a monthly basis.
- Review of the B2Gnow Audit Summary/WMBE utilization on a monthly basis.

In 2020, SPU plans to be in full compliance of B2Gnow expectations and enact the following recommendations from the audit:

- Create a log or internal tracking system for identifying all consultant contracts with a WMBE Inclusion Plan.
- Provide ongoing training for project managers on monitoring projects in B2Gnow and WMBE tools.

Since the audit SPU has worked with FAS to host trainings for project managers on B2Gnow contract compliance, who will review/audit subconsultant payments, and audit monthly summary/WMBE utilization. SPU will continue to use and train on B2Gnow to strengthen accountability and contract compliance of WMBE Inclusion Plans.