



City of Seattle
Edward B. Murray, Mayor

Finance and Administrative Services
Fred Podesta, Director

Date: March 1, 2016
To: Javier Valdez, Special Assistant to the Deputy Mayor on WMBE Programs
Office of Mayor Ed Murray
From: Nancy Locke, Finance and Administrative Services
City Purchasing and Contracting Services (CPCS) Director
Subject: 2016 Annual City WMBE Goals

I am transmitting the proposed 2016 Annual WMBE Plans that have been submitted from each City department, commission, board and office, in compliance with requirements set forth in the Seattle Municipal Code.

2016 Goals

The attached plans reflect goals for WMBE purchasing and consultant utilization in contracting during 2016. Upon tabulating the cumulative results of all departments' submissions, the 2016 goals are as follows:

Category of Spending	2015 Actual	2016 Goal
Purchasing (Prime Only)	14%	14%
Consultant (Prime Only)	15%	14%

As you know, the Mayor has the authority to discuss individual departments' goals before adopting the full package, and we will gladly accommodate any adjustments.

These plans do not provide for goals regarding utilization of WMBE firms as subconsultants. Since 2014, FAS has offered the CID (Contracting Information Database) subconsultant reporting system. However, most departments have not yet elevated monitoring and enforcement for this reporting, and the Department of Finance and Administrative Services (FAS) does not believe the reporting system is reliable as a result. For 2016, FAS/CPCS continues to encourage departments to track and ensure consultant prime contractors are properly reporting their subconsultant expenditures in order to accurately track subconsultant spend. Department's have been asked to continue using the old web portal (CID) to capture payment information while the new online portal (B2G) is tested in preparation for going live in Q2 of 2016.

Public works (construction) spending does not have Citywide or department goals, though WMBE utilization is facilitated through the WMBE Inclusion Plan program and department-specific responsibilities for outreach and bid approvals as applicable. Department efforts and decisions can influence utilization, and this may be a goal you wish to consider for future years.

2016 Work Program

FAS will look to you for direction on the following initiatives, now under the purview of the Mayor's Office for department goals and expectations:

- Prompt Pay: For 2016, departments were instructed to add goals for the percentage of consultant invoices paid within 30 days and to add a plan for reaching the eventual goal of having 100 percent of invoices meet this Prompt Pay requirement. FAS will be reporting on these measures quarterly, in order to measure department progress in achieving this measure.
- WMBE utilization rates: We will continue to provide the official City WMBE utilization reports to your office on a quarterly basis.
- Subconsultant tracking: We continue Citywide contract provisions that allow accurate tracking of WMBE utilization at subtier levels. Based on the success of this program, we would recommend including subconsultant WMBE goals for departments in 2017.

We also continue with normal business processes, including leading the City WMBE interdepartmental team, administering and reviewing of WMBE Inclusion Plans, and executing and staffing outreach events, as well as bringing forward policy initiatives as they arise throughout our work for your collaboration and direction.

We welcome additional direction from you and Mayor Murray as we undertake our WMBE support efforts for 2016. Please let us know if we can be of further assistance.

Attachments: 2016 WMBE Materials

CC: Steve Lee

2016 WMBE Plans - Index

2015 Summary Graphs

Consultant Spend (Prime only)
Purchasing Spend (Prime only)
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City Construction Workforce Diversity Report

2016 Spreadsheet

Consultant - List of 2016 Goals for each office and citywide tally
Purchasing – List of 2016 Goals for each office and citywide tally

2016 Department WMBE Plans and Historical Purchasing and Consultant Spend

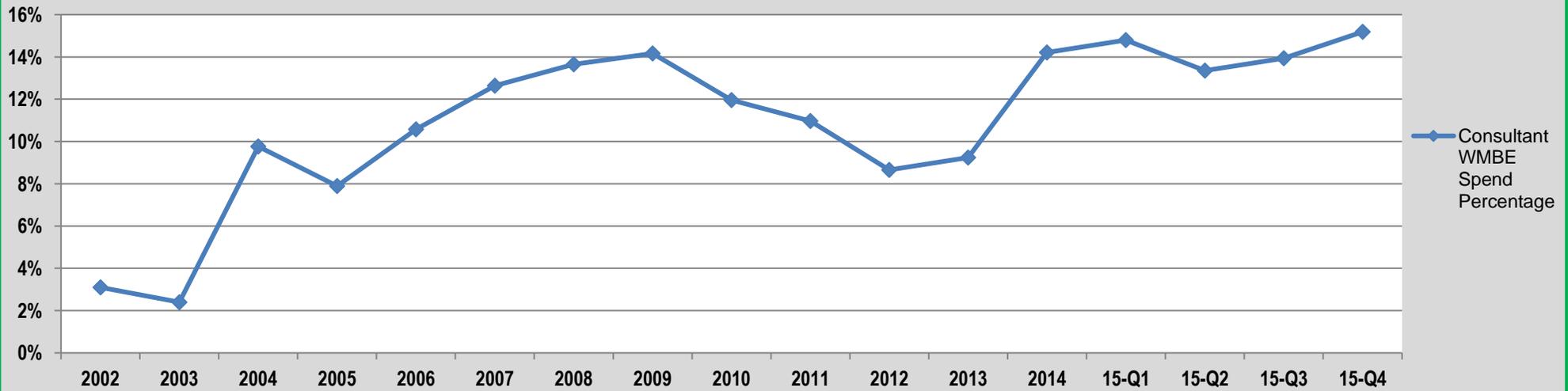
Arts & Cultural Affairs
City Auditor
City Budget Office
Civil Rights
Community Police Commission
Civil Service Commission
Department of Education and Early Learning
Department of Information Technology
Economic Development
Employee Retirement
Ethics and Elections
Finance and Administrative Services
Fire Department
Fire Pension
Hearing Examiner
Housing
Human Services
Immigrant and Refugee Affairs
Intergovernmental Relations
Law
Legislative
Library
Mayor’s Office and Office of Policy & Innovation
Municipal Court
Neighborhoods
Parks
Police
Police Pension
Seattle City Light
Seattle Department of Construction & Inspections and Office of Planning and Community Development
Seattle Department of Human Resources
Seattle Department of Transportation
Seattle Center
Seattle Public Utilities
Sustainability and Environmental Affairs
Waterfront

City of Seattle "2002 to 2015-Q4 Consultant WMBE Spend"

Consultant WMBE Spend

Year	Percentage	WMBE \$ Amount	Total Spend						
2002	3%	NA	NA						
2003	2%	NA	NA						
2004	10%	\$ 5,559,204	\$ 56,963,589						
2005	8%	\$ 5,663,842	\$ 71,768,829						
2006	11%	\$ 6,884,789	\$ 65,132,651						
2007	13%	\$ 11,422,374	\$ 90,401,915						
2008	14%	\$ 17,152,475	\$ 125,677,704						
2009	14%	\$ 17,267,666	\$ 121,937,219						
2010	12%	\$ 12,288,957	\$ 102,813,118						
2011	11%	\$ 10,251,817	\$ 93,444,305						
2012	9%	\$ 9,891,068	\$ 114,267,495						
2013	9%	\$ 13,708,058	\$ 148,372,918						
2014	14%	\$ 22,187,819	\$ 156,112,219						
15-Q1	15%	\$ 5,836,055	\$ 39,457,784						
15-Q2	13%	\$ 10,726,579	\$ 80,324,994						
15-Q3	14%	\$ 16,735,246	\$ 120,121,370						
15-Q4	15%	\$ 24,043,081	\$ 158,348,673						

City Consultant WMBE Spend (Prime Only) - All Departments



*2002 and 2003 is a percentage that reflects both consultant and purchasing spend in a combined total. Data is sourced from City WMBE Spend Reports.

*All consultant spend is for prime only. No second tier spend is included. Includes SDOT consultant and Mega Project spend.

*Produced by City of Seattle, FAS/CPCS, 1/15/2016

*2015-Q2 Includes SDOT WMBE Consultant spend \$4,000.

*2013 Consultant WMBE spent includes \$1,405,160 paid to Integral, not previously reported.

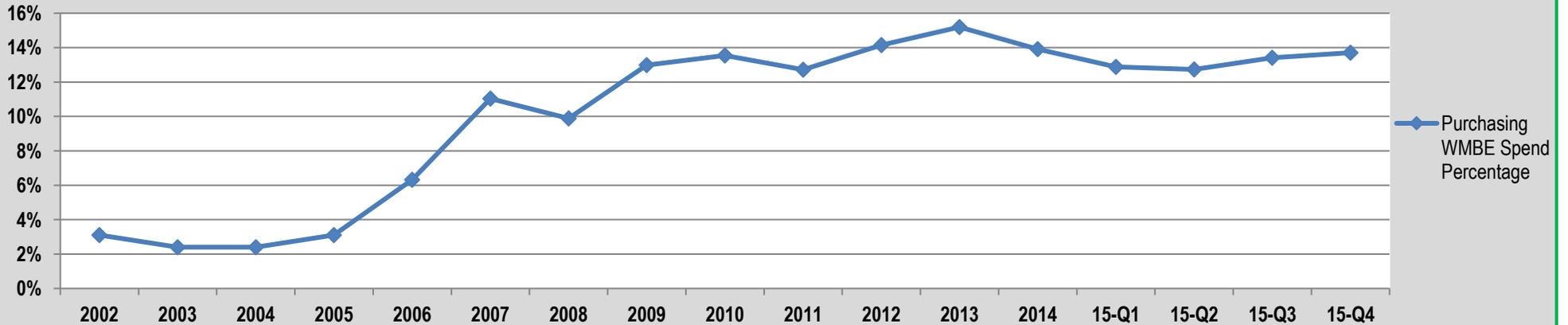
*2014-Q4 excludes \$1,640,585 for SPU inaccurately coded.

City of Seattle "2002 to 2015-Q4 Purchasing WMBE Spend"

Purchasing WMBE Spend

Year	Percentage	WMBE \$ Amount	Total Spend						
2002	3%	NA	NA						
2003	2%	NA	NA						
2004	2%	\$ 10,887,879	NA						
2005	3%	\$ 11,210,456	NA						
2006	6%	\$ 15,625,782	\$ 247,585,771						
2007	11%	\$ 30,962,645	\$ 280,596,053						
2008	10%	\$ 29,388,475	\$ 297,370,096						
2009	13%	\$ 34,009,368	\$ 261,960,161						
2010	14%	\$ 30,049,624	\$ 221,979,374						
2011	13%	\$ 29,073,312	\$ 228,715,570						
2012	14%	\$ 35,763,142	\$ 252,781,225						
2013	15%	\$ 45,613,420	\$ 300,225,908						
2014	14%	\$ 42,992,277	\$ 309,075,892						
15-Q1	13%	\$ 11,603,203	\$ 90,113,946						
15-Q2	13%	\$ 22,888,006	\$ 179,682,964						
15-Q3	13%	\$ 35,991,475	\$ 268,366,169						
15-Q4	14%	\$ 50,180,145	\$ 366,285,314						

City Purchasing WMBE Spend (Prime Only) All Departments



*2002 and 2003 is a percentage that reflects consultant and purchasing in a combined total. All data is sourced from City WMBE Spend Reports.

*2011 includes \$841,000 CBRE/FAS

*2013 includes \$800,000 CBRE

*Produced by City of Seattle, FAS/CPCS, 1/15/2016

*2013 Purchasing WMBE spent includes \$1,253,758 paid to Tyndale, not previously reported.

*2012 includes \$718,035 CBRE/FAS

*2014-Q4 includes estimated \$800,000 CBRE

*2014-Q4 excludes \$229,731 for SPU inaccurately coded

*2015-Q1 includes CBRE WMBE spend \$286,193

*2015-Q2 includes CBRE WMBE spend \$171,460

*2015-Q2 Includes SDOT WMBE Purchasing spend \$29,931

*2015-Q3 includes CBRE WMBE spend \$698,247

*2015-Q4 includes estimated CBRE WMBE spent \$800,000

Notes Regarding the Summit Payment Reports

- Information on this report reflects actual payments made to vendors, contractors and consultants doing business with the City of Seattle.
- All payment information detailed in these reports reflects payments issued as of the date indicated on the report.
- Payments are categorized by type of contract – consultant or purchasing, and the contracting/payment mechanisms unique to those areas. This report does not contain payment information made to subcontractors on the City’s consultant or construction contracts. This report also does not include payments made on **public works construction contracts**, which includes Small Construction Projects Roster contracts. For additional information on **consultant** contracting, contact individual departments or offices. For payment information on **construction contracts** for prime and subcontractors, contact the Contracting Services Division.

Contract/Payment Type	Description
Blanket Contract	Any payment made to a Blanket Contract vendor for acquisition of goods and/or services.
Consultant Contract	Any payment made to a Consultant Contract <u>not</u> available on the Consultant Roster.
Consultant Roster	Any payment made to a Consultant Contract included on the Consultant Roster.
Direct Voucher	Any payment made utilizing the Direct Voucher (DV) delegated authority for purchase of small value items that are not available on Blanket Contracts and which do not exceed \$7,000, excluding tax, freight, or other charges, and which meet the other qualifying DV requirements.
Purchase Contract	Any payment made to a Purchase Contract for acquisition of specific supplies, materials, equipment or services not available on Blanket Contracts or through a Direct Voucher.

Women and Minority-owned Business Designations

- By using the State’s WMBE registration data and through vendor self-identification, every effort has been made to identify the minority and/or women-owned business status of all payees. Payments to firms identified as DBE’s are counted as an MBE or WBE if the ethnicity and gender of that firm. All 2002 payment data reflects WMBE’s that are identified as registered with the State’s office of OMWBE. All 2003 or later payment data reflects payments made to certified WMBE firms and self-identified WMBE firms.
- Businesses identified as CBE’s are counted on all ethnicity reports using the ethnicity identified by the business.

Explanation of Terms -Vendors may choose to identify their business by using the following descriptions:

Business ID.	Description
CBE	Combination-Owned Business Enterprise is a business that is 50% owned and controlled by one or more minority men, and 50% owned and controlled by one or more non-minority women
DBE	Disadvantaged Business Enterprise is a business that is at least 51 percent owned and controlled by one or more individuals who are both socially and economically disadvantaged.
MBE	Minority-Owned Business Enterprise is a business that is at least 51% owned by one or more minority individuals, and whose management and daily operations are controlled by one or more minority individuals
WBE	Women-Owned Business Enterprise is a business that is at least 51% owned by one or more women, and whose management and daily operations are controlled by one or more women



City of Seattle
 Payment Information by WMBE (Combined)
 Ethnicity
 (Sorted by Doc Type)
 1/1/2015 to 12/31/2015

Report ID: Snap210BCYTD
 Run Date: 1/1/2016
 Run Time: 7:45:17AM
 Database: SUMMIT8
 Query: _CRYSTAP_Snap210AD

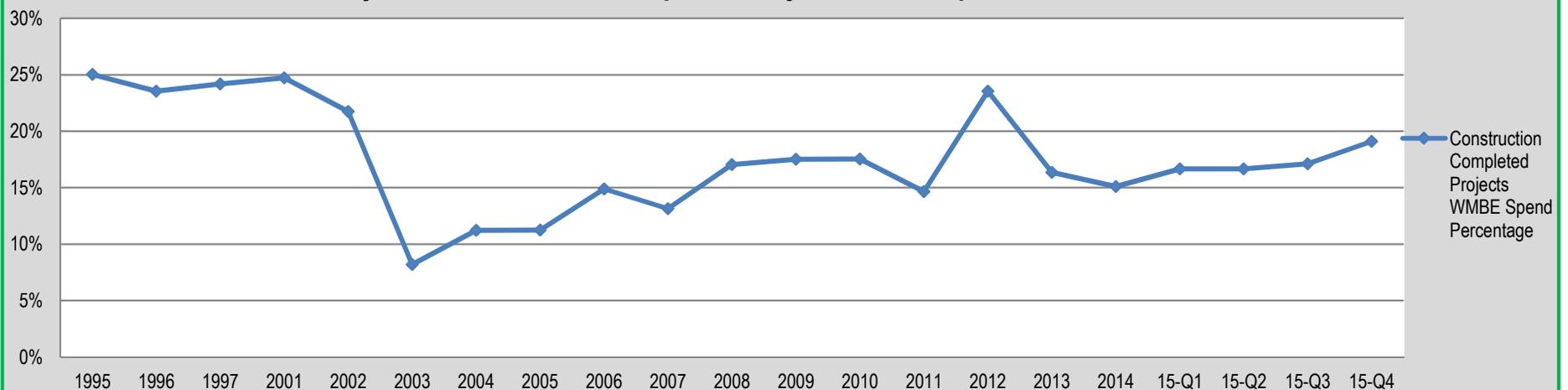
	<u>Total \$</u> <u>Payments</u>	<u>African</u> <u>American</u>	<u>African</u> <u>American %</u>	<u>Asian</u>	<u>Asian</u> <u>%</u>	<u>Native</u> <u>American</u>	<u>Native</u> <u>American %</u>	<u>Hispanic</u>	<u>Hispanic %</u>	<u>White</u> <u>Female</u>	<u>White</u> <u>Female %</u>	<u>Total \$</u> <u>for WMBE's</u>	<u>Total</u> <u>WMBE %</u>
<u>NAME1</u>						<u>DEPTID</u>							
Consultant													
Consultant Contract	135,019,666.90	1,054,818.12	.78%	3,390,395.60	2.51%	1,159,247.45	.86%	747,049.16	.55%	7,740,255.16	5.73%	14,091,765.49	10.44%
Consultant Roster	23,329,005.69	1,026,377.42	4.40%	1,552,872.07	6.66%	131,723.64	.56%	276,639.43	1.19%	6,963,702.90	29.85%	9,951,315.46	42.66%
<u>Subtotal:</u>	158,348,672.59	2,081,195.54	1.31%	4,943,267.67	3.12%	1,290,971.09	.82%	1,023,688.59	.65%	14,703,958.06	9.29%	24,043,080.95	15.18%
Other													
Emergency Contract	205,012.01	0.00	.00%	0.00	.00%	0.00	.00%	0.00	.00%	78,555.44	38.32%	78,555.44	38.32%
<u>Subtotal:</u>	205,012.01	0.00	.00%	0.00	.00%	0.00	.00%	0.00	.00%	78,555.44	38.32%	78,555.44	38.32%
Purchasing													
Blanket Contract	301,708,721.45	3,899,127.09	1.29%	14,674,598.55	4.86%	2,780,260.94	.92%	1,200,893.58	.40%	20,979,963.78	6.95%	43,534,843.94	14.43%
Direct Voucher	18,201,719.03	308,193.63	1.69%	549,469.97	3.02%	98,803.02	.54%	68,497.83	.38%	1,148,354.48	6.31%	2,173,318.93	11.94%
Purchase Contract	46,374,873.90	843,301.51	1.82%	170,547.95	.37%	155,326.63	.33%	115,084.31	.25%	2,387,721.77	5.15%	3,671,982.17	7.92%
<u>Subtotal:</u>	366,285,314.38	5,050,622.23	1.38%	15,394,616.47	4.20%	3,034,390.59	.83%	1,384,475.72	.38%	24,516,040.03	6.69%	49,380,145.04	13.48%
Unavailable													
Non-Compliant	1,813,972.23	900.00	.05%	84,394.08	4.65%	0.00	.00%	0.00	.00%	182,451.73	10.06%	267,745.81	14.76%
<u>Subtotal:</u>	1,813,972.23	900.00	.05%	84,394.08	4.65%	0.00	.00%	0.00	.00%	182,451.73	10.06%	267,745.81	14.76%
<u>City Total:</u>	526,652,971.21	7,132,717.77	1.35%	20,422,278.22	3.88%	4,325,361.68	.82%	2,408,164.31	.46%	39,481,005.26	7.50%	73,769,527.24	14.01%

City of Seattle "1995 to 2015-Q4 Construction WMBE Spend"

Construction Completed Projects WMBE Spend

Year	Percentage	WMBE \$ Amount	Total Spend						
1995	25%	NA	NA						
1996	24%	NA	NA						
1997	24%	NA	NA						
2001	25%	\$ 19,875,027	NA						
2002	22%	\$ 17,686,589	NA						
2003	8%	\$ 8,425,473	NA						
2004	11%	\$ 7,042,623	\$ 62,774,007						
2005	11%	\$ 4,592,594	\$ 40,839,186						
2006	15%	\$ 10,488,700	\$ 70,481,905						
2007	13%	\$ 12,964,529	\$ 98,654,117						
2008	17%	\$ 8,223,752	\$ 48,248,036						
2009	18%	\$ 24,459,742	\$ 139,706,940						
2010	18%	\$ 14,917,078	\$ 85,114,027						
2011	15%	\$ 31,524,526	\$ 215,062,688						
2012	24%	\$ 13,924,960	\$ 59,166,025						
2013	16%	\$ 21,880,679	\$ 133,723,881						
2014	15%	\$ 39,517,391	\$ 261,792,184						
15-Q1	17%	\$ 4,823,875	\$ 28,959,078						
15-Q2	17%	\$ 10,837,999	\$ 65,033,978						
15-Q3	17%	\$ 13,951,377	\$ 81,571,029						
15-Q4	19%	\$ 19,359,642	\$ 101,320,827						

Citywide Construction Completed Projects WMBE Spend



*1998 to 2000 data is not available. Data from 1995-1997 is sourced from the "City WMBE Contracting Efforts" report dated January 2004.

*Data since 2001 is sourced from the Completed Construction Reports.

* In 2012, \$8.3 million dollars (60%) of all payments made to WMBES went to WMBE primes.

*Produced by City of Seattle, FAS/CPCS, 1/15/2016.

City of Seattle

City Purchasing and Contracting

Total Payments on Completed Construction Projects 01/01/2015 to 12/31/2015

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	10	\$ 8,325,742.17	\$ 467,289.40	\$ 1,740,772.40	\$ 2,208,061.80	27%
LIGHT	7	\$ 9,478,929.89	\$ 650,617.32	\$ 396,809.00	\$ 1,047,426.32	11%
PARKS	9	\$ 13,115,024.81	\$ 1,855,731.74	\$ 1,562,127.48	\$ 3,417,859.22	26%
SDOT	11	\$ 42,256,775.65	\$ 942,643.82	\$ 5,660,780.13	\$ 6,603,423.95	16%
SPU	18	\$ 27,518,794.60	\$ 4,815,494.88	\$ 1,267,376.17	\$ 6,082,871.05	22%
SEACTR	2	\$ 458,725.09	\$ -	\$ -	\$ -	0%
SPL	1	\$ 166,835.00	\$ -	\$ -	\$ -	0%
Grand Total	57	\$ 101,320,827.21	\$ 8,731,777.16	\$ 10,627,865.18	\$ 19,359,642.34	19.1%

Contractor Payment by Ethnicity		
Ethnicity	Total Contractor Payment (provided by Prime)	% of City Contract Payment (w/o tax)
Black	\$ 1,138,062.45	1.12%
Asian American	\$ 639,320.98	0.63%
Hispanic	\$ 5,987,862.38	5.91%
Native American	\$ 1,252,258.72	1.24%
White Female	\$ 10,342,137.81	10.21%
Non-Minority	\$ 81,961,184.87	80.89%
Grand Total	\$ 101,320,827.21	100.00%

WMBE data includes all payments to prime contractors and subcontractors for the entire project
Data excludes JOC work-orders

City Of Seattle
City Purchasing and Contracting
All Invoices Paid for All Construction Projects Report 1/1/2015 to 12/31/2015

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	40	\$ 17,653,102.32	\$ 4,148,099.03	\$ 2,414,725.67	\$ 6,562,824.70	37%
LIGHT	37	\$ 21,852,273.55	\$ 743,173.01	\$ 871,695.37	\$ 1,614,868.38	7%
PARKS	27	\$ 7,495,493.72	\$ 831,393.64	\$ 1,524,600.60	\$ 2,355,994.24	31%
SDOT	41	\$ 184,068,140.98	\$ 19,820,803.02	\$ 8,682,506.69	\$ 28,503,309.71	15%
SPU	55	\$ 95,180,985.00	\$ 4,775,962.79	\$ 5,218,527.61	\$ 9,994,490.40	11%
SEACTR	4	\$ 1,005,492.52	\$ 140,583.78	\$ 263,208.62	\$ 403,792.40	40%
SPL	9	\$ 567,114.61	\$ 13,300.00	\$ 164,644.19	\$ 177,944.19	31%
Grand Total	213	\$ 327,822,602.70	\$ 30,460,015.27	\$ 18,975,264.56	\$ 49,435,279.83	15.1%

Contractor Payment by Ethnicity		
Ethnicity	Total Contractor Payment (provided by Prime)	% of City Contract Payment (w/o tax)
Black	\$ 11,489,150.19	3.50%
Asian American	\$ 8,385,764.16	2.56%
Hispanic	\$ 5,472,425.60	1.67%
Native American	\$ 5,445,708.24	1.66%
White Female	\$ 19,142,331.79	5.84%
Non-Minority	\$ 277,887,222.72	84.77%
Grand Total	\$ 327,822,602.70	100.00%

WMBE data includes all payments to prime contractors and subcontractors

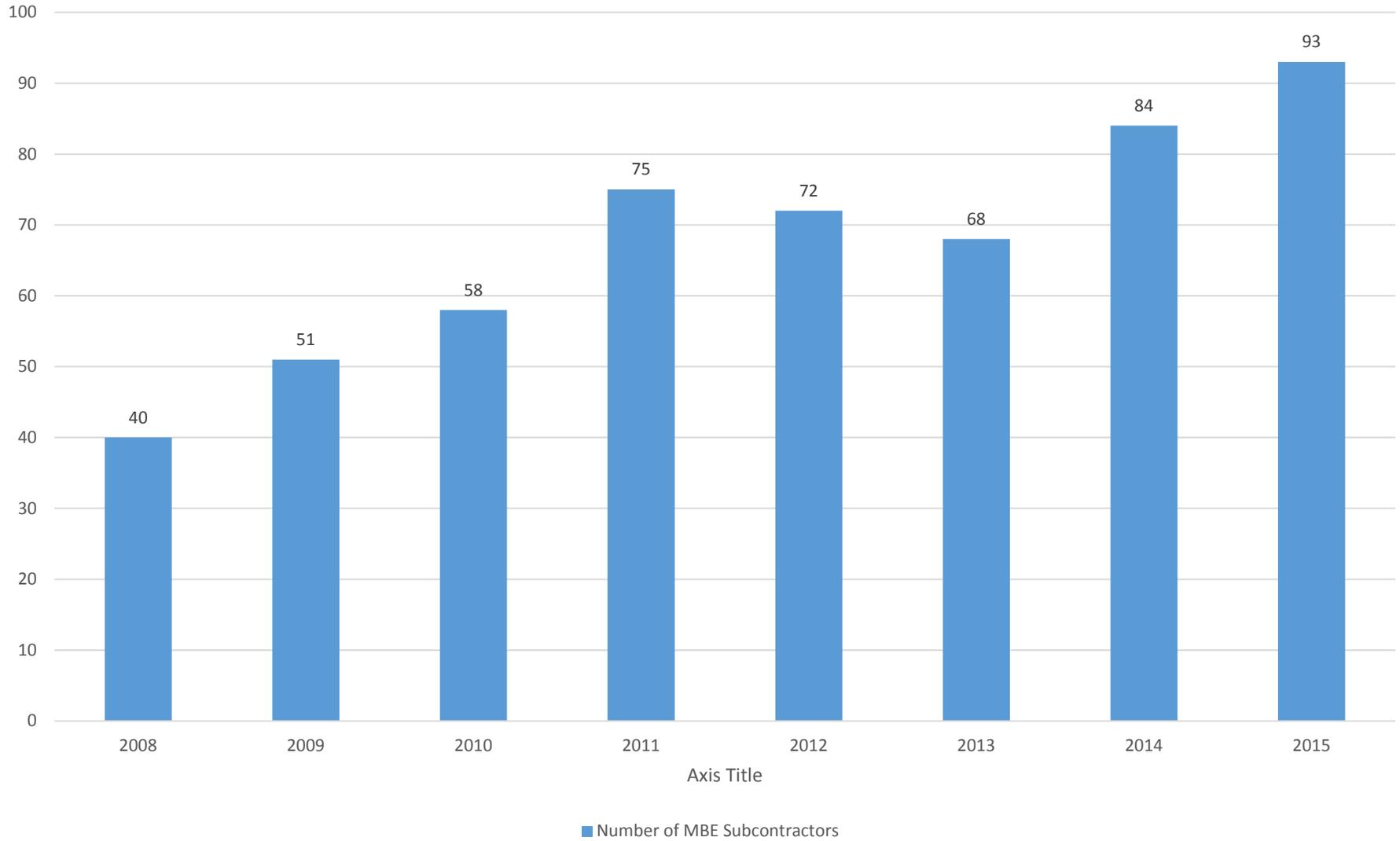
Data includes all construction projects.

Does not include payments to the Boundary Generators 55 & 56 Rebuild in the amount of \$11.8 million dollars to Toshiba International

City of Seattle

City Purchasing and Contracting Services

Construction Contracts



City of Seattle – Construction Workforce Diversity

Reporting Periods From: 1/1/2015 Thru: 12/31/2015

Race and Gender Worker Hours Summary

Apprentice Summary		
Race	Labor Hours	Percent of Apprentice Hours
African American	18,168.7	13.8%
Asian	2,234.0	1.7%
Latino	16,545.8	12.6%
Native American	1,186.0	0.9%
White	78,941.0	60.2%
Other	10,173.0	7.8%
Not Specified	3,912.5	3.0%
Gender	Labor Hours	Percent of Apprentice Hours
Female	22,283.5	17.0%
Male	108,877.5	83.0%
Total Apprentice Labor Hours		131,161.0

Journey Level Summary		
Race	Labor Hours	Percent of Journey Level Hours
African American	33,440.5	4.6%
Asian	14,702.1	2.0%
Latino	74,451.6	10.2%
Native American	14,937.6	2.0%
White	521,755.1	71.4%
Other	13,590.4	1.9%
Not Specified	57,756.2	7.9%
Gender	Labor Hours	Percent of Journey Level Hours
Female	37,946.0	5.2%
Male	692,687.5	94.8%
Total Journey Level Hours		730,633.5

Minority and Female Worker Hours Summary

Apprentice Worker Hours		Journey Level Worker Hours		Combined Worker Hours	
Total Apprentice Hours	131,161.0	Total Journey Level Hours	730,633.5	Total Hours	861,794.5
Apprentice Utilization	15.2%	Journey Level Utilization	84.8%		
Minority Hours	36.8%	Minority Hours	20.7%	Minority Hours	23.1%
Female Hours	17.0%	Female Hours	5.2%	Female Hours	7.0%

Apprentice Utilization and Contract Requirement and Goals

	Apprentice Utilization	15%
	Requirement	
	Minority Apprenticeship Goal	21%
	Female Apprenticeship Goal	20%

NOTE: The Apprentice Utilization Contract Requirements and Goals do not apply to projects that have FEDERAL TRAINING REQUIREMENTS.

Consulting
Prepared by FAS/CPCS 2016

<i>Consulting</i>	Actual 2015 Overall Spend	Actual 2015 WMBE Spend	Actual 2015 WMBE Percent	Predicted 2015 WMBE Goal	Predicted 2016 Overall Spend (Default is Actual 2015 Spend)	2016 Predicted WMBE Spend (Default is Actual 2015 WMBE Spend)	2016 Predicted WMBE Goal
Arts & Cultural Affairs	\$121,038	\$21,540	17.8%	21.0%	\$121,038	\$20,576.46	17%
Budget Office	\$146,280	\$115,294	78.8%	See Mayor's Office	\$146,280	\$73,140	50%
City Auditor	\$333,036	\$0	0.0%		5.0%	\$109,500	\$3,285
Civil Rights and OLS	\$202,279	\$3,350	1.7%	5.0%	\$400,000	\$100,000	25%
Civil Service Commission	\$0	\$0	0.0%	0.0%	\$0	\$0	N/A
Community Police Commission	\$286,817	\$194,068	67.7%	75.0%	\$286,817	\$215,112.75	75%
Department of Education and Early Learning	\$1,237,188	\$843,361	68.2%	50.0%	\$1,300,000	\$780,000	60%
Department of Information Technology	\$6,642,979	\$1,051,997	15.8%	8.3%	\$6,600,000	\$1,122,000	17%
Economic Development	\$271,991	\$101,811	37.4%	20.0%	\$200,000	\$40,000	20%
Employee Retirement	\$4,898,115	\$285,695	5.8%	7.5%	\$941,893.33	\$70,642	8%
Ethics and Elections	\$0	\$0	0.0%	0.0%	\$6,750	\$500	7%
FAS (Department of Finance and Administrative Services	\$13,456,960	\$3,651,809	27.1%	36.0%	\$11,540,027	\$2,700,000	23%
Fire Department	\$1,357,378	\$343,959	25.3%	11.0%	\$1,357,378	\$271,475.60	20%
Fire Pension	\$0	\$0	0.0%	0.0%	\$0	\$0	0%
Hearing Examiner	\$17,460	\$17,460	100.0%	75.0%	\$17,460	\$13,095	75%
Housing	\$209,502	\$19,500	9.3%	20.0%	\$209,502	\$41,900.40	20%
Human Services	\$194,220	\$43,027	22.2%	50.0%	\$100,000	\$50,000	50%
Immigrant and Refugee Affairs	\$446,655	\$128,194	28.7%	90.0%	\$162,389.33	\$121,792	75%
Intergovernmental Relations	\$239,000	\$104,500	43.7%	20.0%	\$500,000	\$150,000	30%
Law	\$30,349	\$0	0.0%	5.0%	\$100,000	\$5,000	5%
Legislative	\$550,514	\$29,401	5.3%	20.0%	\$233,333.33	\$35,000	15%
Library	\$774,349	\$48,858	6.3%	8.0%	\$500,000	\$40,000	8%
Mayor's Office and Office of Policy and Innovation	\$63,745	\$56,245	88.2%	0.0%	-	-	N/A
Municipal Court	\$9,000	\$0	0.0%	18.0%	\$9,000	\$1,620	18%
Neighborhoods	\$260,613	\$82,987	31.8%	51.0%	\$83,000	\$33,200	40%
Parks	\$4,134,384	\$1,151,772	27.9%	12.0%	\$4,134,384	\$826,876.80	20%
Personnel (Human Resources)	\$1,368,588	\$688,537	50.3%	15.0%	\$1,368,588	\$273,717.60	20%
Seattle Dept of Construction and Inspections (SDCI) and Office of Planning and Community Development (OPCD)	\$2,134,964	\$887,203	41.6%	47.0%	\$1,904,761.90	\$800,000	42%
Police	\$2,196,233	\$416,077	18.9%	20.0%	\$2,196,233	\$439,246.60	20%
Police Pension	N/A	N/A	N/A	0.0%	\$0	\$0	0%
SCL (City Light)	\$36,806,800	\$4,045,050	11.0%		\$35,555,555.56	\$3,200,000	9.0%
SDOT (Seattle Department of Transportation)	\$47,194,659	\$5,637,003	11.9%	12.0%	\$47,194,659	\$7,079,198.85	15%
Seattle Center	\$414,133	\$166,027	40.1%	20.0%	\$414,133	\$62,119.95	15%
SPU (Seattle Public Utilities)	\$30,764,349	\$3,857,739	12.5%	8.0%	\$28,000,000	\$2,800,000	10%
Sustainability and Environment	\$1,195,116	\$59,195	5.0%	16.0%	\$1,000,000	\$80,000	8%
Waterfront					\$5,628,000	\$0	0.0%
City Aggregated Total	\$157,958,694	\$24,051,659	15.2%	13.7%	\$152,320,682	\$21,449,499	14.1%

Purchasing
Prepared by FAS/CPCS 2016

<i>Purchasing</i>	Actual 2015 Overall Spend	Actual 2015 WMBE Spend	Actual 2015 WMBE Percent	Predicted 2015 Goal	Predicted 2016 Overall Spend (Default is Actual 2015 Spend)	2016 Predicted WMBE Spend (Default is Actual WMBE Spend)	2016 Predicted WMBE Goal
Arts & Cultural Affairs	\$143,612	\$30,044	20.9%	23.0%	\$143,612	\$28,722.40	20%
Budget Office	\$72,068	\$36,800	51.1%	See Mayor's Office	\$72,068	\$36,034	50%
City Auditor	\$2,335	\$500	21.4%		10.0%	\$1,500	\$150
Civil Rights	\$383,847	\$265,871	69.3%	50.0%	\$350,000	\$175,000	50%
Civil Service Commission	\$11,332	\$2,151	19.0%	75.0%	\$11,332	\$8,499	75%
Community Police Commission	\$25,489	\$17,468	68.5%	75.0%	\$25,489	\$19,116.75	75%
Department of Education and Early Learning	\$1,441,381	\$728,841	50.6%	35.0%	\$1,500,000	\$600,000	40%
Department of Information Technology	\$33,315,330	\$4,813,752	14.4%	2.5%	\$23,000,000	\$3,680,000	16%
Economic Development	\$232,317	\$30,981	13.3%	20.0%	\$200,000	\$40,000	20%
Employee Retirement	\$1,900,292	\$49,424	2.6%	30.0%	\$84,956.67	\$25,487	30%
Ethics and Elections	\$11,003	\$1,280	11.6%	20.0%	\$600	\$120	20%
FAS (Department of Finance and Administrative Services)	\$68,696,942	\$9,308,638	13.6%	14.0%	\$63,400,000	\$8,000,000	13%
Fire Department	\$5,695,636	\$1,037,229	18.2%	10.5%	\$5,695,636	\$683,476.32	12%
Fire Pension	\$83,935	\$21,311	25.4%	0.0%	-	-	N/A
Hearing Examiner	\$30,505	\$20,315	66.6%	0.0%	\$30,505	\$0	0%
Housing	\$85,380	\$53,404	62.5%	30.0%	\$85,380	\$34,152	40%
Human Services	\$3,120,297	\$1,040,163	33.3%	38.0%	\$4,000,000	\$2,000,000	50%
Immigrant and Refugee Affairs	\$35,463	\$19,787	55.8%	90.0%	\$15,750	\$12,600	80%
Intergovernmental Relations	\$3,480	\$3,061	88.0%	30.0%	\$20,000	\$6,000	30%
Law	\$588,268	\$408,252	69.4%	25.0%	\$400,000	\$125,000	31%
Legislative	\$146,005	\$13,019	8.9%	10.0%	\$166,666.67	\$20,000	12%
Library	\$7,927,989	\$1,476,522	18.6%	14.0%	\$8,000,000	\$1,600,000	20%
Mayor's Office and Office of Policy and Innovation	\$97,205	\$40,275	41.4%	25.0%	\$97,205	\$29,161.50	30%
Municipal Court	\$1,700,834	\$426,960	25.1%	20.0%	\$1,700,834	\$340,166.80	20%
Neighborhoods	\$150,306	\$48,848	32.5%	51.0%	\$49,000	\$19,600	40%
Parks	\$10,397,503	\$2,247,829	21.6%	16.0%	\$10,397,503	\$1,871,550.54	18%
Personnel (Human Resources)	\$827,323	\$198,192	24.0%	50.0%	\$827,323	\$165,464.60	20%
Seattle Dept of Construction and Inspections (SDCI) and Office of Planning and Community Development (OPCD)	\$1,590,617	\$411,147	25.8%	25.0%	\$1,538,461.54	\$400,000	26%
Police	\$14,967,445	\$3,528,093	23.6%	18.0%	\$14,967,445	\$3,741,861.25	25%
Police Pension	\$4,293	\$0	0.0%	0.0%	-	\$0	0%
SCL (City Light)	\$126,257,535	\$13,738,811	10.9%		\$118,181,818.18	\$13,000,000	11%
SDOT (Seattle Department of Transportation)	\$31,473,654	\$2,682,894	8.5%	10.0%	\$31,473,654	\$3,147,365.40	10%
Seattle Center	\$5,280,633	\$651,801	12.3%	21.0%	\$5,280,633	\$950,513.94	18%
SPU (Seattle Public Utilities)	\$51,293,490	\$6,304,562	12.3%	17.0%	\$35,000,000	\$4,200,000	12%
Sustainability and Environment	\$85,615	\$31,210	36.5%	45.0%	\$82,075.47	\$43,500	53%
Waterfront	\$23,698	\$3,284	13.9%	N/A	\$30,000	\$4,200	14.0%
City Aggregated Total	\$368,103,057	\$49,692,719	13.5%	13.2%	\$326,829,448	\$45,007,742	13.8%

Office of Arts and Culture
WMBE Report for 2015
And
2016 WMBE Plan

Department Representative

Sheila Moss (Accounting Tech) is ARTS representative for managing and reporting the department WMBE efforts.

Introduction

Mission for Seattle's Office of Arts and Culture (ARTS): To promote the value of arts and culture in the communities throughout Seattle, promote Seattle as a cultural destination and invest in Seattle's arts and cultural sector to ensure the city has a wide range of high quality programs, exhibits and public art.

Grants: In 2014, the Office of Arts & Culture reached a milestone of providing more than \$50 million in grants to Seattle's cultural organizations and artists over the past forty plus years.

Public Art: The Office also funds permanent and temporary public art projects (funded through the percent for art ordinance) and presents a variety of arts and cultural activations in partnership with other organizations and agencies. Currently, there are about 400 permanently sited artworks, and over 3,000 portable works of art in the collection.

The core work of the Office of Arts & Culture is to contract with individual artists, neighborhood groups and other non-profits, so there are a very limited number of expenses that are appropriate to count towards our WMBE goals.

2015 WMBE Use and Efforts:

Expectations and Education on WMBE Participation

- Sheila Moss will provide regular updates and reminders to staff regarding WMBE goals and opportunities for participation in contracting and vendor selection for goods and services.
- The Finance Manager and accounting staff review department purchases of goods and services to identify potentially missed opportunities and educate staff.

Efforts in Outreach:

The most extensive use of funds in ARTS is for the purpose of providing 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. When appropriate, our staff refer vendors to the City's website to register as WMBE-eligible. However, because the dollars paid through grant funding opportunities and public artwork commissions are often not eligible as WMBE participants, our extensive work to reach out to minority and underserved populations is not captured through WMBE reports.

Utilization and Exceptions:

The department’s discretionary purchase of goods and basic services is somewhat limited. ARTS uses City Blanket Contracts for the lease of office equipment (copier) and to purchase office supplies, IT equipment/software, and other supplies/services for public events and all-day selection panels. These costs make up most of the office’s small discretionary operating expenditures. The Finance Manager and administrative staff identify other blanket contracts available (e.g., printing services) to help ARTS’ staff make proactive and informed choices on vendor selection. The major portion of our direct voucher purchases are for materials for maintenance of permanently-sited works of art. These art supplies are specialized and not generally available through any known WMBE vendor.

Table (1) shows expenditures and percentages for our department as shown on the Summit report for years 2014 and 2015.

2015 Performance Summary						
Procurement Type	2014 Performance			2015 Performance		
	Total	WMBE	% WMBE	Total	WMBE	% WMBE
Consultant Contract	\$176,222	\$36,450	20.68%	\$121,039	\$21,540	17.80%
Consultant Total	\$176,222		20.68%	\$121,039	\$21,540	17.80%
Blanket Contract	\$61,065	\$21,461	35.15%	\$101,333	\$19,625	19.37%
Direct Voucher	\$62,598	\$6,877	10.99%	\$42,280	\$10,419	24.64%
Purchasing Total	\$123,663	\$28,338	22.92%	\$143,613	\$30,044	20.92%
Grand Total	\$299,886	\$64,788	21.60%	\$264,652	\$51,584	19.49%

Table (2) below shows ART’s consultant and purchasing expenditures over the past six (6) years.

Six Year Summary						
YEAR	Consulting			Purchasing		
	TOTAL	% WMBE	WMBE \$	TOTAL	% WMBE	WMBE \$
2015	\$121,039	17.80%	\$21,540	\$143,613	20.92%	\$30,044
2014	\$176,222	20.68%	\$36,450	\$123,663	22.92%	\$28,338
2013	\$226,605	6.71%	\$15,200	\$120,091	29.06%	\$34,897
2012	\$100,431	.00%	\$0.00	\$67,525	22.75%	\$15,361
2011	\$23,000	.00%	\$0.00	\$62,781	20.72%	\$13,008
2010	\$74,728	.00%	\$0.00	\$76,529	7.84%	\$6,002

2015 Goals and Performance:

It is often the case that the department may not have more than one or two consultant contracts per year that can be considered for WMBE opportunities, so no percentage goal for WMBE is set for the Office of Arts and Culture. In 2015, ARTS was successful in achieving almost 18% in consulting expenditures and about 21% in purchasing. 2015 and 2014 marked an unusually high level of expenditure for consultant contracting for the Office, which is unlikely to occur on an annual basis. The high percentage in the recent years can be primarily attributed to consultant work (with a WMBE

consultant) which began in 2014 to help facilitate the transition of programming activities from City staff at Langston Hughes to a non-profit organization. With that work winding up, consultant contracting through this Office will likely return to a normal level, lowering our opportunities for WMBE use, and all consulting generally. Additionally, almost all our supply and leased equipment purchases are done through Blanket contracts, so this is also unlikely to increase future WMBE participation.

2016 Plan/Goals:

The department will continue to provide information, training, and reminders to staff regarding WMBE usage. We hope this will help staff identify any missed opportunities for WMBE participation, both in contracting and direct voucher purchases. However, since it is often the case that the department may not have more than one or two consultant contracts per year that can be considered for WMBE opportunities, and most other purchases are done through Blanket contracts, it is unlikely that we can promise a higher percentage use in future, but will work towards maintaining our percentages of WMBE to the greatest extent possible.

Consultant Prompt Pay Strategies

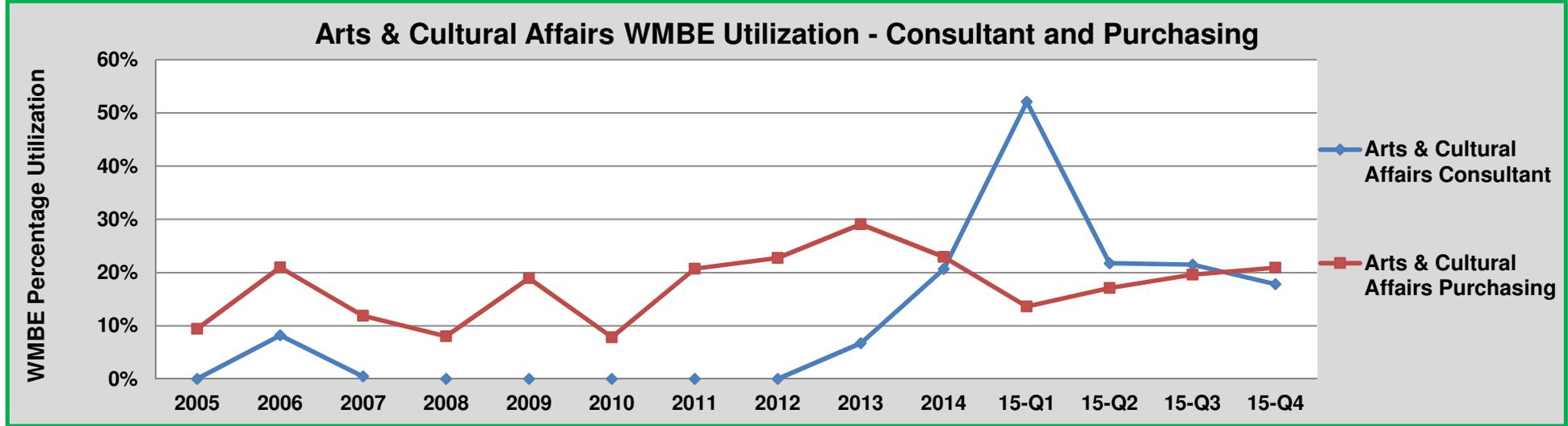
We have been very successful in paying all invoices (consultant and otherwise) in less than 10 days. The exception occurs when a vendor is new, and the process to approve the new vendor is slow through Vendor Relations. If the problem in FAS Vendor Relations can be resolved, we would have almost no exceptions to payments happening in less than 2 weeks.

Arts & Cultural Affairs						
	Consultant			Purchasing		
Year	Total	Percent	WMBE	Total	Percent	WMBE
2005	\$ 30,339	0%	\$ -	\$ 125,895	9%	\$ 11,847
2006	\$ 60,872	8%	\$ 5,000	\$ 102,429	21%	\$ 21,478
2007	\$ 183,977	0%	\$ 875	\$ 200,366	12%	\$ 23,826
2008	\$ 216,633	0%	\$ -	\$ 319,311	8%	\$ 25,602
2009	\$ 100,319	0%	\$ -	\$ 118,889	19%	\$ 22,515
2010	\$ 74,728	0%	\$ -	\$ 76,529	8%	\$ 6,002
2011	\$ 23,000	0%	\$ -	\$ 62,781	21%	\$ 13,008
2012	\$ 100,431	0%	\$ -	\$ 67,525	23%	\$ 15,361
2013	\$ 226,605	7%	\$ 15,200	\$ 120,091	29%	\$ 34,897
2014	\$ 176,222	21%	\$ 36,450	\$ 123,663	23%	\$ 28,338
15-Q1	\$ 26,100	52%	\$ 13,600	\$ 35,651	14%	\$ 4,849
15-Q2	\$ 92,168	22%	\$ 20,040	\$ 97,837	17%	\$ 16,717
15-Q3	\$ 100,191	21%	\$ 21,540	\$ 121,484	20%	\$ 23,819
15-Q4	\$ 121,039	18%	\$ 21,540	\$ 143,613	21%	\$ 30,044

2015 GOALS:

Purchasing = 23%

Consultant = 21%



1) 2015 year to date spend through 12/31/2015
 2) Produced by CPCS/FAS on 1/15/2016
 3) Source: Standard Summit Reports



City of Seattle
Office of City Auditor

Date: February 12, 2016

To: Kelsey Beck

From: David G. Jones

RE: 2016 WMBE Report

Introduction

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.

Department Representative

Rhonda Lyon, Office Manager

2016 Goals

Purchasing Goal: Our purchasing goal is 10% of \$1,500, equaling \$150. 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, nearly all 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: Our consultant goal is 3% of \$109,500, equaling \$3,285. 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 vast majority of consultant expenditures. The bulk of our current consulting budget is being spent through a contract with the University of Washington, which is not a WMBE vendor.

Outreach Events

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

Consultant Prompt Pay

Our prompt pay goal for 2016 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.

David G. Jones, City Auditor
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Seattle, Washington 98124-4729

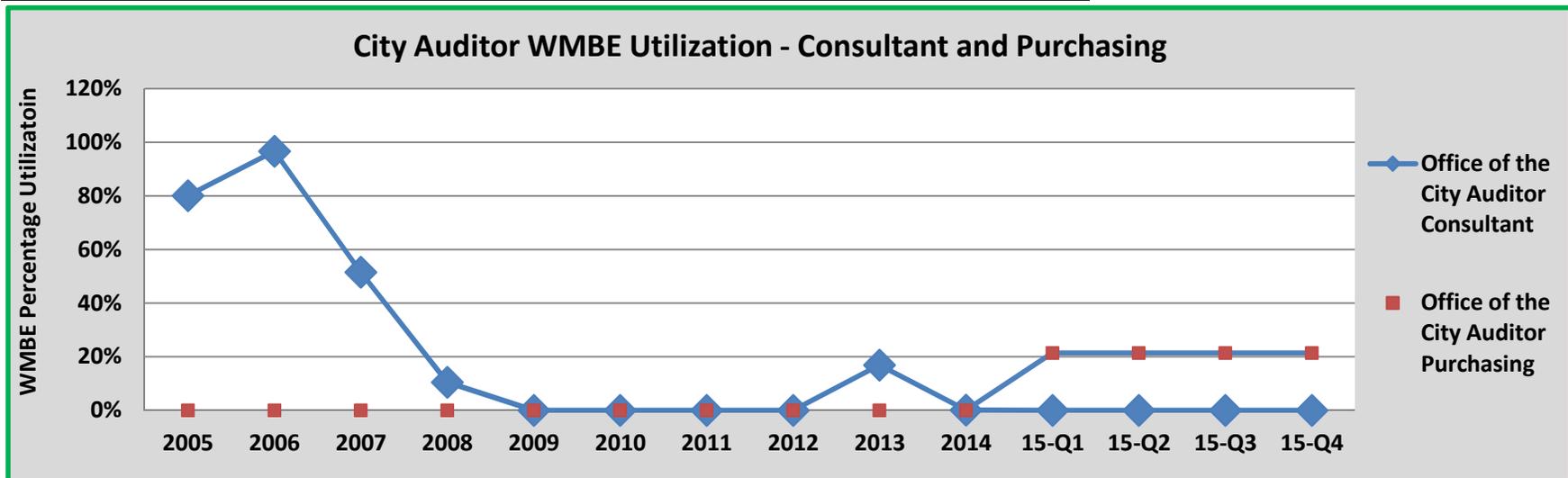
(206) 233-1095
davidg.jones@seattle.gov
<http://www.seattle.gov/cityauditor>

Office of the City Auditor							
Year	Consultant			Purchasing			WMBE
	Total	Percent	WMBE	Total	Percent	WMBE	
2005	\$ 32,548	80%	\$ 26,085	\$ 8,056	0%	\$ -	
2006	\$ 29,280	97%	\$ 28,294	\$ 3,141	0%	\$ -	
2007	\$ 93,197	52%	\$ 48,034	\$ 4,671	0%	\$ -	
2008	\$ 35,270	11%	\$ 3,713	\$ 9,879	0%	\$ -	
2009	\$ 11,565	0%	\$ -	\$ 787	0%	\$ -	
2010	\$ 8,750	0%	\$ -	\$ -	0%	\$ -	
2011	\$ -	0%	\$ -	\$ 1,588	0%	\$ -	
2012	\$ 58,499	0%	\$ -	\$ 62	0%	\$ -	
2013	\$ 229,896	17%	\$ 38,900	\$ 2,860	0%	\$ -	
2014	\$ 369,261	0.1%	\$ 325	\$ 16	0%	\$ -	
15-Q1	\$ 31,700	0%	\$ -	\$ 2,335	21%	\$ 500	
15-Q2	\$ 140,191	0%	\$ -	\$ 2,335	21%	\$ 500	
15-Q3	\$ 282,192	0%	\$ -	\$ 2,335	21%	\$ 500	
15-Q4	\$ 333,036	0%	\$ -	\$ 2,335	21%	\$ 500	

2015 GOALS:

Purchasing = 10%

Consultant = 5%



- 1) 2015 year to date spend through 12/31/2015
- 2) Produced by CPCS/FAS on 1/15/2016
- 3) Source: Standard Summit Reports



**2016 Annual WMBE Plan
City Budget Office (CBO)**

1. Department Representative:

Mark Palermo, CBO WMBE Lead

2. 2016 Goals:

WMBE Utilization Goal for Purchasing and Contracting in 2016

2016 Department WMBE Target for Supplies: 50%

2014 Department WMBE Target for Professional Services: 50%

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 DoIT, who does the actual purchasing and maintenance. This represents approximately 20% 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. These costs will be reduced as CBO continues to move toward electronic production and distribution.
- CBO purchases 98%, or more of its supplies and small item purchases from Keeney's Office Supply, a WBE, and will continue to do so.

3. 2016 Project Specific Goals

We anticipate no special projects at present.

3. Outreach Events:

CBO does not currently have plans for additional contracts in 2016 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.

4. Plans and Strategies:

The City Budget Office does not anticipate additional contracts beyond those in place already or through central City departments. Should we need a consultant contract in the future, every effort will be made to seek out WMBE vendors or consultants.

All CBO staff participate in Race and Social Justice Initiative training.

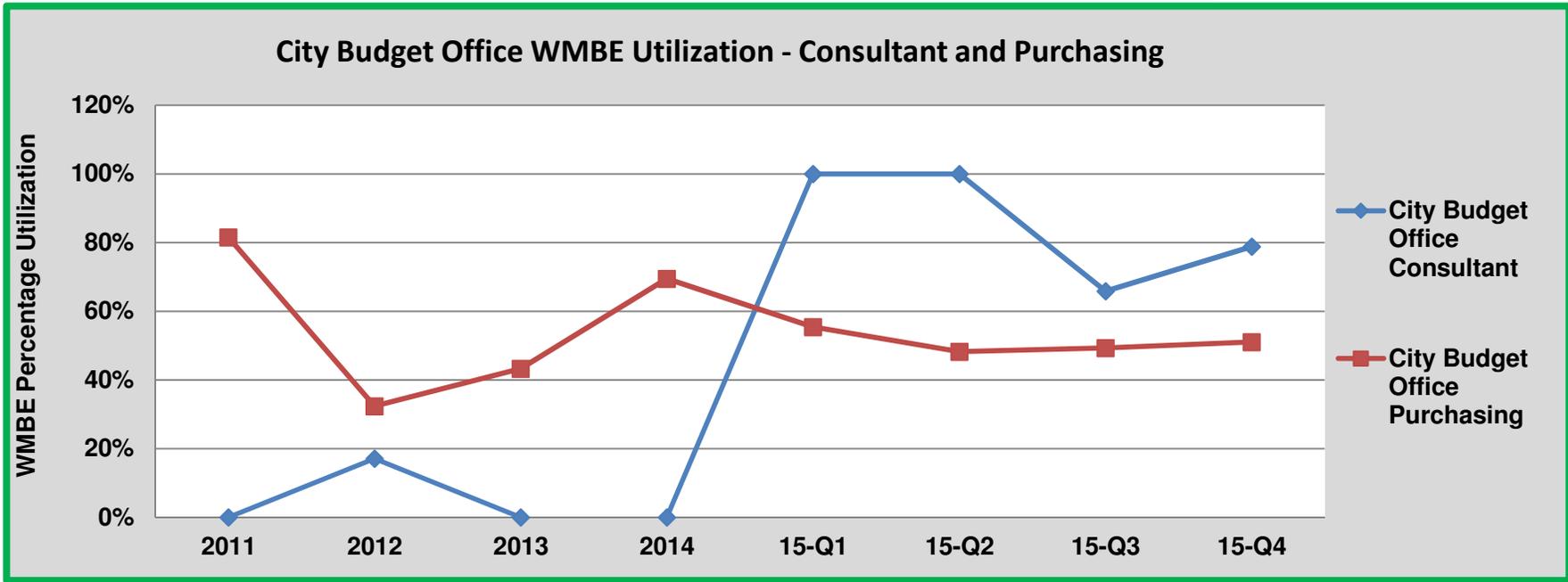
CBO directs departments to use a Race & Social Justice filter for budget decisions.

City Budget Office						
Year	Consultant			Purchasing		
	Total	Percent	WMBE	Total	Percent	WMBE
2011	\$ 643,228	0%	\$ -	\$ 20,368	82%	\$ 16,611
2012	\$ 357,090	17%	\$ 60,900	\$ 43,052	32%	\$ 13,945
2013	\$ 180,550	0%	\$ -	\$ 33,576	43%	\$ 14,530
2014	\$ 12,660	0%	\$ -	\$ 29,468	69%	\$ 20,466
15-Q1	\$ 32,121	100%	\$ 32,121	\$ 22,185	55%	\$ 12,287
15-Q2	\$ 32,121	100%	\$ 32,121	\$ 38,460	48%	\$ 18,559
15-Q3	\$ 58,534	66%	\$ 38,534	\$ 59,550	49%	\$ 29,346
15-Q4	\$ 146,280	79%	\$ 115,294	\$ 72,068	51%	\$ 36,801

2015 GOALS:

Purchasing = 25%

Consultant = 0%



- 1) 2015 year to date spend through 12/31/2015
- 2) Produced by CPCS/FAS on 1/15/2016
- 3) Source: Standard Summit Reports

SEATTLE OFFICE FOR CIVIL RIGHTS and OFFICE OF LABOR STANDARDS

IDT Contracting Equity

Brenda Anibarro, Latrice yBarra

WMBE Coordinator¹

Latrice yBarra

2016 TARGETS

CONSULTANTS²

25%* – \$100,000

PURCHASING

50.00% – \$175,000

PROMPT PAY

100%

ACTION PLAN

OUTREACH

Sponsor/Support:

- Annual Purchasing Trade Show.
- Membership with Greater Seattle Business Association.
- El Centro de la Raza Building the Beloved Community Event and other community events.

Utilize WMBE Vendors for:

- OCR’s major events, e.g. RSJI Summit and RSJI Speaker Series.
- Outreach events sponsored or co-sponsored by OCR, RSJI, OLS and the Commissions.
- Community training and presentations and/or tabling at events and festivals.
- Consultants for RSJI, Policy, OLS and Enforcement division training and events.
- Routine purchases such as office supplies, advertising, caterers, daycare, etc.

TRAINING

WMBE Training Objectives:

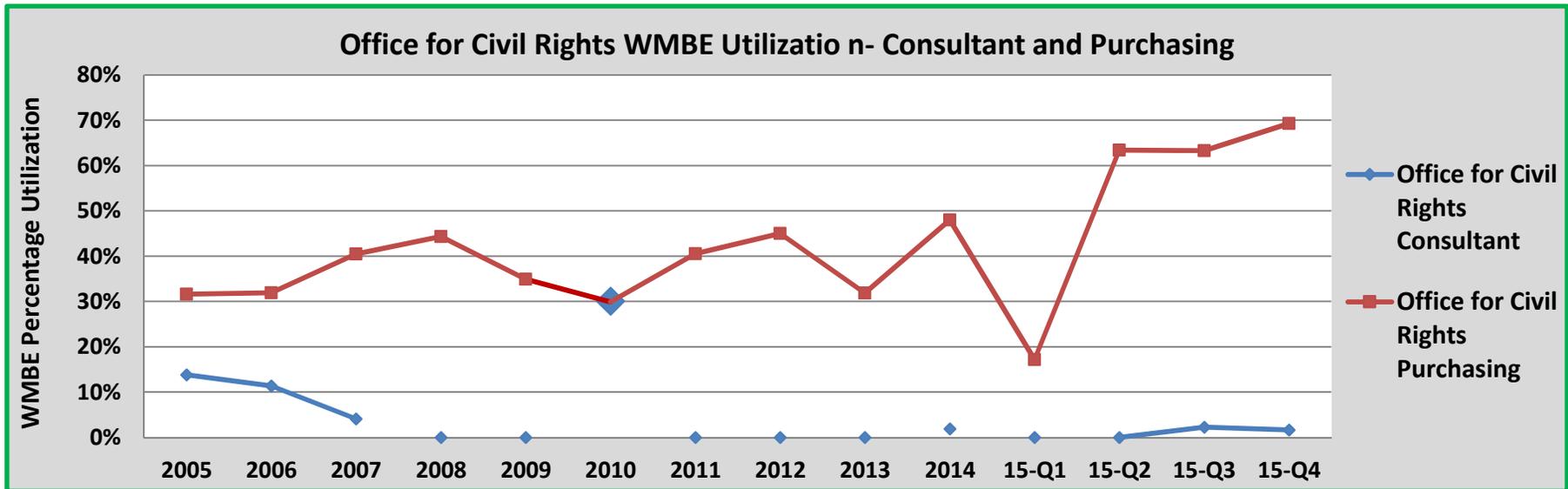
- Review WMBE definition and code definitions.
- Review and discuss the Executive Order.
- Review OCR WMBE goals and outreach plan and available WMBE resources.
- Update and distribute WMBE Quick Sheet which includes:
 - How to look-up vendors and use the Blanket Vendor Contract Search.
 - How to register as a WMBE Vendor.
 - How to make referrals to contracting and vendor roster page.
 - How to view WMBE Utilization Reports.
 - How to process consultant contracts.

¹**WMBE Coordinator** – Our coordinator will work with vendors as appropriate to register as WMBE Vendors and directly with staff responsible for making purchases and negotiating consultant contracts to ensure they seek out WMBE vendors.

²**Consultant Contracts** - Due to our lines of business, our contracts are typically with non-profit agencies and are not tracked as WMBE vendors. However, these organizations’ principals and staff are usually people of color who serve communities of color and/or immigrant and refugee communities.

Office for Civil Rights						
Year	Consultant			Purchasing		
	Total	Percent	WMBE	Total	Percent	WMBE
2005	\$ 72,499	14%	\$ 10,000	\$ 122,188	32%	\$ 38,587
2006	\$ 107,635	11%	\$ 12,200	\$ 72,987	32%	\$ 23,279
2007	\$ 88,473	4%	\$ 3,600	\$ 107,346	40%	\$ 43,465
2008	\$ 4,318	0%	\$ -	\$ 157,213	44%	\$ 69,653
2009	\$ 14,150	0%	\$ -	\$ 110,141	35%	\$ 38,431
2010	\$ 14,295	30%	\$ 4,295	\$ 95,175	30%	\$ 28,464
2011	\$ 72,000	0%	\$ -	\$ 54,914	41%	\$ 22,264
2012	\$ 32,000	0%	\$ -	\$ 97,752	45%	\$ 43,997
2013	\$ 83,906	0%	\$ -	\$ 101,976	32%	\$ 32,478
2014	\$ 195,618	2%	\$ 3,675	\$ 87,626	48%	\$ 42,057
15-Q1	\$ 2,759	0%	\$ -	\$ 31,493	17%	\$ 5,418
15-Q2	\$ 42,704	0%	\$ -	\$ 125,747	63%	\$ 79,713
15-Q3	\$ 82,300	2%	\$ 1,850	\$ 206,252	63%	\$ 130,514
15-Q4	\$ 202,280	2%	\$ 3,350	\$ 383,848	69%	\$ 265,872

2015 GOALS:
Purchasing = 50%
Consultant = 5%



- 1) 2015 year to date spend through 12/31/2015
- 2) Produced by CPCS/FAS on 1/15/2016
- 3) Source: Standard Summit Reports

Seattle Civil Service Commissions WMBE Outreach Plan

Department Representative

Jennifer Greenlee, Executive Director
Civil Service Commissions
Mail Stop: SMT-16-01
700 Fifth Avenue, Suite 1670
PO Box 94729 Seattle, WA 98124-4729
Desk 206-233-7118
Fax 206-684-0755
Jennifer.Greenlee@Seattle.gov

Department's Operation

The Civil Service Commissions (CIV) is the administrative entity serving both the Civil Service Commission and the Public Safety Civil Service Commission, quasi-judicial bodies charged with providing fair and impartial hearings of alleged violations of the City's personnel rules and disciplinary appeals. Each Commission is governed by a separate three-member board, with one member appointed by the Mayor, one appointed by the City Council, and one elected by and representing covered employees. The term of each Commissioner is three years.

The **Civil Service Commission (CSC)** provides fair and impartial hearings of alleged violations of the City's personnel rules. Employees may file appeals with the CSC regarding all final disciplinary actions and alleged violations of the Personnel Ordinance, as well as related rules and policies. The CSC may issue orders to remedy violations and may also make recommendations to the Mayor and City Council regarding the administration of the personnel system. In addition, the CSC investigates allegations of political patronage to ensure the City's hiring practices are established and carried out in accordance with the merit principles set forth in the City Charter. The CSC conducts public hearings on personnel related issues and may propose changes to Personnel rules, policies, and laws to the Mayor and City Council.

The mission and purpose of the **Public Safety Civil Service Commission (PSCSC)** is to implement, administer, and direct a civil service system for sworn personnel of the Seattle Police Department and uniformed personnel of the Seattle Fire Department. The PSCSC provides sworn police and uniformed fire employees with a quasi-judicial process for hearings on appeals concerning disciplinary actions, examination and testing, and other related issues.

Nature of Department's Purchasing Habits

The Commission has a limited budget, thus limited purchasing power, with annual expenditures for purchasing and for consulting that are each under \$50,000. Over seventy percent (70%) of the Department's budget is allocated toward personnel expenses including salaries and benefits and over twenty percent (20%) to interfund costs such as facilities and information technology. The remaining five to 10 percent (5-10%) is designated for other purchases and charges, primarily general office supplies, equipment rental, and training, which includes annual participation in the statewide Civil Service Conference. The Commission looks to WMBE contractors and vendors as the primary source for office supplies and services and uses WMBE contractors whenever possible.

The Department has no on-going contracts for services or training. Contracted services include the occasional use of a court reporter or transcription services. The Department also hires pro-tem Hearing Examiners to hear employee appeals and strives to meet the City's WMBE outreach goals in this area; however, these individuals are not contracted, but are processed through the City's personnel system as intermittent temporary employees. This is the Department's primary opportunity to assist in the effort to use WMBE contractors.

Goals

The Department makes an effort to use WMBE contractors for all purchases of supplies and services. The goal is to have 75% of these funds go to WMBE contractors.

The Department's four Hearing Examiners include two persons of color and two females. Although these individuals are not reflected in the Commission's contracting or service budgets, they represent a significant portion of the total budget and indirectly represent the Department's primary use of "outside vendors or contractors".

As a small department, this is a permanent evergreen WMBE plan that will be updated if purchasing opportunities change in the future.

March 4, 2015

Seattle Community Police Commission WMBE Outreach Plan

Department Representative

Fé Lopez, Executive Director
Community Police Commission
Mail Stop: CH-06-01
600 4th Avenue, 6th Floor
P.O. Box 94765
Seattle, WA 98124-7065
Desk 206-684-5175
Fax 206-6845360
Fe.Lopez@seattle.gov

Department Overview

The Seattle Community Police Commission (CPC) was established following the City of Seattle's agreement with the U.S. Department of Justice to implement reforms within the Seattle Police Department to ensure Constitutional policing. The CPC's charge is to ensure community perspectives are part of the reform process. Its 15 members are representative of many Seattle communities, but the CPC also is responsible for reaching out and engaging the city's diverse communities directly about police policies and practices, and the reform efforts. The CPC gives community members, including police officers, a voice and stake in the reform process and works to build trust and strengthen community-police relations.

Nature of the Department's Purchasing Habits

Last year, the CPC spent the following:

Professional/Technical Services: 46% (\$400,000)
Office Supplies: less than 1% (\$10,000)

The CPC has a history of contracting with WMBE companies and consultants. The CPC primarily contracts for community engagement, project management, and policy development services. Roughly 95% of the CPC's professional/technical services and office supplies budget was spent on WMBE contractors and businesses.

Goals

By virtue of the Community Police Commission's charge, it will continue to contract with WMBE contractors. Although the CPC's budget has been reduced this year, the goal for 2015 will be to maintain its practice of spending at least 75% or more of its professional/technical services and office supplies budget with WMBE contractors and businesses.

2015 Budget

Professional/Technical Services: \$303,981

- WMBE Goal: \$227,985.75

Office Supplies: \$10,000

- WMBE Goal: \$7,500

Department of Education and Early Learning 2016 WMBE PLAN and GOALS

Policy Statements:

Executive Order 2012-05 requires City of Seattle departments to increase contracting with, and purchasing from, women and minority-owned businesses (WMBEs) by expanding outreach efforts, creating opportunities, and establishing direct accountability. SMC 20.42.60 further establishes this responsibility and requires each department to submit an annual work plan.

Executive Order 2014-3 requires departments to pursue new initiatives enforcing the utilization of women and minority businesses.

Department Representative: Donnie Grabowski, DEEL Finance Director (233-2603)

Department Overview:

The Department of Education and Early Learning (DEEL), established in 2015, administers programs funded by the Families and Education Levy, Seattle Preschool Program, the State of Washington’s Early Childhood Education and Assistance Program (ECEAP), and the General Fund. The majority of DEEL funds are contracted out. DEEL is proud to report that we exceeded our 2015 goals (see table below), and is proactive about hiring WMBE vendors when possible.

2016 DEEL WMBE Goals

	2015		2016	2016 Estimated Total Expenditures	2016 Estimated WMBE Expenditures
	Target	Actuals	Target		
Consultant	50%	68%	60%	\$1.3 million	\$780,000
Purchasing	35%	51%	40%	\$1.5 million	\$600,000
Prompt Pay	N/A	N/A	85%	N/A	N/A

Note regarding 2016 Estimated Total and WMBE Expenditures: actual amounts may be different from what is presented above, given that 1) DEEL is still a new department with Families and Education Levy and Seattle Preschool Program Levy expenditures continuing to ramp up, and 2) the Seattle Youth Violence Prevention Initiative (SYVPI) transferred to the Human Services Department in 2016.

DEEL proposes to increase the Consultant target by 10% (from 50% to 60%) and the Purchasing target by 5% (from 35% to 40%). DEEL is establishing a 2016 Consultant Prompt Pay goal of 85%. We believe we may already be exceeding this goal, but want to set a conservative initial baseline goal. DEEL will discuss this prompt pay goal with our contracting and program staff to ensure that vendors are paid within a 30-day time period.

2015 DEEL Performance Summary

Procurement Type	Total Expenditure	WMBE	% WMBE
Consultant Contract	\$313,198	\$185,676	59%
Consultant Roster	\$923,991	\$657,685	71%
Consultant Total	\$1,237,189	\$843,361	68%
Blanket Contract	\$212,694	\$127,479	60%
Direct Voucher	\$131,798	\$34,300	26%
Purchase Contract	\$1,096,890	\$567,063	52%
Purchasing Total	\$1,441,382	\$728,842	51%

Notes regarding 2015 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. As an example, in 2015 DEEL selected a consultant through a competitive process to evaluate the Seattle Preschool Program. Because this is not a WMBE firm, and payments are higher than for other vendors, it has decreased the % WMBE utilization in the Consultant Contract category.
- In mid-year 2015, DEEL solicited our existing Child Care Assistance Program (CCAP) vendors to add them to the City Online Business Directory so that we could include their WMBE status in City reporting. This resulted in an increase in % WMBE in the Purchase Contract category. In 2016, as part of the annual renewal process, DEEL is continuing to ask (CCAP) vendors if they are willing to be added to the City Online Business Directory.
- In 2015, DEEL made more computer purchases than usual to get the new department established. Several computer related payments were made to non-WMBE vendors, affecting the Blanket Contract category.

Outreach Events:

To the extent possible, DEEL will participate in outreach events with WMBE community associations, vendors and industry organizations, including:

- Attending the annual purchasing trade show.
- Attending various no-cost or low-cost WMBE outreach events like 'How to Do Business with City of Seattle' where vendors come to learn how to bid for City goods and services.
- Attending Meet & Greet events sponsored by City Purchasing like the City of Seattle Tabor 100 Meet and Greet.

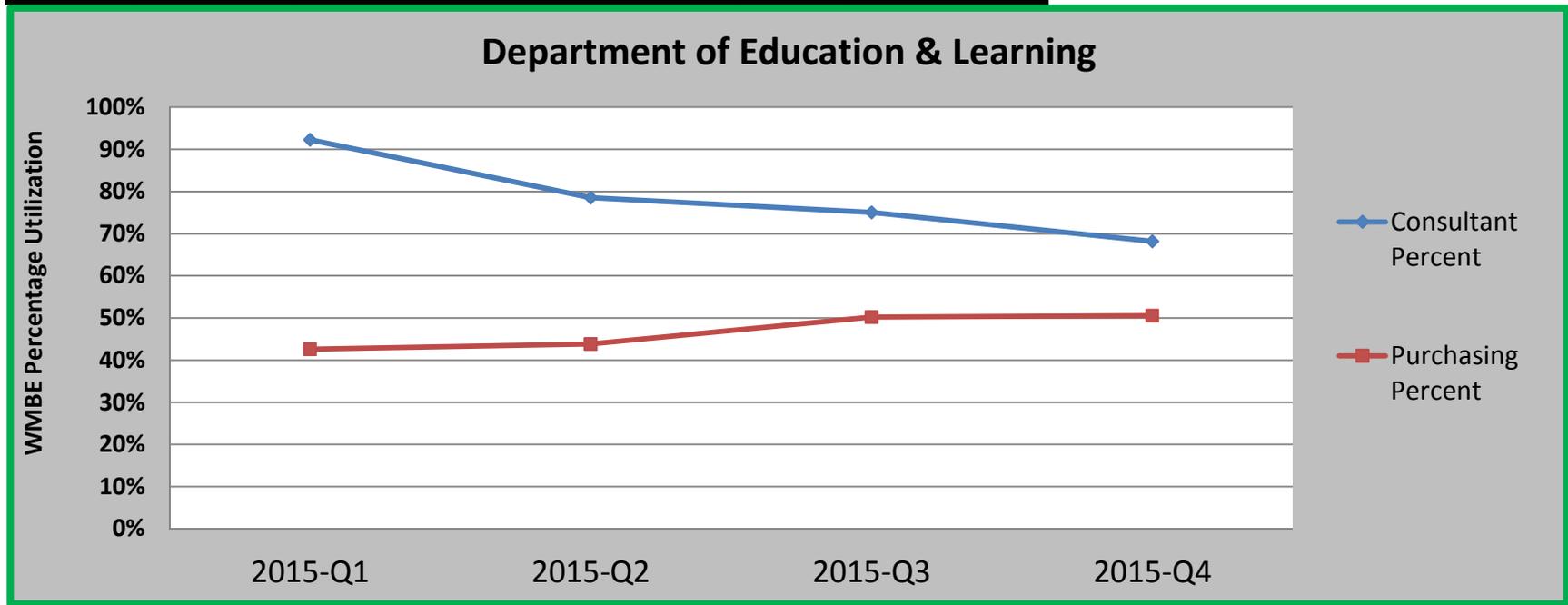
Additional Strategies:

DEEL plans to continue doing the following to achieve our annual WMBE targets:

- Promote WMBE goals at DEEL staff and program meetings.
- 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.
- Analyze quarterly WMBE reports for any missed opportunities for WMBE usage, or for purchasing and contracting categories that are failing.
- Identify vendors who qualify as WMBEs but have not registered with the City, encourage them to register, and provide 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.

Department of Education & Learning						
	Consultant			Purchasing		
Year	Total	Percent	WMBE	Total	Percent	WMBE
2015-Q1	\$ 177,829	92%	\$ 164,076	\$ 241,675	43%	\$ 102,870
2015-Q2	\$ 425,226	79%	\$ 333,891	\$ 642,631	44%	\$ 281,744
2015-Q3	\$ 711,138	75%	\$ 533,718	\$ 1,070,467	50%	\$ 537,606
2015-Q4	\$ 1,237,189	68%	\$ 843,362	\$ 1,441,382	51%	\$ 728,842

2015 GOALS:
Purchasing = 35%
Consultant = 50%



- 1) 2015 year to date spend through 12/31/2015
- 2) Produced by CPCS/FAS on 1/15/2016
- 3) Source: Standard Summit Reports

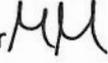


City of Seattle Department of Information Technology
Michael Mattmiller, Director and Chief Technology Officer

Date: February 8, 2016

To: Nancy Lock, Director, City Purchasing and Contracting Services
And
Javier Valdez, Special Assistant on WMBE Programs, Mayor's Office

Via: Kelsey Beck, City Purchasing and Contracting Services

From: Michael Mattmiller, Chief Technology Officer 

Subject: DoIT 2016 WMBE Plan and Goals

This memorandum responds to the information requested your memorandum of December 15, 2015. If you have any questions, please contact me directly at 206-233-7937 or Ann Kelson, IT Contracting Manager at 206-684-0539

1. **Department Representative:** On page 1 of your plan, name your department WMBE representative who will manage your department WMBE initiatives.

Departmental Representative for 2016

Ann Kelson, IT Contracting Manager

2. **2016 Goals:** On page 1 of your plan, *prominently* state your department's:
 - Purchasing goal, both in percentage and in dollars the percentage represents.
 - Consultant (prime) goal, both in percentage and in dollars the percentage represents.

2016 Goal for Purchase Contracts	16%	~\$3,680,000
2016 Goal for Consultant Contracts	17%	~\$1,122,000

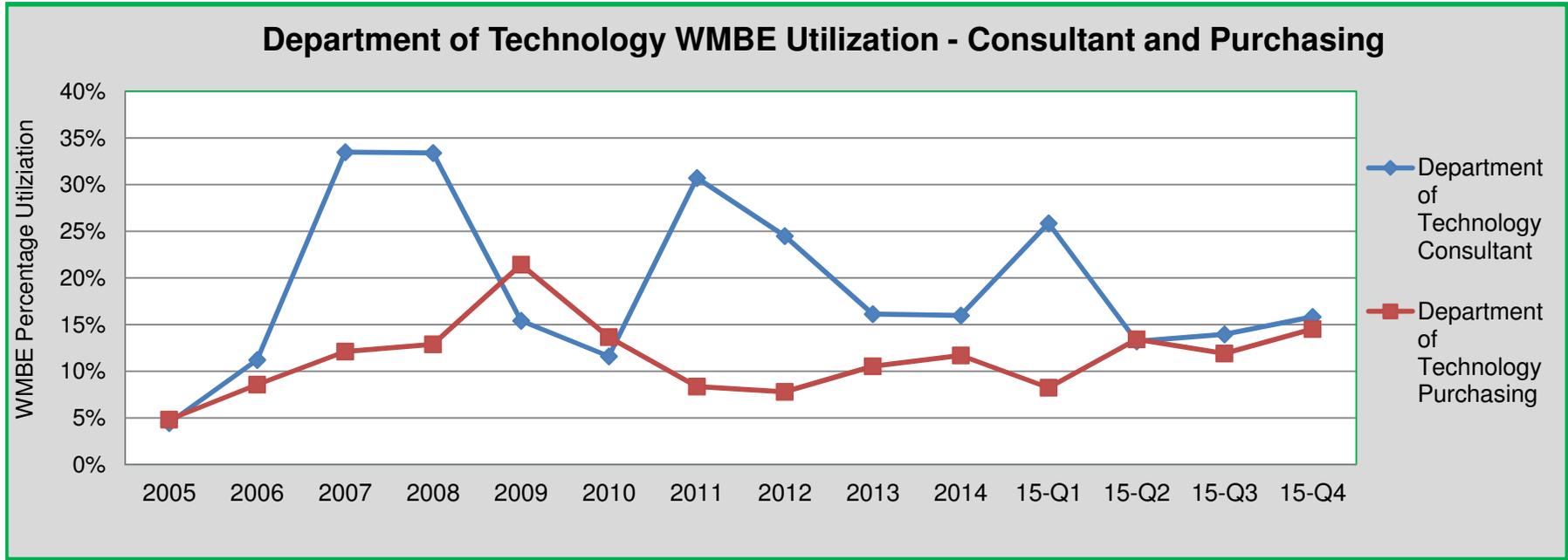
have invoice approval and/or routing responsibilities. Although the long-term goal is to achieve 100 percent, the roadblock to the goal has been invoices that are dated more than two weeks prior to receipt and invoices that are undated. The City's new policy to record date of receipt instead of date of invoice will increase the department's ability to achieve 100% prompt pay for consultants.

Department of Technology						
Year	Consultant			Purchasing		
	Total	Percent	WMBE	Total	Percent	WMBE
2005	\$ 1,852,008	4%	\$ 82,656	\$ 13,176,952	5%	\$ 634,578
2006	\$ 1,466,831	11%	\$ 164,608	\$ 15,519,048	9%	\$ 1,330,914
2007	\$ 1,168,823	33%	\$ 391,287	\$ 16,116,201	12%	\$ 1,951,790
2008	\$ 1,220,188	33%	\$ 407,419	\$ 19,372,383	13%	\$ 2,498,359
2009	\$ 2,384,373	15%	\$ 367,541	\$ 25,598,134	21%	\$ 5,481,170
2010	\$ 2,171,824	12%	\$ 251,700	\$ 15,999,841	14%	\$ 2,186,016
2011	\$ 546,476	31%	\$ 167,809	\$ 14,195,861	8%	\$ 1,187,903
2012	\$ 617,353	24%	\$ 151,092	\$ 12,856,361	8%	\$ 1,002,819
2013	\$ 2,445,670	16%	\$ 394,563	\$ 16,447,673	11%	\$ 1,734,211
2014	\$ 3,182,161	16%	\$ 507,949	\$ 16,071,919	12%	\$ 1,881,510
15-Q1	\$ 1,149,414	26%	\$ 297,277	\$ 7,965,749	8%	\$ 656,421
15-Q2	\$ 3,789,782	13%	\$ 500,688	\$ 17,086,927	13%	\$ 2,292,775
15-Q3	\$ 4,886,358	14%	\$ 681,221	\$ 21,433,767	12%	\$ 2,553,521
15-Q4	\$ 6,642,980	16%	\$ 1,051,998	\$ 33,165,515	15%	\$ 4,813,752

2015 GOALS:

Purchasing = 2.5%

Consultant = 8.3%



- 1) 2015 year to date spend through 12/31/2015
- 2) Produced by CPCS/FAS on 1/15/2016
- 3) Source: Standard Summit Reports

Office of Economic Development 2016 WMBE ANNUAL PLAN

DEPARTMENT WMBE REPRESENTATIVE STAFF:
Amanda Allen, Finance & Operations Manager

2016 VOLUNTARY TARGETS FOR OED

PURCHASING VOLUNTARY TARGET: 20.00% (of \$200,000 budget)
CONSULTANT VOLUNTARY TARGETS: 20.00% (of \$200,000 budget)

2015 WMBE Vendor Utilization

OED's overall total spending with WMBE contractors in 2015 was 37.55% or approximately \$189,400. *Note: This total percentage was adjusted over Summit's published 26.33% to reflect the fact that some OED WMBE vendors were either not registered at the time of billing, or registered after their consulting work was fully billed.*

In 2015, OED achieved 57.9%* usage of WMBE consultants of our total \$272,000 in Consultant Contract expenditures. (*Adjusted over the published 37.43% to include expenditures made with MWBE vendor: Michelle Huynh, WBE vendors: Anne Keeney, Klara Glosova, Organizational Research Services, and Advisarts). In 2015 OED spent \$232,000 with purchase vendors, of that total 13.77% was spent with WMBE vendors. While OED did well using WMBE Blanket and Direct Voucher vendors, 26.96% and 41.28% respectively, we had a major Purchase Contract with a glass installation company of \$87,500 and total use of four purchase vendors, none of whom were WMBEs. This lowered our overall percentage use with WMBEs on Purchase expenditures.

OED has found that encouraging staff to use WMBE vendors and familiarizing them with the City's online database has helped them identify and use these vendors. Within our business development contracts, including a WMBE outreach goal has helped to ensure that outreach takes place. Below is a summary of the strategies OED used in 2015 and will continue to use in 2016 to engage and strengthen business diversity.

Summary of 2015 Outreach and Engagement Strategies

Outreach Events: OED encouraged WMBE vendors to register and self-identify on the City's Online Business Directory through face to face business contacts, our tradeshow and community events, community forums and chamber events. In addition, OED staff continued our relationship as a member of Tabor 100 and worked through that organization to conduct outreach at an annual meeting, as well as conducted individual outreach to members. Related, OED staff participated in Tabor 100's new member orientations in 2015. Our Startup Advocate conducted office hours with 100 startups, 51% of which were women or minority-owned.

Plans and Strategies: Relatively speaking to the City on a whole, the Office of Economic Development (OED) has a small budget that can be spent with WMBE vendors as the majority of our funding for which we contract, over \$2.5 million, is awarded to nonprofit organizations. That said, we have demonstrated our success in encouraging WMBE utilization by OED staff for purchases via the Blanket Purchase Contracts, direct vouchers and consultant contracts. OED staff is regularly informed of WMBE goals and performance and are familiar with the City's Online Business Directory. Staff promote, through our community based programming, the registration of women and minority owned businesses, particularly immigrant and refugee entrepreneurs, within the database.

Additionally, part of OED's mission is to promote Seattle's business community, including that of WMBE companies. OED has various programs that help expand and nourish the local economy and provide a broad range of assistance for small- and medium-sized businesses, which includes WMBE business support. To that end, OED staff and contracted partners provided direct business development assistance to 452 WMBE and immigrant and refugee entrepreneurs and assisted 3 WMBE businesses with financing the expansion of their companies.

2016 Table of Outreach Activities, Strategies and Goals

OED Program Activity	Target Population	Service Mechanism	2016 Goals/outcomes
Business outreach	<p>WMBE businesses with 50 employees or less and \$10 million dollars in annual revenue;</p> <p>OED will contract with Tabor 100 to expand participation of WMBE businesses regarding work on public construction projects and contracting with the City</p>	<p>Staff and contracted partners</p> <p>Tabor 100</p>	<p>500 businesses will be targeted for visitation with approximately 250 receiving technical assistance, of those, 20% will be WMBE.</p> <p>Tabor will develop list of 25 qualified WMBE contractors and will organize 5 meet and greet events with these contractors and City Capital Improvement staff</p> <p>Tabor will develop list of 20 emerging WMBE contractors that do not currently meet criteria of a qualified contractor but could grow to qualified status with the support of technical assistance</p> <p>Tabor will organize four workshops for local WMBE businesses to learn about the City contracting opportunities and how to do business with the City. A minimum of two of these workshops will be targeted towards immigrant and refugee-owned businesses.</p>
Technical assistance	<p>WMBE restaurants and service businesses</p> <p>Immigrant owned businesses</p> <p>Seattle small businesses</p>	<p>Ventures</p> <p>Russell Group</p>	<p>Provide funding to acquire point of sale (“POS”) systems and providing training that will improve operations, help control operating costs and keep track of sales. This new program is currently being developed and goals/outcomes will be identified in Q1</p> <p>Ventures will provide workshops for mobile food businesses that will assist them in understanding key issues in starting and operating a business. Ventures will also provide a workshop to help train mobile food businesses that receive POS systems via OED’s program. Finally, Ventures will provide 1-on-1 technical assistance for up to 20 businesses in low-income neighborhoods. This new program is currently being developed and goals/outcomes will be identified in Q1.</p> <p>Darryl Russell will provide 1-on-1 business coaching/technical assistance to 43 small businesses, of which at least 5 businesses will be WMBE.</p>

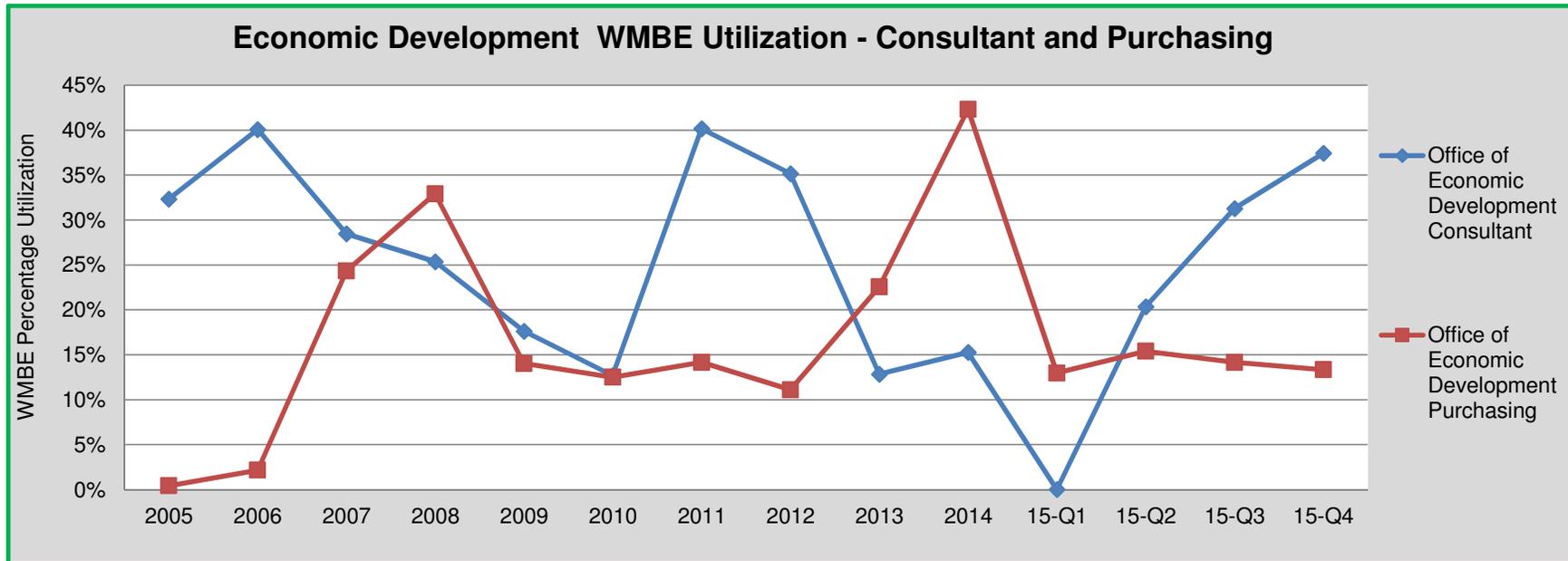
OED Program Activity	Target Population	Service Mechanism	2016 Goals/outcomes
Help businesses enhance their operations and make operational adjustments to meet the expectations of new City regulations.	Ethnic, minority, immigrant and refugee owned businesses	Ethnic Business Coalition	<ul style="list-style-type: none"> • Scope of work being developed
Restaurant Success outreach activities	Immigrant and refugee-owned businesses	Office hours at partner organizations throughout the city starting with the Seattle Chinatown International District Preservation and Development Authority (SCIDPDA) and El Centro de la Raza	<ul style="list-style-type: none"> • Strategic initiative to provide and market language-line services to immigrant and refugee-owned businesses.

Office of Economic Development						
Year	Consultant			Purchasing		
	Total	Percent	WMBE	Total	Percent	WMBE
2005	\$ 114,033	32%	\$ 36,870	\$ 4,589,275	0%	\$ 19,183
2006	\$ 122,523	40%	\$ 49,111	\$ 994,866	2%	\$ 21,387
2007	\$ 149,139	28%	\$ 42,461	\$ 141,112	24%	\$ 34,355
2008	\$ 371,151	25%	\$ 94,132	\$ 145,190	33%	\$ 47,788
2009	\$ 131,587	18%	\$ 23,190	\$ 141,742	14%	\$ 19,891
2010	\$ 194,644	13%	\$ 24,700	\$ 190,603	13%	\$ 23,833
2011	\$ 256,061	40%	\$ 102,825	\$ 431,649	14%	\$ 61,106
2012	\$ 228,284	35%	\$ 80,263	\$ 682,739	11%	\$ 75,833
2013	\$ 187,634	13%	\$ 24,076	\$ 173,409	23%	\$ 39,103
2014	\$ 220,972	15%	\$ 33,732	\$ 219,399	42%	\$ 92,890
15-Q1	\$ 24,652	0%	\$ -	\$ 64,224	13%	\$ 8,325
15-Q2	\$ 134,915	20%	\$ 27,470	\$ 129,386	15%	\$ 19,912
15-Q3	\$ 232,320	31%	\$ 72,662	\$ 172,829	14%	\$ 24,476
15-Q4	\$ 271,992	37%	\$ 101,812	\$ 232,318	13%	\$ 30,981

2015 GOALS:

Purchasing = 20%

Consultant = 20%



- 1) 2015 year to date spend through 12/31/2015
- 2) Produced by CPCS/FAS on 1/15/2016
- 3) Source: Standard Summit Reports

**Seattle Employees Retirement System (SCERS)
2016 WMBE Plan Summary**

Departmental Representative

Deontrae Sherrard
deontrae.sherrard@seattle.gov
615-1431

Traditional 2015 Goals

	Purchasing	Consulting
2015 Actuals – Amount	\$49,424	\$285,695
2015 Actuals – Percentage of Total	3.0%	6.0%
2016 Goal – Amount	\$25,487	\$70,642
2016 Goal – Percentage of Total	30.0%	7.5%

Historically, most of SCERS expenses in the consultant category have been for investment manager fees. By ordinance #117863, adopted on 8/23/2013, these expenses are no longer by classified as consulting expenses. We have excluded these costs (Summit account #741191) from the 2016 WMBE goal calculation and believe they should be excluded from the 2015 reported actuals as well.

Similarly, SCERS began a large project in 2015 to procure and implement a pension administration system (PAS). Given the size of this project (\$3.4M of SCERS' \$20.5M 2016 budget) we have excluded these costs (Summit account #741130) from the 2016 WMBE purchasing goal calculation and believe they should be excluded from the 2015 reported actuals as well. That said, WMBE considerations were included in the RFP for the pension administration system.

Outreach Events

Department staff will monitor City outreach events and will participate when appropriate. Staff will also look for opportunities to join in WMBE outreach events sponsored by professional associations with which SCERS is affiliated.

Plans and Strategies

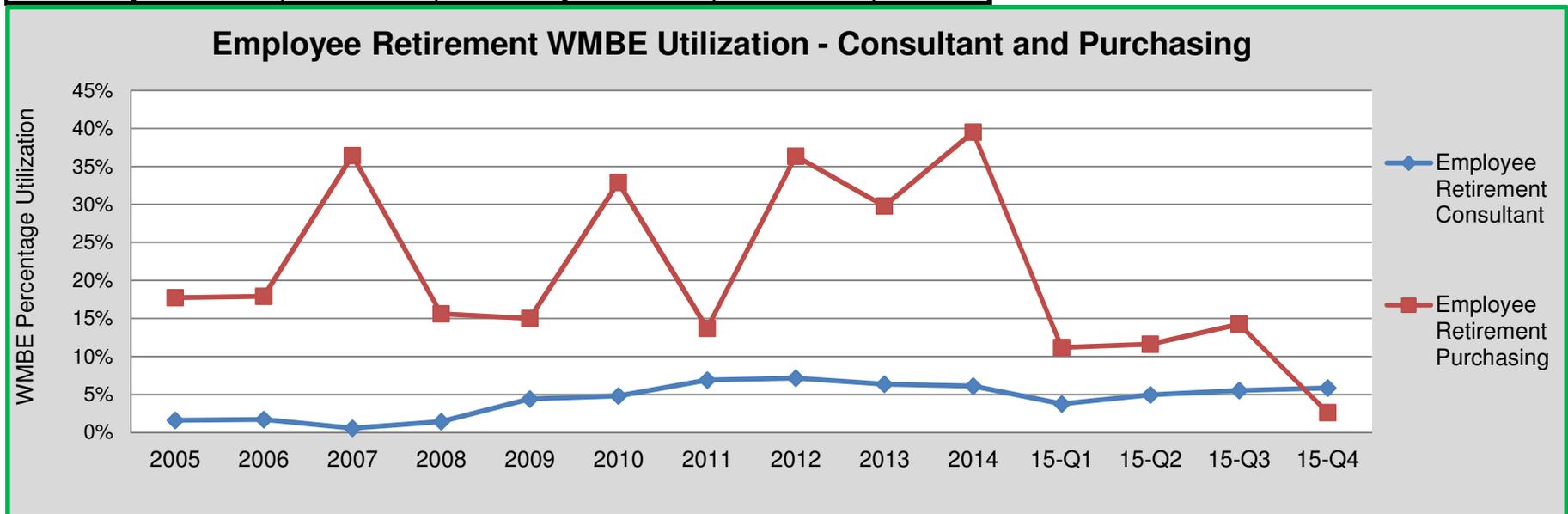
In addition to training at the City level, SCERS staff will seek out best practices for WMBE outreach and inclusion among our peer organizations. SCERS will make use of existing City resources to better track our WMBE utilization.

Employee Retirement						
Year	Consultant			Purchasing		
	Total	Percent	WMBE	Total	Percent	WMBE
2005	\$ 3,970,254	2%	\$ 63,124	\$ 140,685	18%	\$ 24,963
2006	\$ 3,525,461	2%	\$ 60,240	\$ 71,198	18%	\$ 12,752
2007	\$ 4,318,327	1%	\$ 24,095	\$ 59,276	36%	\$ 21,581
2008	\$ 3,511,968	1%	\$ 49,498	\$ 92,459	16%	\$ 14,416
2009	\$ 4,100,546	4%	\$ 180,218	\$ 67,852	15%	\$ 10,166
2010	\$ 3,591,763	5%	\$ 172,125	\$ 54,234	33%	\$ 17,836
2011	\$ 4,204,979	7%	\$ 289,859	\$ 210,804	14%	\$ 28,850
2012	\$ 4,454,047	7%	\$ 318,349	\$ 44,105	36%	\$ 16,041
2013	\$ 5,663,883	6%	\$ 360,136	\$ 75,668	30%	\$ 22,535
2014	\$ 4,734,282	6%	\$ 289,575	\$ 69,556	40%	\$ 27,492
15-Q1	\$ 1,912,661	4%	\$ 71,877	\$ 103,638	11%	\$ 11,578
15-Q2	\$ 2,785,966	5%	\$ 138,263	\$ 176,323	12%	\$ 20,454
15-Q3	\$ 3,761,934	6%	\$ 207,106	\$ 228,690	14%	\$ 32,583
15-Q4	\$ 4,898,116	6%	\$ 285,695	\$ 1,900,292	3%	\$ 49,424

2015 GOALS:

Purchasing = 30%

Consultant = 7.5%



1) 2015 year to date spend through 12/31/2015

2) Produced by CPCS/FAS on 1/15/2016

3) Source: Standard Summit Reports



City of Seattle

Ethics & Elections Commission

2016 Outreach Plan for Women and Minority Business Enterprises

EXECUTIVE SUMMARY

Legislative Requirement

This plan is provided pursuant to SMC 20.42.060, which requires that “[e]ach Contract awarding authority shall adopt a plan, developed in consultation with the Director, to afford Women and Minority Businesses the maximum practicable opportunity to directly and meaningfully participate on City Contracts.” The Seattle Ethics and Elections Commission is an independent agency, not subject to the Mayor’s Executive Orders.

Mission

The SEEC encourages and promotes equal opportunities for Women and Minority Business Enterprises (WMBE). The following Outreach plan details the SEEC’s ongoing efforts to foster diversity among the agency’s consultants and vendors.

ACTION PLAN

I. Nature of the SEEC’s Purchases

More than 98 percent of the SEEC’s 2016 budget is allocated for Personnel Services, leaving less than \$9,000 to purchase other goods and services. Table 1 details the 2016 budget for office supplies, as well as those other services for which the agency’s budget exceeds \$1,000.

Description	Budget
Services – Consultants, Professional and Technical	\$ 5,000
Rentals – Data Processing Equipment	\$ 1,750
Office Supplies	\$ 600

Items A through C detail the SEEC’s spending, and include a brief analysis of where there may be an opportunity for outreach to WMBE firms.

A. Consultant Services- Professional, and Technical Services

The SEEC does not use the services of consultants on a regular basis. If a need for these services presents itself, staff will continue use the City’s vendor resource tools, and will solicit participation from WMBE vendors.

B. Rentals – Date Processing Equipment

The SEEC has a long-term contract with IKON under which the agency rents its photocopier. There is no opportunity to solicit WMBE bids for this service.

C. Office Supplies

The SEEC uses the blanket contracts to purchase office supplies. Current vendors include Keeney's, Complete Office Solutions, Evergreen Computer Products, and Office Depot. The SEEC views these purchases as an opportunity for outreach to minority and women owned businesses, and virtually all of the SEEC's office supplies are purchased through Keeney's. The SEEC will work to ensure that no less than 20 percent of our office supplies are purchased through WMBE contractors.

III. Types of Contracts

The SEEC utilizes current City of Seattle blanket contracts for procurement of goods and services.

IV. Goals

The SEEC will continue to use the City's vendor and contractor resource tools to identify potential vendors, and will continue to encourage and promote equal opportunities for women and minority business enterprises.

V. Staff Development/General Outreach

Staff development will include participation in citywide training and any other informational exchanges that provide SEEC staff with the tools to make more informed purchasing and contracting decisions. Staff will develop relationships with WMBE firms and provide feedback to the WMBE firms the agency utilizes.

General outreach will consist of identifying workshops, vendor fairs, events, forums, and any other event that provides opportunities for the SEEC to engage with WMBE vendors. Staff will be focused on attending events that provide SEEC with optimum exposure and opportunities to meet the objectives of the Outreach Plan.

VI. Tracking and Monitoring

WMBE utilization will be monitored by the Executive Director.

VII. Communication Strategy

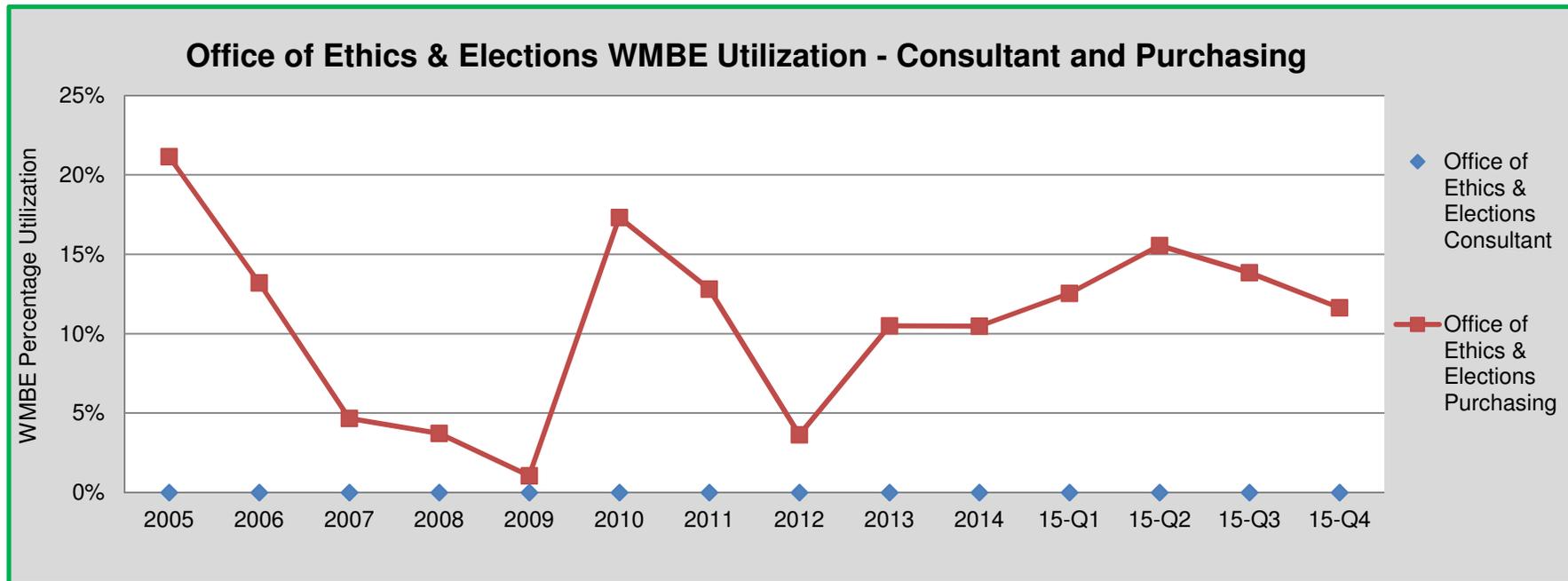
The Executive Director will communicate to staff the agency's commitment to this Outreach Plan, and will work to raise awareness and reaffirm the SEEC's commitment to this Outreach Plan on an ongoing basis.

Office of Ethics & Elections						
Year	Consultant			Purchasing		
	Total	Percent	WMBE	Total	Percent	WMBE
2005	\$ -	0%	\$ -	\$ 5,550	21%	\$ 1,174
2006	\$ -	0%	\$ -	\$ 12,196	13%	\$ 1,610
2007	\$ -	0%	\$ -	\$ 32,255	5%	\$ 1,509
2008	\$ -	0%	\$ -	\$ 7,498	4%	\$ 279
2009	\$ -	0%	\$ -	\$ 11,694	1%	\$ 123
2010	\$ -	0%	\$ -	\$ 3,743	17%	\$ 648
2011	\$ 219	0%	\$ -	\$ 19,172	13%	\$ 2,456
2012	\$ -	0%	\$ -	\$ 12,015	4%	\$ 438
2013	\$ -	0%	\$ -	\$ 10,238	11%	\$ 1,075
2014	\$ -	0%	\$ -	\$ 34,079	10%	\$ 3,569
15-Q1	\$ -	0%	\$ -	\$ 5,053	13%	\$ 634
15-Q2	\$ -	0%	\$ -	\$ 5,234	16%	\$ 814
15-Q3	\$ -	0%	\$ -	\$ 9,126	14%	\$ 1,264
15-Q4	\$ -	0%	\$ -	\$ 11,004	12%	\$ 1,281

2015 GOALS:

Purchasing = 20%

Consultant = 0%



- 1) 2015 year to date spend through 12/31/2015
- 2) Produced by CPCS/FAS on 1/15/2016
- 3) Source: Standard Summit Reports

2016 FAS WMBE Plan

Publication date: February 12, 2016

Department Director: Fred Podesta

Below is the WMBE Work Plan for the Department of Finance and Administrative Services, compliant to Executive Order 2014-03 and to Seattle Municipal Code Chapter 20.42, which requires that each department and office of the City create such a work plan in order to assure optimum WMBE utilization.

- 1. Department Representative:** Miguel Beltran is the FAS department representative.
- 2. FAS 2016 Goals:**

	Purchasing	Consultant
2016 Goals	13%	23%
	\$8,000,000	\$2,700,000

CITYWIDE PROCUREMENT ROLE:

Through City Purchasing and Contracting Services (CPCS), FAS has a significant role as the administrator of Citywide procurement contracting initiatives, as directed by Seattle Municipal Code. Previously, CPCS/FAS has had a more centralized role in bringing forward initiatives, policies and practices, and working with City departments and community stakeholders to provide collaborative and continuously improving best practices to achieve WMBE utilization in City contracts and to create a welcoming contracting environment. During 2015, this responsibility largely shifted to the Mayor's Office, with the introduction of the Special Assistant on WMBE for the Mayor, although FAS has still contributed resources and support in these Citywide administrative matters.

During 2016, FAS expects to follow the lead of the Mayor's Office in shifting some activities and leadership from FAS to either OED or the Mayor's Office, so that FAS can return to a focus of resources on FAS internal business needs.

- **WMBE plans and City goals:** CPCS coordinates City departments' WMBE planning process and provides a final set of department plans for the Mayor's review. CPCS hosts the WMBE Interdepartmental Team (IDT), the Consultant Contracting Advisory Group (CCAG) and other purchasing- and contracting-related workgroups where WMBE-related matters are introduced and/or are integrated into the policies developed within those procurement stakeholder

discussions. FAS utilizes these workgroups to increase City awareness of external stakeholder needs and concerns, as appropriate.

- WMBE Inclusion Plan: FAS manages and enforces Citywide use of Seattle's WMBE Inclusion Plan, including customized versions to facilitate WMBE subcontracts in construction, consultant contracting and purchasing. CPCS initiates an annual review for any improvements to the inclusion plan approach, as well as responds to issues as they emerge throughout the year.
- WMBE subconsultants: Departments have independent authority to execute consultant contracts and, therefore, are responsible for implementation and enforcement. FAS provided the CID (Consultant Information Database) subconsultant system tracking system, which remains in use and available for all departments, and FAS is also leading the initiative to provide B2GNow software for even more sophisticated tracking of subconsultant expenditures. FAS produces CID reports, however, those CID reports rely upon departments to enforce and monitor that their prime consultants properly enter all information into the system. As of this time, no department appears to monitor their primes in that way, and the reporting therefore is likely to be unreliable.
- Prompt Pay: In 2014, FAS launched a major initiative to enforce rapid payments to all subtier companies (consultant and construction). FAS modified all Citywide boilerplates to require primes to pay subs rapidly after work, and has now implemented tracking and reporting systems to determine compliance by City departments in rapid payment of their own invoices to primes.
- Worker diversity in construction: FAS oversees and manages the City's Priority Hire Program, which is implemented through a community workforce agreement (a project labor agreement) and prioritizes the hiring of disadvantaged workers, women and people of color on City construction projects with a budget of \$5 million or more. After being piloted on the Seawall project, this new program began in 2015 with one public works project; in 2016, the program will grow immensely, with implementation likely on five new projects totaling \$139 million in construction.
- Community communications: CPCS publishes a monthly newsletter about City progress regarding WMBE contracting and distributes it to City staff, WMBE advocates and community associations to update the community about related activities, strategies and achievements.
- Outreach resources: FAS introduces City departments to outreach resources and events, such as Tabor 100, the Northwest Minority Supplier Development Council, National Association of Minority Contractors and those hosted by the First Thursdays organization. Despite no specific budget for these events, FAS has worked to help host and sponsor such events on behalf of the City.

- Capital Improvement Projects (CIP) Expo: In 2016, CPCS will hold the City’s third annual Capital Projects Expo, where each department with public works construction projects shares news about upcoming projects with contractors and consultants.
- Regional Contracting Forum (RCF): FAS represents the City as one of eight public agencies that plan and host the annual RCF. The RCF provides information about, and access to, various contracting opportunities. FAS recruits departments to host tables and meet vendors, and there are opportunities for prime contractors and prime consultants to meet with WMBE firms for “one-on-one” meetings.
- First Fridays: CPCS hosts First Fridays each month to offer guidance to interested firms on conducting business with the City, bid policies, procedures, forms, registration and rosters. Staff from CPCS then meet one-on-one with attendees. Below we’ve described how these events will be expanded in 2016.
- Wage theft: In 2015, the CPCS Compliance Team conducted more than 1,300 prevailing wage interviews on 39 construction contracts, 18 Office of Housing-funded projects and 11 blanket contracts. Analysis and results show virtually perfect compliance within the public works projects. CPCS will continue this monitoring and enforcement in 2016. Additionally, CPCS is now collaborating with the new Office of Labor Standards to share monitoring practices and to develop collaborative approaches to wage and paid sick and safe time enforcement.

FAS DEPARTMENT-SPECIFIC ACCOMPLISHMENTS IN 2015:

This section describes our work within FAS. As a department, FAS has a broad spectrum of responsibilities and functions, including:

- Facility Operations
- Capital Development and Construction Management
- Fleet Management
- Citywide Accounting and Payroll Services
- Treasury Services
- Business Licensing and Tax Administration
- Finance and Fiscal Management
- Risk Management
- Business Technology
- Regulatory Compliance and Consumer Protection

- Seattle Animal Shelter
- Communications and Customer Relations
- City Purchasing and Contracting Services

FAS did well during 2015 in striving toward meeting its internal WMBE utilization goals:

	Purchasing	Consultant
2015 Goal	14%	36%
2015 Actual	15%	27%

FAS exceeded the purchasing goal with 15 percent utilization. Although FAS did not meet the aggressive goal of 36 percent utilization in consulting, the 27 percent achieved is laudable and well above the City average of 15 percent.

FAS DEPARTMENT-SPECIFIC GOALS FOR 2016

In setting 2016 goals, FAS worked to build these goals from scratch, based on an understanding of upcoming expenditures for 2016 and on realistic options for new WMBE contracts. FAS’ purchasing and consulting spending has a few major drivers. Most of FAS’ consulting dollars are spent on architecture and engineering (A&E) consultants through the Capital Development and Construction Management (CDCM) division, and CDCM has historically reached high levels of WMBE participation, reaching 33 percent in 2015. With the conclusion of the Fire Facilities and Emergency Response Levy funding, CDCM will have fewer new construction projects in the queue, and thus fewer total dollars will be spent by the division on consulting. In CPCS, on-going consultant funds, which are being awarded to nonprofit organizations, were added. Although these nonprofits serve people of color, the organizations do not count toward the WMBE utilization.

FAS’ purchasing dollars are largely spent by the Fleet Management Division (FMD) for fuel for the City’s vehicles, and in 2015, FMD began a new WMBE contract for a portion of that fuel. Another large driver for purchasing is the security contract in our facilities. Unfortunately, our WMBE provider sold its business to a non-WMBE owner, so this will decrease WMBE spending in that area. Finally, CDCM did strong work to secure WMBE subcontractors through the contract with CBRE, the Seattle Municipal Tower property manager, but in 2016, this spending will no longer be counted toward FAS’ total spend.

FAS will host and participate in local and regional outreach events and vendor trade fairs, including:

- Regional Contracting Forum (FAS/CPCS providing planning support).

- Sound Transit A&E event.
- Reverse Vendor Trade Show (FAS/CPCS hosted).
- Construction CIP Expo (FAS/CPCS hosted).
- Alliance NW.
- Legal workshop for small businesses, focusing on successful contract negotiation for subcontracts (FAS/CPCS hosted).

FAS staff will attend community meetings, including:

- Tabor 100 monthly meetings.
- National Association of Minority Contractors (NAMC) monthly meetings.
- First Thursdays monthly meetings.
- National Minority Supplier Development Council special events.

CPCS will continue to invite, welcome and meet one-on-one with WMBE vendors to facilitate business opportunities within FAS.

Contract-Specific evaluation: For 2016, FAS will take a more specific and detailed look at opportunities to utilize WMBEs in purchasing and consulting contracting, including reviewing new contracting decisions for WMBE availability and arranging for match-making opportunities when appropriate.

First Friday expansions: In 2016, FAS will continue First Friday events, which have proved very successful. These events were initiated by FAS in 2010 and provide monthly "how to do business with the City" training events, including one-on-one time with the buyers who manage the commodity of interest to a particular vendor. The First Friday events receive significant WMBE participation, and WMBE expectations are highlighted.

During 2016, FAS will expand these First Friday events into a Spanish-speaking forum, also monthly or bi-monthly as demand dictates. We will have Spanish-language translations of "how to do business" materials, and a Spanish-speaking buyer to present the information and engage with the audience. FAS will advertise with Spanish-speaking news outlets and organizations and those that work closely with immigrants.

Legal seminars: During 2016, FAS is also launching a set of legal seminars that will be free for small firms and WMBE firms. These will be hosted by FAS and conducted through the Seminar Group but customized for the needs of small construction firms. Such topics as dispute resolution, claims management, invoicing and construction contract negotiations will be highlighted, from the perspective of how a smaller construction subcontractor can gain leverage and knowledgeably negotiate on their own behalf in prime-sub relationships.

PROMPT PAY GOALS FOR 2016

	Percentage of consulting invoices paid within 30 days
2016 Goal	90%

FAS is among the most rapid of all the large departments in paying our prime consultants. In 2015, FAS sped up the automatic check generation within Summit. In some divisions, there is a particular contractual incentive to pay invoices quickly because invoicing time is linked to discounts. While records were not as accurate as 2016 will show, the 2015 experience indicated that FAS paid on average within 25 days and more than 80 percent of invoices were paid on time.

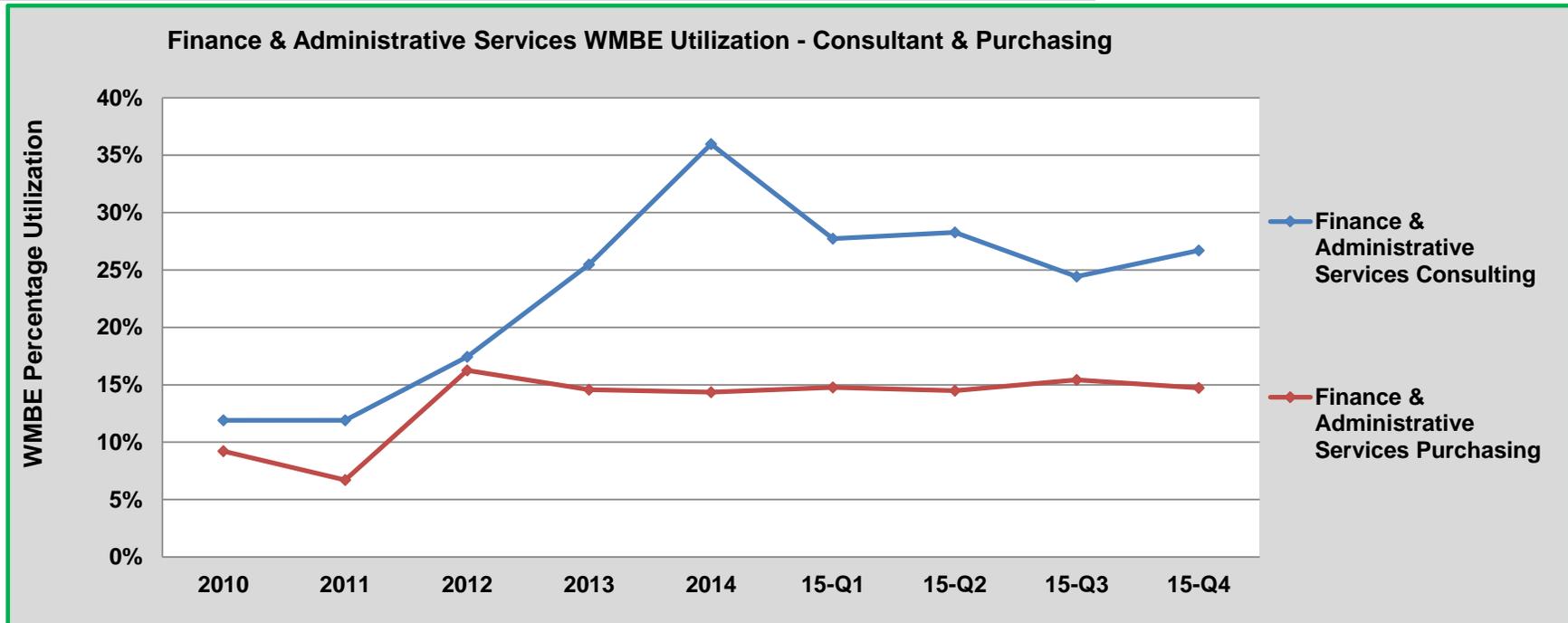
In 2016, FAS will have each division receive and review quarterly aging reports on consultant invoices to make directors aware of all outstanding invoices beyond 30 days. This report will allow divisions to resolve specific issues and to determine, over time, if there are particular consultants that need additional guidance or if there are on-going, system-processing issues within the department that need to be addressed.

Finance & Administrative Services						
Year	Consulting			Purchasing		
	Total	Percent	WMBE	Total	Percent	WMBE
2010	\$ 5,779,836	12%	\$ 688,225	\$ 39,101,494	9%	\$ 3,602,563
2011	\$ 4,609,747	12%	\$ 549,305	\$ 42,404,118	7%	\$ 2,843,928
2012	\$ 5,783,917	17%	\$ 1,008,826	\$ 46,779,443	16%	\$ 7,604,638
2013	\$ 6,826,628	25%	\$ 1,739,866	\$ 49,879,833	15%	\$ 7,266,449
2014	\$ 11,377,090	36%	\$ 4,092,452	\$ 61,739,488	14%	\$ 8,859,820
15-Q1	\$ 3,557,470	28%	\$ 986,495	\$ 15,380,915	15%	\$ 2,272,296
15-Q2	\$ 6,880,355	28%	\$ 1,945,499	\$ 32,315,672	14%	\$ 4,685,081
15-Q3	\$ 10,040,327	24%	\$ 2,453,763	\$ 49,618,396	15%	\$ 7,657,039
15-Q4	\$ 13,378,406	27%	\$ 3,573,254	\$ 68,602,680	15%	\$ 10,108,639

2015 GOALS:

Purchasing = 14%

Consultant = 36%



- 1) 2015 year to date spend through 12/31/2015
- 2) Source: Summit Standard Reports + CBRE
- 3) 2014-Q3 - Includes \$600,258 for CBRE WMBE Spend
- 4) Produced by CPCS/FAS on 1/15/2016
- 5) 2014-Q4 includes CBRE estimated spend \$800,000
- 6) 2015 Q4 includes estimated CBRE WMBE spend \$800,000

Note: Olympic Security became WMBE firm. In 2012, that was \$1.5 million in FAS spend which will begin to accumulate in 2013



2016 SEATTLE FIRE DEPARTMENT

WMBE OUTREACH PLAN

Department Representative for 2016:

Travis Taylor

2016 Voluntary Target for Seattle Fire Department:

For 2016, the Seattle Fire Department (SFD) has established a voluntary Woman and/or Minority Business Enterprises (WMBE) utilization goal of twenty percent (20%) for Consulting and twelve percent (12%) for Purchasing.

Voluntary 2016 WMBE Targets

Consulting	20%
Purchasing	12%

Introduction:

Policy Statement

In accordance with Ordinance 119603, Executive Order 2010-05: Outreach to Women and Minority Businesses, "Equality in Contracting" Ordinance 121717 codified under Seattle Municipal Code Chapter 20.42, and Executive Order 2014-03: Equity in City Contracting, 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.

2016 SFD WMBE OUTREACH PLAN

Ordinance 119603 requires each city department to develop an annual outreach plan to provide opportunities for minority-owned and women-owned businesses to gain City contracts and purchasing opportunities. The 2016 Outreach Plan summarizes the past performance and new strategies that will guide the Seattle Fire Department in its inclusion efforts for the year.

Travis Taylor has been the project manager for the Seattle Fire Department's Race and Social Justice Initiative (RSJI) work plan since 2004, and will serve as the department's representative for the City's WMBE Initiative.

SFD's 2015 WMBE Utilization Performance

SFD'S WMBE efforts focused on leveraging the City's purchasing power to include and build the capacity of Woman and Minority-owned businesses.

The following is a summary of WMBE participation for FY2015. FY 2015 marked an increase in consultant and purchasing dollars and WMBE utilization.

2015 Performance Summary						
Procurement Type	2014 Performance			2015 Performance		
	Total	WMBE	% WMBE	Total	WMBE	% WMBE
Consultant Contract	\$1,101,229	\$321,045	29.15%	\$1,357,378	\$343,959	25.34%
Consultant Total	\$1,101,229	\$321,045	29.15%	\$1,357,378	\$343,959	25.34%
Blanket Contract	\$6,664,275	\$894,611	13.42%	\$4,674,296	\$946,708	20.25%
Emergency Purchase Order	\$51,444	0	0.00%	0	0	0.00%
Purchase Contract	\$2,785,128	\$54,750	1.97%	\$215,208	\$0	0.00%
Direct Voucher	\$904,204	\$32,006	3.54%	\$806,131	\$90,524	11.23%
Purchasing Total	\$10,353,608	\$981,368	9.48%	\$5,695,636	\$1,037,229	18.21
Grand Total	\$11,506,282	\$1,302,413	11.32%	\$7,053,014	\$1,381,189	19.58%

2016 SFD WMBE OUTREACH PLAN

Figures two (2) and three (3) below illustrate SFD’s consultant and purchasing expenditures over the past ten (10) years.

Figure 2

	Consult			Purchase			Combined %	
	Total	Percent	WMBE	Total	Percent	WMBE		
2006	\$494,175	0.76%	\$3,750	\$4,715,541	11.88%	\$560,285	11.88%	\$986,344
2007	\$620,024	0.00%	\$0	\$4,466,726	11.97%	\$534,499	11.97%	\$1,238,041
2008	\$1,166,999	3.80%	\$44,325	\$4,986,937	16.57%	\$826,551	14.05%	\$2,331,990
2009	\$209,693	15.54%	\$32,577	\$5,250,422	12.49%	\$655,596	12.60%	\$417,377
2010	\$270,230	0.00%	\$0	\$5,718,934	10.65%	\$609,130	10.17%	\$538,450
2011	\$409,465	0.00%	\$0	\$8,190,473	10.97%	\$898,538	10.45%	\$816,919
2012	\$962,251	21.35%	\$205,450	\$7,074,074	11.85%	\$838,052	12.98%	\$1,922,490
2013	\$1,554,510	12.14%	\$188,668	\$10,331,045	9.60%	\$991,718	9.88%	\$3,107,007
2014	\$1,101,229	29.15%	\$321,045	\$10,353,608	9.48%	\$981,368	11.32%	\$2,200,444
2015	\$1,357,378	25.34%	\$343,960	\$5,695,636	18.21%	\$1,037,230	19.58%	\$2,712,741

Figure 3



2016 SFD WMBE OUTREACH PLAN

Performance Considerations:

The Seattle Fire Department's ability to participate in advancing the goal of ensuring WMBEs are afforded fair and equitable opportunities to receive City funds is limited to purchasing and vendor contracting.

Since the Fire Department does not engage in capital improvements, and grants received federally are earmarked for public safety purposes, opportunities to promote and advance contracting or purchasing to WMBE vendors is limited.

However, the Department continues to leverage those opportunities and increase WMBE utilization, and will continue to expand efforts to identify WMBE vendors, package purchasing needs in ways that might be better suited to small WMBE business, and to increase internal capacity and promote external networking with stakeholders to identify additional opportunities in 2016, as outlined below.

Large Projects/Purchases

SFD continues to explore unbundling strategies to allow WMBE opportunity on large purchases. However, performance for WMBE utilization percentage is significantly impacted by the lack of vendors who make products and equipment that meet National Fire Protection Association (NFPA) safety standards, such as hose, nozzles, personal protective equipment (SCBA's, bunking gear, gloves, helmets), or that could meet SFD minimum order requirements.

Change Management

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

Training

SFD has committed to improve and expand technical assistance, business development, training, and mentoring programs for WMBE firms by greater coordination with organizations, businesses, individuals, and public agencies as well as other City departments and offices. Moreover, SFD has increased focus on practices and processes to change the culture of the department and equip staff with the tools and training necessary to pursue and foster WMBE inclusion.

External Training/ Information Sessions

The purchasing division attends and participates in several vendor fairs each year. Among those listed below as upcoming events, the Department participates in the

2016 SFD WMBE OUTREACH PLAN

Reverse Vendor Show hosted by City Purchasing and Contracting, and Fire specific trade shows. WMBE vendors often attend these shows and are added to potential rosters to purchase equipment or supply needs on an ongoing basis.

Internal SFD Staff Training

SFD has continued to train new and existing staff on WMBE inclusion. Specifically, staff is informed of program vision and available tools.

Strategies and Outreach Efforts to Achieve Goals

Consulting

SFD solicits consultants to assist in various projects and programs. Consultant services are procured through Roster Solicitations (Informal Solicitations) and Consultant Contracts (Full Solicitations). For FY 2015, Consultant Roster dollars accounted for approximately four percent (4%) of monitored payments, while Consultant Contracts accounted for approximately fifty-nine percent (59%) of all monitored payments. The department will work toward the twenty percent (20%) aspirational goal through the following measures:

Consultant Procurement Inclusion Strategies

- **Notification of Upcoming Opportunities**

SFD will promote collaboration and coordination between divisions to produce anticipated work opportunity information and disseminate it throughout the Department.

- **Focused Networking – Matchmaking Events**

SFD will coordinate and participate in events between community WMBE firms and SFD Project Managers and staff to facilitate connections between department needs and firms that can potentially fill those needs.

Purchasing

SFD purchases a variety of goods and services through the following methods: Blanket Contracts, Purchasing Contracts and Purchasing Direct Vouchers. For FY 2015, Blanket Contract dollars accounted for approximately twenty percent (20%) of monitored payments while Purchasing Contracts and Direct Vouchers accounted for approximately zero percent (0%) and eleven percent (11%), respectively.

Purchasing Procurement Inclusion Strategies

- **WMBE Availability Assessment at Procurement Solicitation – Purchasing WMBE Participation Opportunity**

2016 SFD WMBE OUTREACH PLAN

SFD is looking at ways to capture a WMBE Availability Assessment at the beginning of a purchase request. SFD develops procedures to ensure that the use of a WMBE is identified early in the procurement process. Aside from providing an opportunity for impact at the most influential point in procurements, this will enable the department to identify purchasing areas that lack WMBE representation, thereby providing direction and focus for engagement.

- **Focused Networking – Matchmaking Events**

As with Consulting, SFD will coordinate matchmaking events between community WMBE firms and SFD staff to facilitate connections between department purchasing needs and firms that can potentially fill those needs.

Additional Strategies and Focus Areas for SFD:

- **Accountability systems for progress in WMBE/HUB business utilization**

Explore options to make attainment of WMBE Goals part of performance evaluation, and development of statistics to be utilized as metrics for evaluation of division/department success.

- **Information Availability**

Expand internal and external information repositories for WMBE documents, updates and tools. Provide presentations to stakeholders and other City audiences on program activities and outcomes

- **Letter to Vendors**

SFD is working on a letter to send to all actively used vendors requesting updated information. This will include asking if the vendor is a WMBE or if they meet the City criteria. We will then send the letters to vendors we use from here forward.

Community Outreach Efforts

In 2016, SFD will continue to have a presence in community organizations such as TABOR 100, etc. Moreover, SFD will continue support and participation in vendor outreach events and trade shows. Scheduled participation in community outreach includes, but is not limited to:

Regional Contracting Forum March 10, 2016

The annual contracting forum with City of Seattle, King County, Washington State Department of Transportation, Port of Seattle, Washington State Office of Minority and Women's Business Enterprises, Washington State Department of Enterprise Services, Sound Transit and others. Attendees will meet government contracting representatives and network with contractors, consultants and suppliers.

2016 SFD WMBE OUTREACH PLAN

Reverse Trade Show (July 2016)

City will participate in the event to connect with firms for construction, consulting and purchasing needs.

Looking Forward

SFD will advance the City’s mission to promote race and gender equity in contracting by creating a proactive yet responsive environment for inclusion of women and minority owned businesses. This will be achieved through a continued emphasis on eliminating barriers for participation. This mission will be strengthened through outreach, community engagement, internal process review, collaboration, and training.

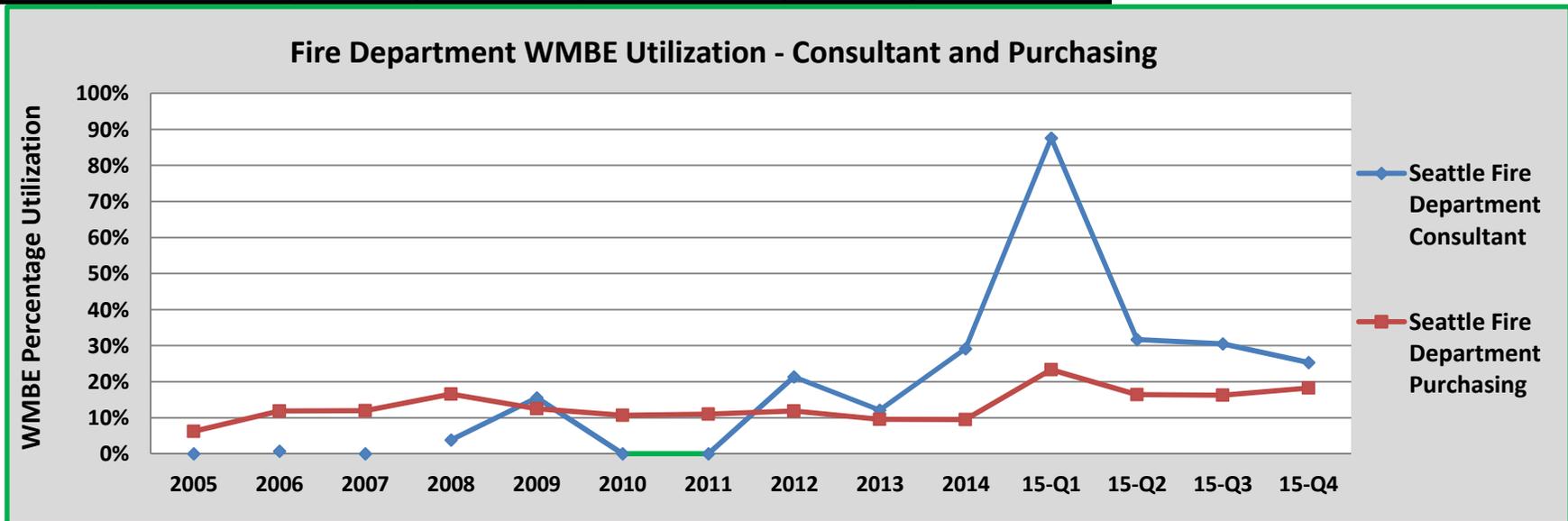
DEPARTMENT OUTREACH STAFF:
Travis Taylor, RSJI Program Manager
DEPARTMENT DIRECTOR:
Harold Scoggins, Fire Chief

Seattle Fire Department						
	Consultant			Purchasing		
Year	Total	Percent	WMBE	Total	Percent	WMBE
2005	\$ 142,524	0%	\$ 369,851	\$ 6,169,742	6%	\$ 384,959
2006	\$ 494,175	1%	\$ 3,751	\$ 4,715,541	12%	\$ 560,286
2007	\$ 620,024	0%	\$ -	\$ 4,466,726	12%	\$ 534,500
2008	\$ 1,166,999	4%	\$ 44,326	\$ 4,986,937	17%	\$ 826,551
2009	\$ 209,693	16%	\$ 32,578	\$ 5,250,423	12%	\$ 655,597
2010	\$ 270,230	0%	\$ -	\$ 5,718,934	11%	\$ 609,130
2011	\$ 409,466	0%	\$ -	\$ 8,190,473	11%	\$ 898,538
2012	\$ 962,251	21%	\$ 205,450	\$ 7,074,075	12%	\$ 838,053
2013	\$ 1,554,510	12%	\$ 188,668	\$ 10,331,045	10%	\$ 991,718
2014	\$ 1,101,229	29%	\$ 321,045	\$ 10,353,609	9%	\$ 981,368
15-Q1	\$ 168,474	88%	\$ 147,540	\$ 1,194,925	23%	\$ 279,212
15-Q2	\$ 893,216	32%	\$ 283,278	\$ 2,825,211	16%	\$ 462,818
15-Q3	\$ 1,087,415	31%	\$ 331,960	\$ 4,752,725	16%	\$ 772,318
15-Q4	\$ 1,357,378	25%	\$ 343,960	\$ 5,695,636	18%	\$ 1,037,230

2015 GOALS:

Purchasing = 10.5%

Consultant = 11%



- 1) 2015 year to date spend through 12/31/2015
- 2) Produced by CPCS/FAS on 1/15/2016
- 3) Source: Standard Summit Reports

Seattle Firefighters Pension Board



Councilmember Bruce Harrell
Chair

Councilmember Nick Licata
Member

Glen Lee
Director of Finance

James A. Fossos
Member

A.D. Vickery
Member

Roy D. Waugh
Alternate Member

Steven W. Brown
Executive Secretary

February, 2015

Nancy Locke, Director
Purchasing and Contracting Division
Dept. of Finance and Administrative Services

Re: 2015 WMBE Plan

Greetings:

The following plan is for year 2015 and future years as well.

The Seattle Firefighter's Pension Board is an independent agency for the City of Seattle that administers pension and medical benefits for active and retired Firefighters. The Board employs four individuals. The Board presently has a contract with the actuarial firm of Milliman which prepares our annual actuarial report. They are also the actuarial firm for Police Pension and the City Retirement system. Our contract with Premera Blue Cross/Blue Shield of Washington Alaska insurance company is for the use of their medical provider's network and administration of claims. The other insurance companies which would be large enough to provide the local and nationwide medical services we require are companies such as Aetna and Regence Blue Shield. We also contract with the Poly Clinic medical network which provides medical care for active and retired Firefighters. The two main vendors that we use outside of those that provide medical network services are Dataworks Consulting which has fifty percent woman ownership and Swifty Printing which is one hundred percent minority owned.

The Firefighter's Pension Board doesn't make any major purchases or utilize outside services except as to what has been described, our main function is to provide administrative services for medical and pension benefits.

The Board supports the initiatives of the City of Seattle regarding WMBE Guidelines and should the duties of the Fire Pension Board change where we would have the need to enter into contracts or make large purchases we would ensure that WMBE guidelines would be strictly adhered to.

Sincerely,

A handwritten signature in black ink, appearing to read 'Steven Brown', written over a horizontal line.

Steven Brown
Executive Secretary
Seattle Firefighter's Pension Board

WMBE Plan - Evergreen Office of Hearing Examiner

Introduction

The Office of Hearing Examiner (HXM) was created as a separate and independent City office under Chapter 3.02 of the Seattle Municipal Code. The mission of the Office of Hearing Examiner is to conduct fair and impartial administrative hearings in matters where jurisdiction has been granted by the Seattle Municipal Code, and to issue clear and timely decisions and recommendations that are consistent with applicable law. There are 4.67 FTEs in HXM. The Hearing Examiner is appointed by the Council for 4-year terms of office.

Department Representative

HXM's department representative is Patricia Cole (Executive Assistant).

Standing Goals

We anticipate 0% spending in 2015 for discretionary purchases and 75% spending in consulting services, which we estimate to be \$25,000.

HXM's discretionary purchase of goods and basic services is limited. HXM uses City blanket contracts for the lease of office equipment (copier) and to purchase office supplies and other supplies/services. The Executive Assistant identifies other blanket contracts available (e.g., printing services) to help HXM staff make proactive and informed choices on vendor selection.

The Hearing Examiner and Executive Assistant will look for opportunities for WMBE participation, both in contracts and direct voucher purchases. Since it is often the case that HXM may not have even one consultant contract per year that can be considered for WMBE opportunities, it is unlikely that we can promise a higher percentage use in the future. And since almost all our supply and leased equipment purchases are done through blanket contracts, this is also unlikely to affect future WMBE participation.

Additional Strategies and Efforts

HXM's major challenge that limits WMBE utilization in contracts is the limited pool of budget dollars available. We will continue to look for opportunities to utilize WMBE firms when the need arises.

February 12, 2016

To: Kelsey Beck, Finance and Administrative Services

From: Kara Williams, Community Development Specialist, Office of Housing

Subject: 2016 WMBE Utilization Plan

Policy Statement

In accordance with Ordinance 119603, Executive Order 2010-05, and Seattle Municipal Code 20.42, the city 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 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.

Introduction

Ordinance 119603 requires each city department to develop an annual outreach plan to provide opportunities for minority-owned and women-owned businesses to gain city contracts and purchasing opportunities. The 2016 Outreach Plan will propose new strategies that will guide the Seattle Office of Housing (OH) in its inclusion efforts for 2016.

Department Overview

The mission of the Seattle Office of Housing is to build strong healthy communities and increase opportunities for people of all income levels to live in our city. OH is responsible for financing affordable rental housing units, asset management of OH funded units, promoting homeownership, and promoting healthy home through the HomeWise program. Office of Housing initiatives also create incentives for market rate housing developments to include affordable units, allowing families to thrive and neighborhoods to provide a full range of housing choices and opportunities.

Department Representative

Rebecca Guerra, Finance Manager for OH, is the department's representative and is a member of the Contracting Equity Interdepartmental Team.

Traditional 2016 WMBE Goals:

Purchasing Goal

OH ended fiscal year 2015 with 62.55% WMBE utilization for procurement of goods and services, well exceeding our goal of 30%. OH will increase its purchasing goal by 10% for fiscal year 2016. Over the past several years OH has consistently exceeded the purchasing WMBE goal, therefore, it has been

determined that an appropriate 2016 WMBE utilization goal for procurement of goods and basic services will be 40%.

Consultant Goal

In 2015, OH’s WMBE utilization for consultant contracts was 9.31% of the overall dollars spent. Although OH fell short of the overall consultant goal of 20%, OH more than doubled the dollars spent on WMBE consultant contracts from 2014 to 2015. OH has incorporated into its 2016 Work Plan specific outreach that ensures forward movement towards increased WMBE consultant utilization. With a more robust work plan, OH is confident that the potential for consulting WMBE utilization will be achieved due to HALA and Levy planning activities. In 2015 OH entered into one large contract with a non-WMBE consultant as part of the Mayor’s Housing Affordability and Livability Agenda; this one contract skewed our total percentage in 2015.

OH has determined that an appropriate 2016 WMBE utilization goal for consultant contracts is still 20%.

The following table summarizes OH’s 2015 WMBE performance by contract type.

2015 Performance Summary			
Procurement Type	Total	WMBE	% WMBE
Blanket Contract	\$ 70,850.00	\$ 44,618.00	63.00%
Purchase Contract	\$ -	\$ -	0.00%
Direct Voucher	\$ 14,529.00	\$ 8,787.00	60.48%
Purchasing Total	\$ 85,379.00	\$ 53,405.00	62.55%
Consultant Contract	\$ 209,502.00	\$ 19,500.00	9.31%
Consultant Roster	\$ -	\$ -	0%
Consultant Total	\$ 209,502.00	\$ 19,500.00	9.31%
Non-Compliant Total			
Grand Total	\$ 294,881.00	\$ 72,905.00	24.72%

2016 Outreach Events:

The Office of Housing traditionally conducts outreach to low-income populations, non-profit developers serving low income families / individuals, and community stakeholders that advocate for those that are directly impacted by and benefit from our programs. These outreach efforts will continue in 2016, and be complemented by strategic efforts to connect with WMBE firms related to housing development, home repair and weatherization. We will continue to coordinate outreach with other City departments such as FAS, Seattle City Light, Seattle Public Utilities, Office of Planning and Community Development, Parks, DON and HSD to identify the most appropriate and effective events to reach contractors and service providers. OH will seek active membership within local organizations to promote WMBE

participation. Possible events include the Regional Contracting Forum, Alliance NW, City of Seattle's Reverse Trade Show, and OMWBE's Certification Workshops to help WMBEs become certified with the state. In addition, we will identify events that would be effective for our housing development partners that build and operate the affordable housing funded by the City, and advocate for their participation.

To clarify, these contracts are not included in OH's WMBE reports, as they are not goods, services or consultants; nor are we a capital department. However, OH is committed to engaging with WMBE firms in all aspects of our work.

2016 WMBE Utilization Plans and Strategies:

Weatherization

In 2015, 40% of all expenditures paid to single-family contractors were paid to WMBE owned firms. HomeWise continues to seek ways to further increase utilization of WMBE firms for its single-family weatherization and ductless heat pump programs. OH remains committed to identifying good partners and participate in networking events to advertise these opportunities.

Asset Management

1. In 2015, the Asset Management unit performed 101 physical inspections of projects in the City of Seattle's affordable housing portfolio. Part of the inspection process includes making WMBE resources available to our housing providers (owners and property management companies) for on-going building equipment service contracts, as well as for capital improvements/building repairs after the project has been placed-in-service. Asset Management added the following statement to our site inspection write-up template:

The City's Race and Social Justice Initiative efforts of the Office of Housing encourage owners and property managers to consider using WMBE (Women and Minority Business Enterprises) firms. A certified OMWBE Directory available through the Washington State Office of Minority and Women's Business Enterprises can be found at:

<http://omwbe.wa.gov/directory-of-certified-firms/>

Multi-Family Lending

In 2015 Multi-Family Lending funded and placed in service 493 affordable housing units. The approximate cost to place these units into services was \$96 million, of that \$96 million, 19% or \$18 million were WMBE firms that provided contracting services for the completion of those units.

OH staff meets with affordable housing developers and will continue to encourage general contractors to increase WMBE participation by developing inclusion strategies, discussing goals, and plans for inclusion.

OH will directly provide affordable housing developers with Section 3 contractors list and will report annual numbers (Section 3 and HUB/WMBE are sometime one-in-the-same firms but are utilized differently based on the type of funds used for financing the project i.e. HOME or CDBG).

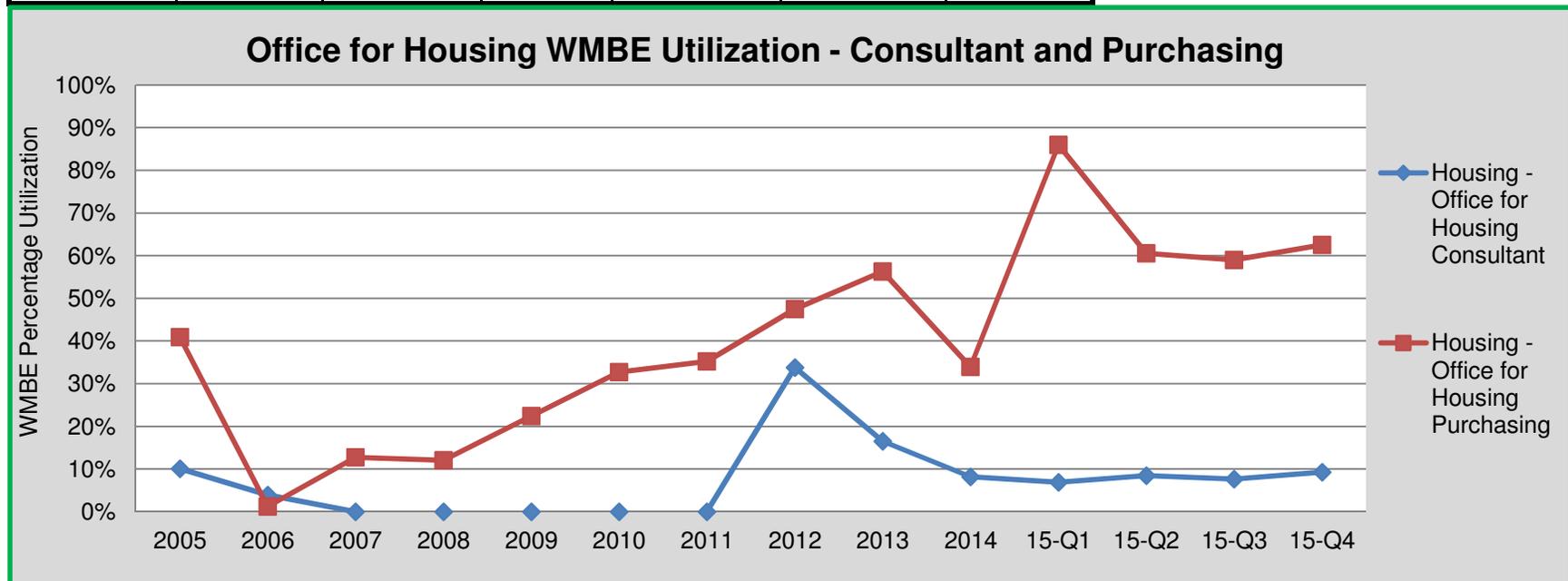
##

Housing - Office for Housing						
Year	Consultant			Purchasing		
	Total	Percent	WMBE	Total	Percent	WMBE
2005	\$ 26,983	10%	\$ 2,716	\$ 361,311	41%	\$ 147,910
2006	\$ 13,829	4%	\$ 543	\$ 2,609,275	1%	\$ 31,754
2007	-	0%	-	\$ 271,017	13%	\$ 34,460
2008	-	0%	\$	\$ 782,296	12%	\$ 94,291
2009	\$ 16,855	0%	-	\$ 260,535	22%	\$ 58,361
2010	\$ 4,848	0%	\$	\$ 102,266	33%	\$ 33,484
2011	\$ 39,035	0%	\$ -	\$ 68,888	35%	\$ 24,279
2012	\$ 112,706	34%	\$ 38,102	\$ 77,190	47%	\$ 36,642
2013	\$ 160,854	17%	\$ 26,618	\$ 82,765	56%	\$ 46,610
2014	\$ 103,574	8%	\$ 8,500	\$ 153,184	34%	\$ 51,970
15-Q1	\$ 116,803	7%	\$ 8,100	\$ 23,896	86%	\$ 20,535
15-Q2	\$ 145,049	8%	\$ 12,300	\$ 53,575	61%	\$ 32,447
15-Q3	\$ 176,853	8%	\$ 13,500	\$ 67,669	59%	\$ 39,932
15-Q4	\$ 209,502	9%	\$ 19,500	\$ 85,380	63%	\$ 53,405

2015 GOALS:

Purchasing = 30%

Consultant = 20%



1) 2015 year to date spend through 12/31/2015

2) Produced by CPCS/FAS on 1/15/2016

3) Source: Standard Summit Reports



City of Seattle
Edward B. Murray, Mayor

Human Services Department
Catherine Lester, Director

Date: February 18, 2016
To: Kelsey Beck, Finance and Administration Services
From: Catherine Lester, Director
Subject: 2016 WMBE Utilization Plans

In response to a request from Director of Finance and Administrative Services, below are HSD's WMBE utilization goals. Upon review, please direct any questions to the attention of Audrey Buehring at (206) 733-9968 or by email at audrey.buehring@seattle.gov.

Department Representative

The Seattle Human Services Department (HSD) Accounting & Audit Supervisor, Abdiwali Mohamed, is the department's representative for WMBE initiatives and will attend Contracting Equity Interdepartmental Team (IDT) meetings and appropriate trade show events.

Traditional 2015 Goals

For 2016, HSD's purchasing goal is 50% and consultant goal is 50%. HSD expects to total \$4,000,000 in purchasing and \$100,000 in consulting in 2016. As such, HSD's WMBE purchasing goal is \$2,000,000 and WMBE consultant goal is \$50,000.

In 2015, HSD awarded \$194,221 to consultants, of which approximately \$43,028 (22%) was awarded to WMBEs in 2015. 2015 Purchasing was \$3,120,297, of which approximately \$997,134 (32%) was awarded to WMBEs. The department was short of meeting its WMBE goals in both categories as HSD ambitiously increased its goals between 1-3%.

Optional 2016 Project-specific Goals

Not applicable

Improvement Strategy

The department has a long history of engaging in community outreach to help ensure that subcontractors have staff and leadership who reflect the clients we serve. Approximately \$162M is awarded to non-profit agencies, which are excluded from WMBE computations. As HSD moves forward in streamlining delivery of services and contracts, HSD will continue to explore opportunities to further support WMBE.

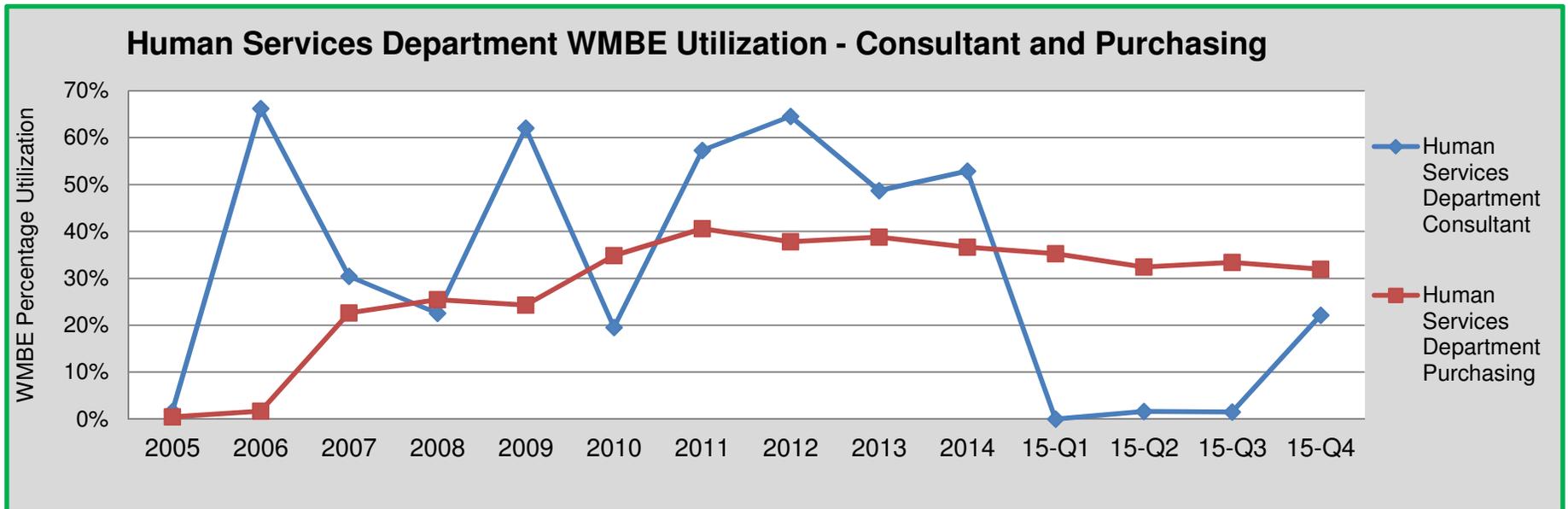
In 2016, the HSD Finance team will prepare and facilitate WMBE trainings for staff who manage bidding, purchasing, and consultant contracts. In addition, HSD Finance will use All Employee Quarterly meetings to remind employees about WMBE plans and goals. HSD will also collaborate with City Purchasing & Contracting and Washington State Department of Commerce to identify potential WMBE vendors that can use programs and project to eliminate racial equity. Finally HSD Finance will review the HSD WMBE web page and update accordingly any existing information, policy and procedures, as this web page is accessible to all HSD staff. With these strategies and a strong commitment, HSD is confident it can achieve these stretch goals in 2016.

Human Services Department						
Year	Consultant			Purchasing		
	Total	Percent	WMBE	Total	Percent	WMBE
2005	\$ 238,461	2%	\$ 3,800	\$ 32,069,230	0%	\$ 151,879
2006	\$ 45,645	66%	\$ 30,225	\$ 9,495,986	2%	\$ 157,288
2007	\$ 257,753	30%	\$ 78,473	\$ 3,439,187	23%	\$ 778,206
2008	\$ 217,938	23%	\$ 49,115	\$ 5,222,838	25%	\$ 1,328,726
2009	\$ 207,956	62%	\$ 129,030	\$ 5,248,903	24%	\$ 1,276,139
2010	\$ 82,020	20%	\$ 16,024	\$ 3,743,324	35%	\$ 1,303,491
2011	\$ 99,756	57%	\$ 57,137	\$ 3,452,985	41%	\$ 1,401,100
2012	\$ 132,478	65%	\$ 85,504	\$ 3,717,914	38%	\$ 1,404,423
2013	\$ 87,695	49%	\$ 42,725	\$ 3,702,460	39%	\$ 1,436,656
2014	\$ 22,225	53%	\$ 11,750	\$ 4,153,965	37%	\$ 1,522,950
15-Q1	\$ 35,463	0%	\$ -	\$ 872,150	35%	\$ 307,476
15-Q2	\$ 93,992	2%	\$ 1,500	\$ 1,643,057	32%	\$ 532,832
15-Q3	\$ 150,439	1%	\$ 2,250	\$ 2,326,740	33%	\$ 777,329
15-Q4	\$ 194,221	22%	\$ 43,028	\$ 3,120,298	32%	\$ 997,136

2015 GOALS:

Purchasing = 38%

Consultant = 50%



- 1) 2015 year to date spend through 12/31/2015
- 2) Produced by CPCS/FAS on 1/15/2016
- 3) Source: Standard Summit Reports



**2016 Annual WMBE Plan
Office of Immigrant and Refugee Affairs (OIRA)**

1. Department Representative:

Cuc Vu, Director
233-3886
CH-04-01

2. 2016 Goals:

WMBE Utilization Goal for Purchasing and Contracting in 2016

2016 Department WMBE Target for Supplies: \$12,600 – 80%

2016 Department WMBE Target for Professional Services: \$121,792 – 75%

OIRA's is a small office with a very limited supply and consultant budget.

- OIRA has no discretion in vendors for computers or printers, but must use contracts approved by DoIT, who does the actual purchasing and maintenance. OIRA has \$6,000 budgeted for new computers and phones, for new employees projected to join the office in 2015. All of these dollars will be spent through DoIT contracts.
- OIRA has budgeted \$6,600 for office supplies. We will purchase 80% of our supplies from Keeney's Office Supply, a WBE, in 2016. The remaining 20% will be for large items such as a flat screen TV for our new conference room for video conferencing and other needs. Keeney's only carries the low-quality Magnavox flat screens. We would prefer a higher quality product and will comparison shop for the best price at several places, including Costco.
- The majority of our large contracts will be with nonprofit organizations that are immigrant and refugee serving organizations and will not count towards our WMBE goals. These contracts will total approximately \$1,085,594 and represent 87% of our overall Professional Services budget. Of the remaining dollars, OIRA will spend at least 75% on WMBE, approximately \$121,792. The non-WMBE contracts total approximately \$35,000 and two are with specialists who have expertise in working with immigrant and refugee populations in the areas of survey and research.

3. Outreach Events:

OIRA has \$16,000 budgeted for translation services for City outreach events. The funds will be used to translate City materials to better serve Seattle's immigrant and refugee communities. Translation service providers selected will very likely be MBEs but may not be listed as such in the City's system.

4. Plans and Strategies:

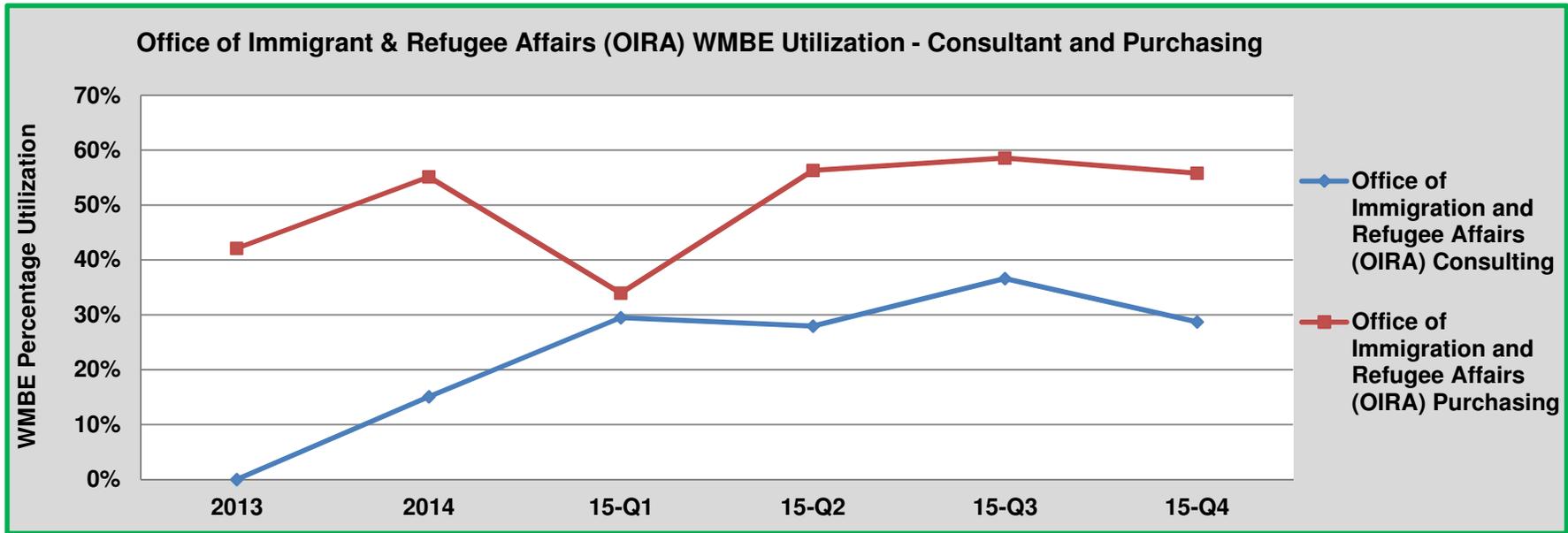
- A key component of the OIRA work plan is to work in conjunction with City departments to improve services for Seattle's immigrant and refugee communities and provide outreach to those communities regarding City services, employment and business opportunities. In the long-term, OIRA's work plan will support departments to better reach WMBE targets.
- All new OIRA staff will participate in Race and Social Justice Initiative training. All current staff have participated in RSJI training.
- All new Immigrant and Refugee Commissioners are required to participate in Race and Social Justice Initiative training. All current commissioners received RSJI training in Fall 2015.

Office of Immigration and Refugee Affairs (OIRA)						
	Consulting			Purchasing		
Year	Total	Percent	WMBE	Total	Percent	WMBE
2013	\$ -	0%	\$ -	\$ 5,098	42%	\$ 2,146
2014	\$ 95,415	15%	\$ 14,400	\$ 34,194	55%	\$ 18,853
15-Q1	\$ 43,520	29%	\$ 12,825	\$ 15,373	34%	\$ 5,216
15-Q2	\$ 74,422	28%	\$ 20,800	\$ 25,036	56%	\$ 14,100
15-Q3	\$ 182,350	37%	\$ 66,734	\$ 30,526	59%	\$ 17,887
15-Q4	\$ 446,656	29%	\$ 128,194	\$ 35,463	56%	\$ 19,788

2015 GOALS:

Purchasing = 90%

Consultant = 90%



- 1) 2015 year to date spend through 12/31/2015
- 2) Produced by CPCS/FAS on 1/15/2016
- 3) Source: Standard Summit Reports



City of Seattle

City of Seattle Office of Intergovernmental Relations (OIR) 2016 Annual WMBE Plan

1. **Department Representative:** On page 1 of your Plan, name your department WMBE representative who will guide implementation of your department WMBE initiatives;

OIR's Deputy Director, Jasmin Weaver, is responsible for managing the office's WMBE activities.

2. **2016 Goals:** On page 1 of your Plan, prominently state your department:
 - Purchasing goal
 - Consultant goal

OIR is a small department with 10 staff members. The office is responsible for representing and promoting the City's interests in international, tribal, federal, state, and regional affairs.

OIR Consultant Contracts:

OIR has only a few consultant contracts. For 2016, our consulting budget is \$500,000. However, about 1/3 of this consulting budget will be used to contract with local nonprofits that we will partner with to do state advocacy—so this metric is not applicable to that portion of our spending.

In 2016, OIR will strive to use WMBE contractors for at least 30% of consulting contracts. Two of our primary contracts in 2015 were WMBE's, so we vastly exceeded our goal of 20% utilization in each quarter. Thus, we have increased our goal to 30% in 2016.

OIR Purchasing:

OIR purchases from WMBE businesses whenever possible. In 2016 we aim to achieve a similar purchasing rate as in 2015, hoping to achieve a purchasing rate of 30% from WMBE businesses. **Specifically, we have a**

purchasing budget of approximately \$20,000 and we hope to spend close to \$6000 on purchases from WMBE companies.

3. **Optional 2013 Project-Specific Goals:** If your department desires project-specific goals, please state these on page 1 as well.

4. **Outreach Events:** Identify any plans to sponsor, support and/or participate in outreach events with WMBE community associations, vendors and industry organizations.

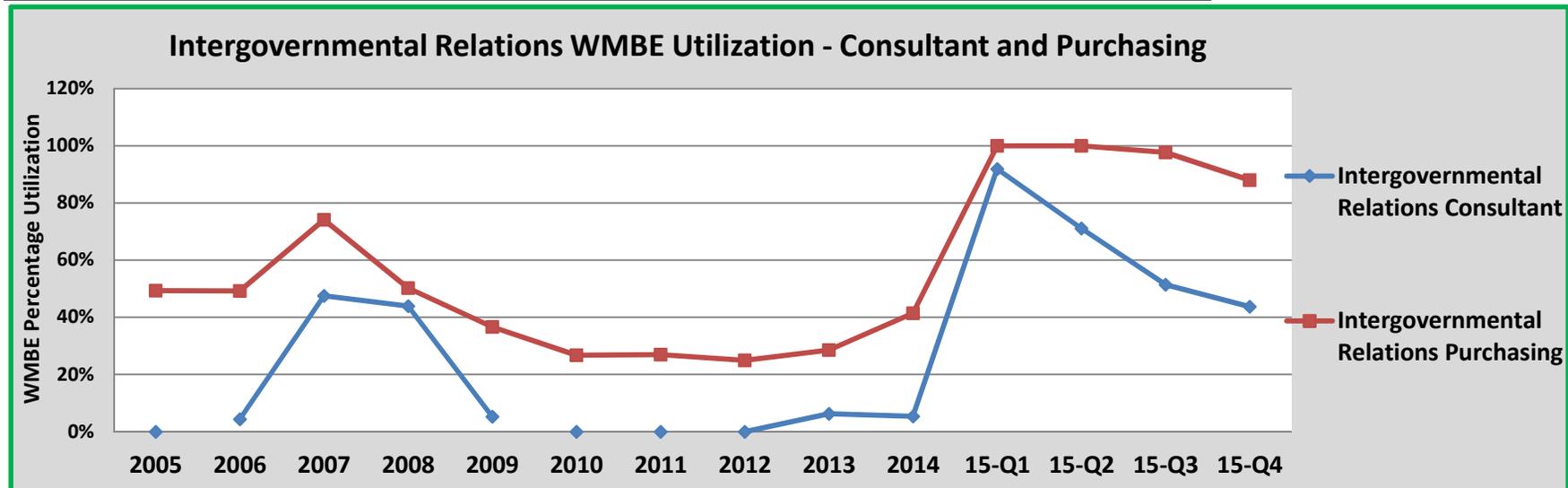
Given OIR's very small size, we have no plans for this in 2016.

5. **Plans and Strategies:** Identify any department-specific commitments, planning or strategies that department intends for 2013. If you anticipate training, department activities and policy work, or other activities designed to forward your WMBE Inclusion program

If necessary, OIR will undergo training to implement this plan. We are always happy to increase our knowledge and effectiveness in this area.

Intergovernmental Relations						
Year	Total	Consultant		Purchasing		
		Percent	WMBE	Total	Percent	WMBE
2005	\$ 145,000	0%	\$ -	\$ 18,778	49%	\$ 9,260
2006	\$ 230,855	4%	\$ 10,128	\$ 16,601	49%	\$ 8,169
2007	\$ 237,322	48%	\$ 112,878	\$ 16,053	74%	\$ 11,903
2008	\$ 307,196	44%	\$ 135,000	\$ 26,540	50%	\$ 13,341
2009	\$ 429,357	5%	\$ 22,500	\$ 17,245	37%	\$ 6,318
2010	\$ 148,234	0%	\$ -	\$ 21,712	27%	\$ 5,794
2011	\$ 85,909	0%	\$ -	\$ 12,971	27%	\$ 3,499
2012	\$ 97,500	0%	\$ -	\$ 8,968	25%	\$ 2,241
2013	\$ 160,249	6%	\$ 10,000	\$ 12,469	29%	\$ 3,564
2014	\$ 113,000	5%	\$ 6,000	\$ 8,740	41%	\$ 3,621
15-Q1	\$ 31,000	92%	\$ 28,500	\$ 1,220	100%	\$ 1,220
15-Q2	\$ 71,000	71%	\$ 50,500	\$ 1,771	100%	\$ 1,771
15-Q3	\$ 145,000	51%	\$ 74,500	\$ 1,988	98%	\$ 1,943
15-Q4	\$ 239,000	44%	\$ 104,500	\$ 3,480	88%	\$ 3,061

2015 GOALS:
Purchasing = 30%
Consultant = 20%



- 1) 2015 year to date spend through 12/31/2015
- 2) Produced by CPCS/FAS on 1/15/2016
- 3) Source: Standard Summit Reports

2016 WMBE Goals and Outreach Plan City of Seattle Law Department

This plan is developed in response to the Equality in Contracting Ordinance (SMC 20.42) and Executive Order 2010-05.

Department Representative: Dana Anderson, Director of Administration

2016 Goals: The overall goal for 2016 is a WMBE utilization of 26%, which is higher than the City-wide percentage of approximately 14%. In addition, the Law Department will strive to include Hispanic-owned businesses in its ethnicity utilization. Targets in 2016 are based primarily on projected expenditures for office supplies, including computer-related products, printing and furniture.

Purchasing Goal:	25% or approximately \$125,000
Consultant Goal:	1% or approximately \$5,000
TOTAL:	26% or \$130,000 of \$500,000

Department Overview:

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 the Law Department, the budget is heavily weighted in the category of salaries and benefits, usually about 85%. Approximately 15% of remaining operating funds are available for purchases, programs, training, and other expenses.

Civil Division: 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.

Criminal Division: 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 a Victims of Crime program to assist crime victims in obtaining restitution and operates an active volunteer program through which students and citizens gain a better understanding of the criminal justice system.

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, the Law Department makes a conscious effort to review all vendor options.

Blanket Contracts: This is the area where we most utilize WMBE vendors for such items as copying, printing, and office supplies. On an ongoing basis, we review new City contracts related to printing and utilize WMBE vendors whenever economically feasible. In 2015, the Law Department WMBE spending on blanket contracts was 83.07% or \$394,470.00, an increase of more than 10% over 2014. Most of this increase can be attributed to furniture purchases required for the office move in spring 2015.

Direct Vouchers: The Law Department utilizes direct vouchers for purchases such as legal periodicals. In 2015, our WMBE utilization was 12.15%, a decrease of more than 10% over 2014. This is due primarily to a shift in purchasing from direct vouchers to vendors with blanket contracts.

Consulting Contracts: On occasion, the Law Department utilizes legal consultants or outside counsel to provide expertise related to various specialty areas or when it is deemed necessary to seek an opinion outside of the City.* In 2015, the Law Department saw a significant decline in the use of consultants. Total expenditures were under \$31,000, considerably less than the 2015 expenditure of \$110,000.00. Without knowing the department's needs in 2016, it's difficult to assign a projection. However, whenever feasible, we will continue to seek WMBE vendors on consulting contracts. Based on the 2015 utilization reports, we will assign a goal to 1% of consulting contracts in 2016.

2015 Results:

In 2015, the purchasing goal was 25% WMBE utilization. Year-end reports show the Law Department far exceeded that goal, more than doubling the goal and reaching 69.4%.

Vendors utilized throughout 2015 were African-American owned businesses (4.34%), Asian-owned (2.40%), Native American-owned (.94%) and women-owned businesses (61.72%). According to City reports, the Law Department did not utilize any Hispanic-owned businesses so this continues to be an area for attention in 2016.

Training: We will continue to train all employees on how to locate WMBE vendors using the VCR database and to strongly encourage usage of a WMBE vendor whenever possible. We will utilize our InWeb to provide information and search instructions.

Strategies and actions: The most likely area of focus is in the area of office supplies, where we have several excellent WMBE vendors. Action items for 2016 are:

- Reach 26% goal of WMBE vendor utilization in 2016.
- Increase usage of Hispanic-owned businesses.
- Continue training staff in accessing WMBE businesses and blanket vendors.
- Work with vendors to ensure they are properly registered in the VCR system.
- Attend City-sponsored outreach and trade show events with WMBE vendors.

* Legal contracts are exempt from the Consultant Contract Ordinance definitions so they are not reflected in the Law Department's expenditures.

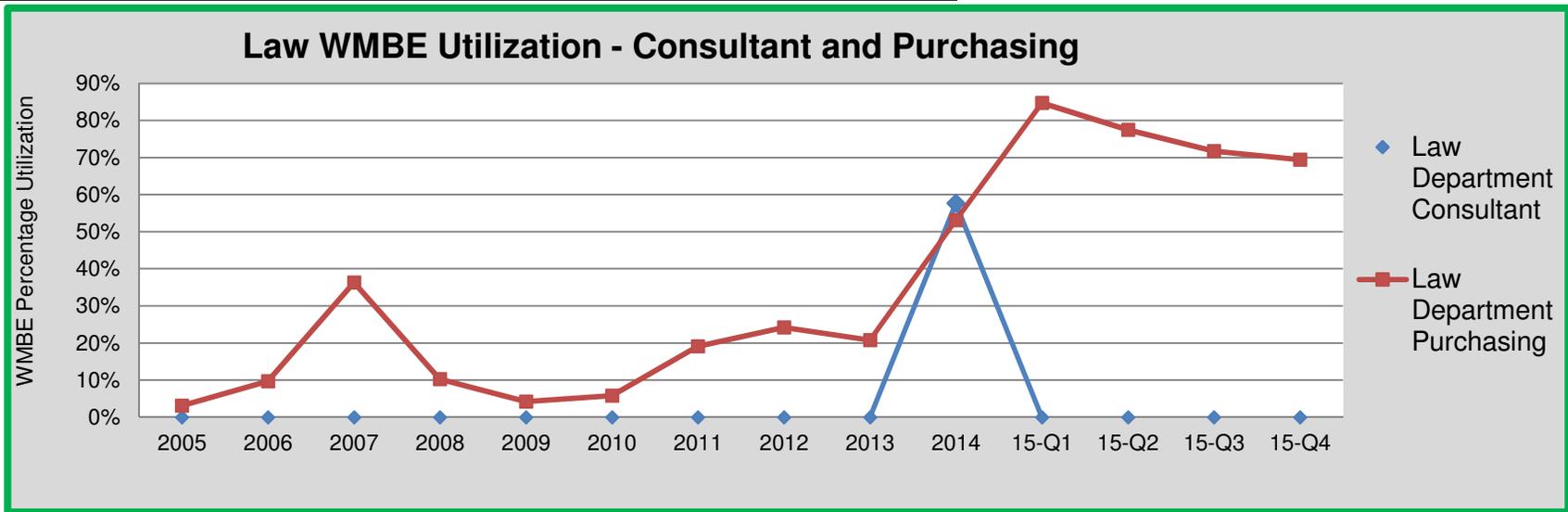
Law Department						
Year	Consultant			Purchasing		
	Total	Percent	WMBE	Total	Percent	WMBE
2005	\$ -	0%	\$ -	\$ 71,093	3%	\$ 2,203
2006	\$ -	0%	\$ -	\$ 291,772	10%	\$ 28,384
2007	\$ -	0%	\$ -	\$ 112,140	36%	\$ 40,737
2008	\$ -	0%	\$ -	\$ 507,022	10%	\$ 52,155
2009	\$ -	0%	\$ -	\$ 781,056	4%	\$ 32,821
2010	\$ -	0%	\$ -	\$ 94,277	6%	\$ 5,490
2011	\$ -	0%	\$ -	\$ 162,653	19%	\$ 31,048
2012	\$ 17,389	0%	\$ -	\$ 235,608	24%	\$ 56,921
2013	\$ 1,995	0%	\$ -	\$ 330,044	21%	\$ 68,608
2014	\$ 110,197	58%	\$ 63,518	\$ 479,755	53%	\$ 254,815
15-Q1	\$ 12,000	0%	\$ -	\$ 329,388	85%	\$ 279,015
15-Q2	\$ 27,000	0%	\$ -	\$ 452,154	77%	\$ 350,310
15-Q3	\$ 28,853	0%	\$ -	\$ 516,249	72%	\$ 370,154
15-Q4	\$ 30,349	0%	\$ -	\$ 588,269	69%	\$ 408,252

2015 GOALS:

Purchasing = 25%

Consultant = 5%

Note: Legal contracts are exempt from Consultant Contract Ordinance definitions, and such spend is, therefore, not reflected here.



- 1) 2015 year to date spend through 12/31/2015
- 2) Produced by CPCS/FAS on 1/15/2016
- 3) Source: Standard Summit Reports

Legislative Department – 2016 Plan is PENDING

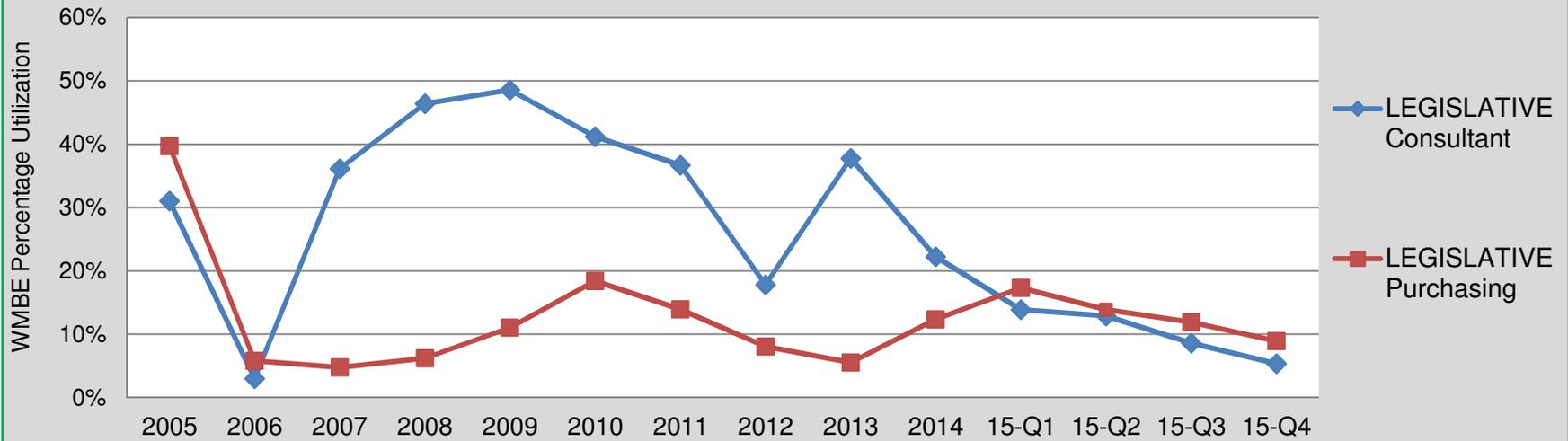
LEGISLATIVE						
Year	Consultant			Purchasing		
	Total	Percent	WMBE	Total	Percent	WMBE
2005	\$ 309,940	31%	\$ 96,280	\$ 341,756	40%	\$ 135,751
2006	\$ 292,403	3%	\$ 8,780	\$ 297,291	6%	\$ 17,209
2007	\$ 448,595	36%	\$ 162,229	\$ 234,513	5%	\$ 11,157
2008	\$ 962,282	46%	\$ 446,416	\$ 200,168	6%	\$ 12,396
2009	\$ 335,811	49%	\$ 163,116	\$ 136,669	11%	\$ 15,077
2010	\$ 166,607	41%	\$ 68,622	\$ 109,621	18%	\$ 20,161
2011	\$ 143,113	37%	\$ 52,528	\$ 76,375	14%	\$ 10,623
2012	\$ 185,838	18%	\$ 33,122	\$ 131,984	8%	\$ 10,632
2013	\$ 253,941	38%	\$ 95,880	\$ 71,896	6%	\$ 3,977
2014	\$ 578,492	22%	\$ 128,748	\$ 133,763	12%	\$ 16,527
15-Q1	\$ 76,329	14%	\$ 10,601	\$ 49,688	17%	\$ 8,611
15-Q2	\$ 228,485	13%	\$ 29,401	\$ 73,467	14%	\$ 10,197
15-Q3	\$ 341,060	9%	\$ 29,401	\$ 90,248	12%	\$ 10,726
15-Q4	\$ 550,515	5%	\$ 29,401	\$ 146,006	9%	\$ 13,020

2015 GOALS:

Purchasing = 10%

Consultant = 20%

Legislative WMBE Utilization - Consultant and Purchasing



- 1) 2015 year to date spend through 12/31/2015
- 2) Produced by CPCS/FAS on 1/15/2016
- 3) Source: Standard Summit Reports



The Seattle Public Library

MEMORANDUM

February 12, 2016

To: Kelsey Beck, Senior Policy Advisor for City Purchasing and Contracting Services

From: Marcellus Turner, City Librarian
Marilynne Gardner, Chief Financial and Administrative Officer
Jay Donahue, Capital Finance & Strategic Initiatives Manager

Subject: **The Seattle Public Library's 2016 WMBE Plan**

This memo outlines The Seattle Public Library's 2016 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 2016 WMBE plan representative is Jay Donahue, Capital Finance & Strategic Initiatives Manager. This may transition upon filling the Library's open Procurement Specialist/Senior Buyer position.

<u>2016 Library WMBE Targets</u>		
Category	\$	%
Purchasing	\$1.6 M	20%
Consulting	\$40,000	8%

2016 Goals:

2016 discretionary purchasing goal: 20%

It is difficult to predict the Library's 2016 discretionary purchasing expenditures, as the level of actual spending has varied in the past. Last year's predicted 2015 level (\$7 million) was nearly \$1 million short of actual 2015 discretionary purchasing expenditures (\$7.9 million). We estimate the 2016 discretionary purchasing expenditures will be similar to the 2015 level - \$8 million. Thus the goal would result in approximately \$1.6 million in WMBE purchases.

2016 consultant contract goal: 8%

The Library's use of consultants is particularly variable, so predictions of expenditures are somewhat speculative. Additionally, many of these vendors are specialized capital projects consultants; our latitude is somewhat constrained by fewer consulting choices. In 2015 the Library spent \$774,350 on consultants; this was a significant increase over the previous year (\$293,242). If we take a rough average of the two years, we could expect approximately \$500,000 for consultant contract expenditures in 2016. At that level of activity, the consultant contract goal would result in approximately \$40,000 in WMBE consultant expenditures.

In addition, the Library will attempt to utilize the job order contract as much as feasible in 2016, but actual results will depend on the availability of JOC capacity. Past experience has shown the JOC process to be highly competitive.

2015 Accomplishments:

The Library's 2015 WMBE goal for discretionary purchasing expenditures was 14%; we were able to meet and exceed that goal (18%). The Library's actual WMBE discretionary purchasing expenditures increased 66% from \$889,187 in 2014 to \$1,476,522 in 2015. The overall Library discretionary purchasing percentage rose from 12% to 18% as total discretionary purchasing expenditures increased from nearly \$7 million in 2014 to almost \$8 million in 2015.

The 2015 goal for consulting was 8%; the Summit 2015 year end WMBE report indicated 6% of the Library's consulting expenditures were paid to WMBE consultants. While the Library fell short of this goal, the 6% result was an increase from the 2014 result of 2.5%. Two further points to consider:

1. The Library increased the dollar amount paid to WMBE consultants nearly seven-fold, from \$7,277 in 2014 to \$48,859 in 2015. The Library's overall consultant payments grew substantially from \$293,242 in 2014 to \$774,350.
2. Brief analysis reveals some issues with the data. For example, one WMBE contractor, Theresa Benny, is listed under "Purchasing" when she is actually a consultant. If we properly categorize her, the WMBE consulting total increases to \$80,509 of a grand total of \$806,000 consulting expenditures – which equates to 10% WMBE consulting, surpassing the Library's 8% goal.

It's possible additional vendors who are likely WMBE were not listed as WMBE. We had planned for our original Senior Buyer, hired in mid-March of 2015, to both verify the City's WMBE database and follow-up with several of the potential non-registered WMBE vendors and encourage them to register. Unfortunately, the Buyer resigned in August for personal reasons. While it has been challenging to find a qualified replacement in the current labor market, we are hopeful that we will have a new Procurement Specialist/Senior Buyer hired by the end of March so the Library can confirm the accuracy of vendor listings in the City's database.

While not reflected in the above figures, the Library's Capital Improvement Program has been and continues to be an active user of the City's job order contract, which directs a major proportion of work to WMBE subcontractors. In 2015 the Library spent \$126,260 with the JOC (the Library's annual share of the JOC is limited by CPCS policy).

Outreach & Outreach Plans:

The Library will directly solicit bid responses from known WMBE firms. When we are fully staffed, the Library's 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. The Senior Buyer will also follow-up with several of the non-registered WMBE vendors and encourage them to register with the City. Library 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 are in the final stages of filling the vacant Procurement Specialist/Senior Buyer position; once that individual has started, they will work with the Library's Business Office Manager and staff, as well as the Capital Projects Finance Manager and Senior Administrative Assistant, to develop strategies that will best communicate and implement 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

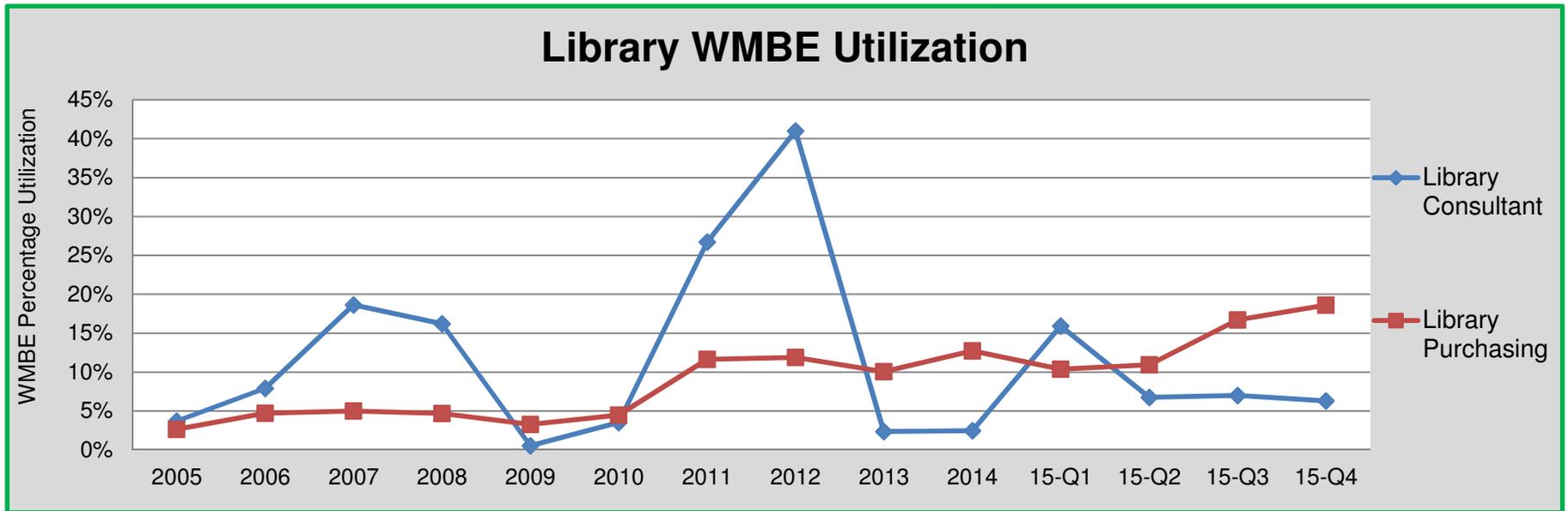
Community Capital Development and the Small Business Administration utilize Library resources and Library staff assistance on their initial business plans, using the Census, trade magazines and market statistics identified over the internet. Finally, the Library works to help entrepreneurs find the right government agencies that train and help entrepreneurs with the government bidding process and in locating contracts for bid.

Library						
Year	Consultant			Purchasing		
	Total	Percent	WMBE	Total	Percent	WMBE
2005	\$ 831,189	4%	\$ 30,849	\$ 9,660,588	3%	\$ 256,950
2006	\$ 680,882	8%	\$ 53,935	\$ 11,582,541	5%	\$ 548,241
2007	\$ 186,003	19%	\$ 34,650	\$ 11,150,935	5%	\$ 558,398
2008	\$ 205,872	16%	\$ 33,414	\$ 13,327,588	5%	\$ 623,593
2009	\$ 182,220	1%	\$ 1,000	\$ 11,164,856	3%	\$ 366,809
2010	\$ 148,543	4%	\$ 5,260	\$ 7,443,764	4%	\$ 332,506
2011	\$ 185,548	27%	\$ 49,619	\$ 4,595,688	12%	\$ 534,686
2012	\$ 74,118	41%	\$ 30,390	\$ 4,646,290	12%	\$ 552,391
2013	\$ 200,101	2%	\$ 4,777	\$ 5,886,874	10%	\$ 593,095
2014	\$ 293,242	2%	\$ 7,277	\$ 6,973,367	13%	\$ 889,187
15-Q1	\$ 63,525	16%	\$ 10,116	\$ 1,839,245	10%	\$ 190,681
15-Q2	\$ 225,353	7%	\$ 15,246	\$ 3,375,966	11%	\$ 369,949
15-Q3	\$ 511,997	7%	\$ 35,905	\$ 5,210,751	17%	\$ 871,044
15-Q4	\$ 774,350	6%	\$ 48,859	\$ 7,927,989	19%	\$ 1,476,522

2015 GOALS:

Purchasing = 14%

Consultant = 8%



- 1) 2015 year to date spend through 12/31/2015
- 2) Produced by CPCS/FAS on 1/15/2016
- 3) Source: Standard Summit Reports



2016 OFFICE OF THE MAYOR

WMBE OUTREACH PLAN

Department Representative for 2016:

Javier Valdez

2016 Voluntary Target for Office of the Mayor:

For 2016, the Office of the Mayor has established a voluntary Woman and/or Minority Business (WMBE) utilization goal of thirty percent (30%) for Purchasing. This represents a twenty (20%) increase from 2015's Purchasing commitment of twenty-five percent (25%).

Because there is no projected spend in consulting services for the Mayor's Office, we cannot provide a WMBE consultant commitment at this time. As the budget year progresses, the Mayor's Office will revisit this and may be able to provide a WMBE 2016 Consulting goal.

Voluntary 2015 WMBE Targets

Consulting	N/A
Purchasing	30%

2016 OFFICE OF THE MAYOR WMBE OUTREACH PLAN

Office of the Mayor 2015 WMBE Utilization Performance

The following is a summary of WMBE participation for FY2015

2015 Performance Summary			
Procurement Type	Total	WMBE \$'s	WMBE %
Consultant Contract	\$63,746	\$56,246	88.23%
Consultant Total	\$63,746	\$56,246	88.23%
Blanket Contract	\$71,087	\$32,501	45.72%
Purchase Contract	\$8,9000	\$2,046	22.99%
Purchasing Total	\$79,987	\$34,548	43.19%
Grand Total	\$143,733	\$90,794	63.17%

Outreach Events for 2016

The Mayor's Office is able to commit to participating in the following events:

1. Alliance Business Conference (March)
2. Northwest Mountain Minority Supplier Development Council Showcase and Awards Dinner (March)
3. Regional Contracting Forum (April)
4. City of Seattle Reverse Trade Show (July)
5. University of Washington Annual Minority Business Awards Dinner (December)
6. Tabor 100 Membership Meetings (monthly)

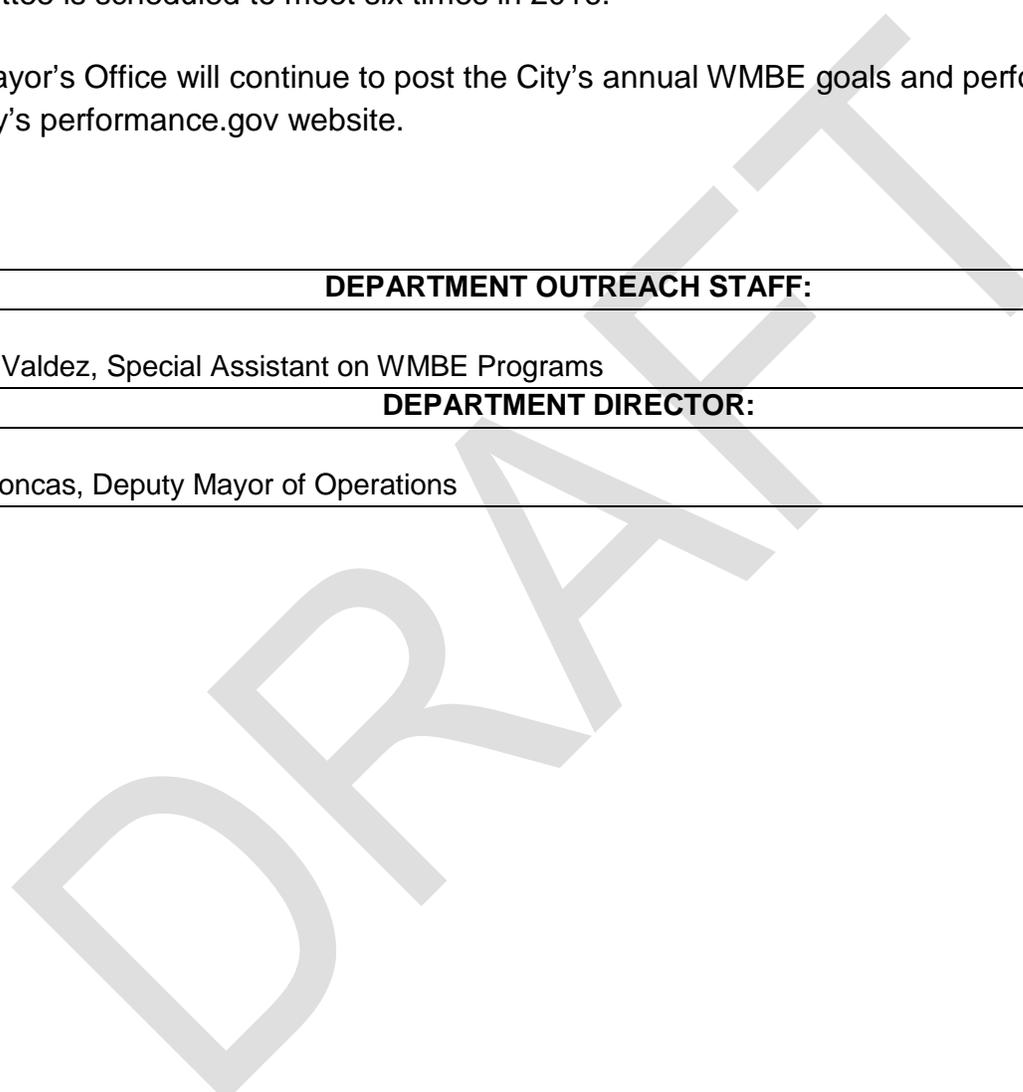
2016 OFFICE OF THE MAYOR WMBE OUTREACH PLAN

Additional Strategies

In 2015, the Mayor’s Office created and launched the City’s first ever Women and Minority Business Advisory Committee. The Advisory Committee will provide advice and recommendations to the Mayor on City WMBE policies and programs. The Advisory Committee is scheduled to meet six times in 2016.

The Mayor’s Office will continue to post the City’s annual WMBE goals and performance via the City’s performance.gov website.

DEPARTMENT OUTREACH STAFF:
Javier Valdez, Special Assistant on WMBE Programs
DEPARTMENT DIRECTOR:
Kate Joncas, Deputy Mayor of Operations

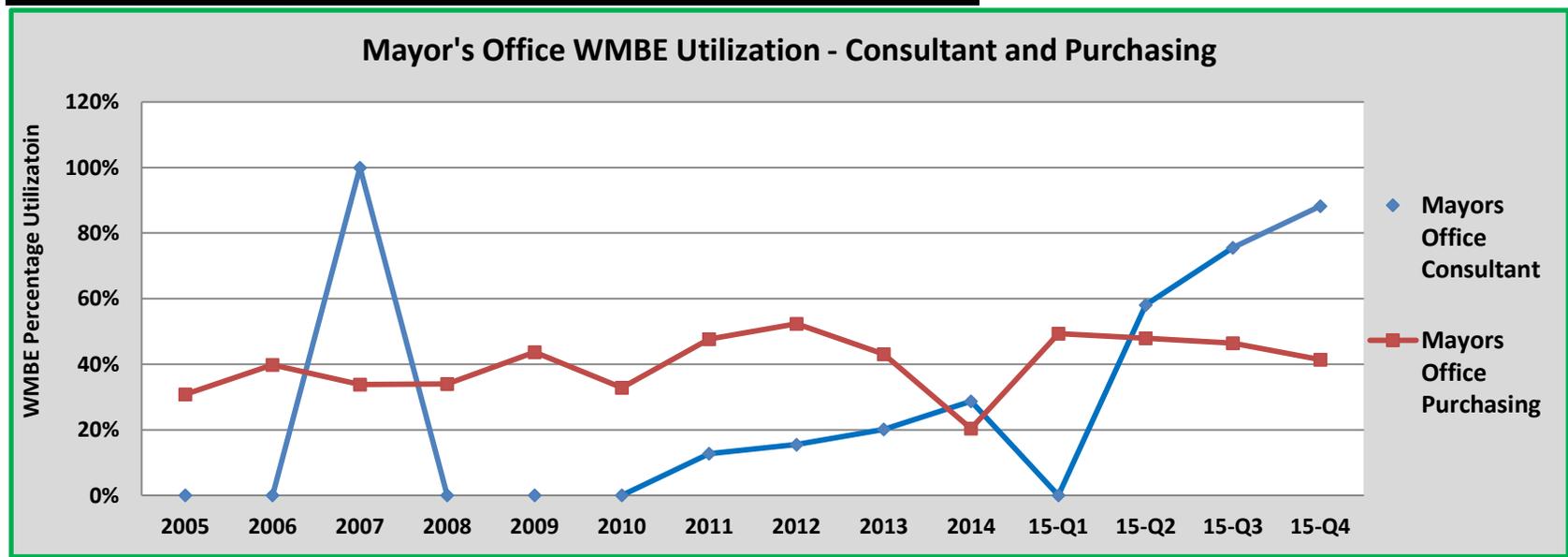


Mayors Office						
	Consultant			Purchasing		
Year	Total	Percent	WMBE	Total	Percent	WMBE
2005	\$ -	0%	\$ -	\$ 35,531	31%	\$ 10,966
2006	\$ -	0%	\$ -	\$ 33,720	40%	\$ 13,423
2007	\$ 8,699	100%	\$ 8,699	\$ 52,056	34%	\$ 17,624
2008	\$ 9,950	0%	\$ -	\$ 59,640	34%	\$ 20,281
2009	\$ -	0%	\$ -	\$ 46,185	44%	\$ 20,176
2010	\$ 19,350	0%	\$ -	\$ 73,075	33%	\$ 24,020
2011	\$ 133,965	13%	\$ 17,025	\$ 96,955	48%	\$ 46,197
2012	\$ 116,036	16%	\$ 18,000	\$ 73,473	52%	\$ 38,458
2013	\$ 228,068	20%	\$ 45,876	\$ 62,994	43%	\$ 27,119
2014	\$ 247,188	29%	\$ 70,973	\$ 86,300	20%	\$ 17,583
15-Q1	\$ 7,500	0%	\$ -	\$ 24,578	49%	\$ 12,128
15-Q2	\$ 17,900	58%	\$ 10,400	\$ 44,209	48%	\$ 21,181
15-Q3	\$ 30,712	76%	\$ 23,212	\$ 70,493	46%	\$ 32,741
15-Q4	\$ 63,746	88%	\$ 56,246	\$ 97,206	41%	\$ 40,276

2015 GOALS:

Purchasing = 25%

Consultant = 0%



- 1) 2015 year to date spend through 12/31/2015
- 2) Produced by CPCS/FAS on 1/15/2016
- 3) Source: Standard Summit Reports

THE MUNICIPAL COURT OF SEATTLE

Elizabeth J. Baldwin
Court Administrator



MEMORANDUM

Date: February 09, 2016

To: Nancy Locke, Director, City Purchasing and Contracting Services

From: Elizabeth J. Baldwin, ^{EB} Court Administrator

Re: 2016 WMBE Plan and Goals

This memo is sent in response to your request for 2016 WMBE Plans and Goals from City agencies. Although Executive Order 2014-043 does not apply to the Judicial Branch, we believe the principles outlined in this order are important to the administration of justice. Therefore we are sending this memorandum to document our support and participation in the WMBE Plans and Goals as a part of the overall City of Seattle Government structure.

In 2016, the Court plans to maintain WMBE targets of 20% in Purchasing and 18% in Consultant Services as was the case last year.

According to FAS's reports received, our 2015 actual accomplishments were 25.1% or \$426,961 in Purchasing and 0% or no amount out of our \$9,000 in Consultant Services.

We would maintain that our actual purchases of Consultant Services did exceed our 2015 goals for the WMBE initiative. The Court believes that FAS's WMBE report did not credit all of our actual expenditures in consultant services toward this end. Besides the \$9,000 paid to Co-Nexus Communications, we also paid two other eligible consultants in 2015:

- 1) Ms. Margaret Fisher received \$10,000 as a consultant to the Court for our Youth Traffic Court program; and
- 2) Karras Consulting received \$29,000 for recruiting services of a new Court Administrator.

Additionally, the Mayor and the Council set aside \$150,000 in 2015 for Criminal Justice Strategic Business and Technology Planning. While the funds were held in Finance General, the Court actually hired and managed the consultant contracts. The Court awarded 46% of the consulting service dollars to a WMBE qualified firm, but FAS's numbers credited Finance General, and not the Court for this WMBE expenditure.

We would ask that you or your designee work with John Kerr, the Court's Budget Manager, on having these records corrected to appropriately reflect our actual achievements in accomplishing the Court's WMBE goals for 2015. Mr. Kerr will continue to be our WMBE representative to FAS moving forward in 2016.

The Court will continue to support City-wide WMBE out reach events and our WMBE Representative will participate in relevant meetings and events. We share the underlying principles of the initiative and want to partner with the Executive Branch in these efforts.

The Court also wishes to work with FAS on Prompt Pay as it relates to our "Direct Vouchers" group in the matter of our Court Interpreters. The Court spends over \$350,000 annually on Certified Court Interpreters. As a group however, most of our eligible interpreters are not registered currently as WMBE with FAS. We believe that by achieving direct deposit/overnight ACH transfers we can work with the group to ensure that those who are WMBE qualified are actually registered as WMBE and appropriately accounted for in the initiative. As we understand it, the SUMMIT re-implementation project may improve on these types of transactions and support the project's efforts in this area particularly. Please note again that Mr. Kerr is the Court's representative to work on accomplishing the Prompt Pay process with our Court Interpreters.

Thank you for your consideration and assistance.

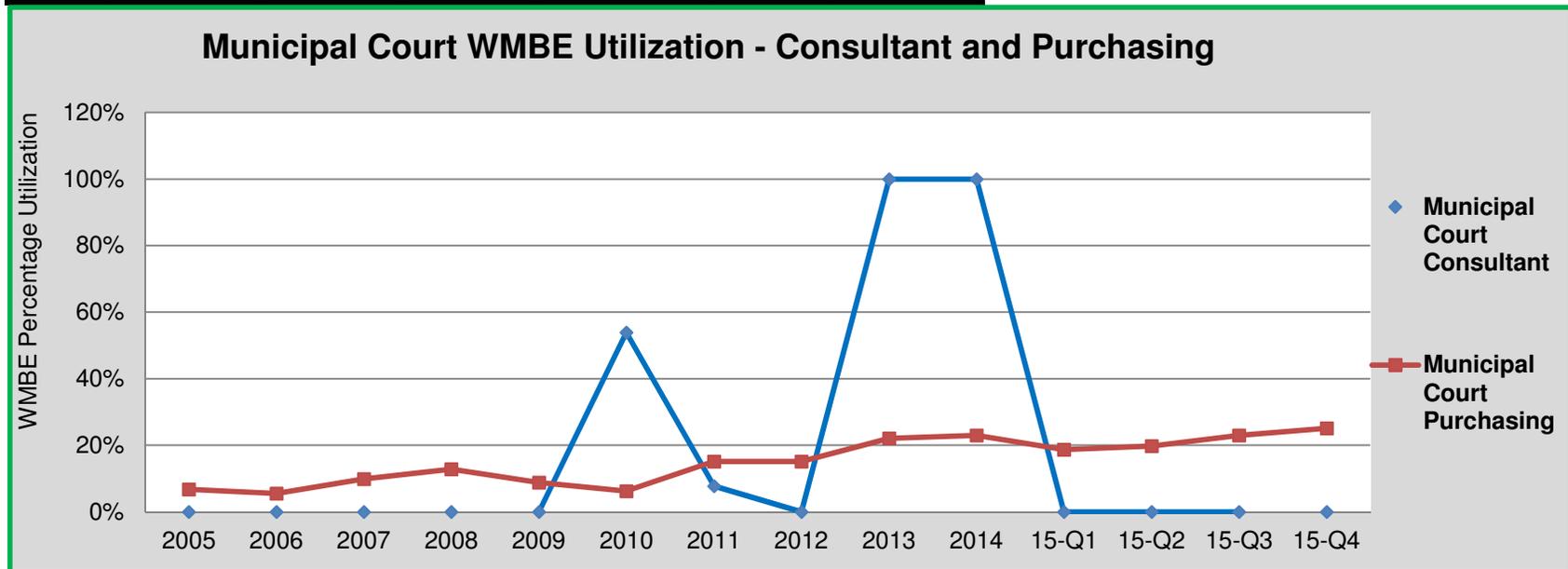
cc: Hon. Karen Donohue, Presiding Judge

Municipal Court						
	Consultant			Purchasing		
Year	Total	Percent	WMBE	Total	Percent	WMBE
2005	\$ 33,148	0%	\$ -	\$ 1,037,672	7%	\$ 70,203
2006	\$ 21,755	0%	\$ -	\$ 1,282,863	5%	\$ 70,011
2007	\$ 63,470	0%	\$ -	\$ 1,023,323	10%	\$ 100,641
2008	\$ 73,543	0%	\$ -	\$ 1,844,987	13%	\$ 236,036
2009	\$ 31,813	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%	\$ -	\$ 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
15-Q1	\$ 9,000	0%	\$ -	\$ 500,027	19%	\$ 93,290
15-Q2	\$ 9,000	0%	\$ -	\$ 829,540	20%	\$ 163,662
15-Q3	\$ 9,000	0%	\$ -	\$ 1,164,128	23%	\$ 267,649
15-Q4	\$ 9,000	0%	\$ -	\$ 1,700,834	25%	\$ 426,961

2015 GOALS:

Purchasing = 20%

Consultant = 18%



- 1) 2015 year to date spend through 12/31/2015
- 2) Produced by CPCS/FAS on 1/15/2016
- 3) Source: Standard Summit Reports

Department of Neighborhoods 2016 WMBE PLAN

Policy Statement:

Executive Order 2014-03 (Equity in Contracting) affirms the Mayor’s commitment to equity in City contracting and to advance the City’s mission to promote race and gender equity in contracting. This EO directs City departments and offices to increase the opportunities for Women and Minority Business Enterprises (WMBE).

SMC 20.42 further establishes this responsibility and requires each department to submit an Annual WMBE Plan.

Department Overview:

The Department of Neighborhoods (DON) programs include Neighborhood Matching Fund, P-Patch Community Gardens, Neighborhood District Coordinators, Historic Preservation, Major Institutions and Schools, Leadership Development and Outreach and Engagement. DON’s budget for 2016 includes new resources for the: recommendations of the Housing Affordability and Livability Agenda (HALA) Advisory Committee; Find It, Fix It Community Walks (FIFI); continuation of the Duwamish River Opportunity Fund; Seattle Youth Commission; Participatory Budgeting; Community Emergency Hubs; and LGBTQ Task Force Recommendations.

Department Representative:

Grace Dygico will be the WMBE Lead responsible for leading the development of the annual WMBE Plan; coordinating the implementation of the Plan; tracking, analyzing, and reporting progress; and participating in Citywide WMBE IDT. David Liang will be back up.

2016 Target:

	2015			2016
	Actual WMBE Spend \$\$	Actual WMBE Spend %	Target	Target
Consulting	\$ 82,988	32%	51%	40%
Purchasing	\$ 48,848	32%	51%	40%

DON has limited spending opportunities for WMBEs. A large portion of DON’s budget goes to grants. Grants and WMBE spend are mutually exclusive.

For 2016, DON aspires for a **40%** WMBE usage in both procurement categories. This target is slightly higher than our 2015 actual WMBE percentage. (The overall City WMBE performance averaged 15% in 2015.) We are optimistic we can achieve this by continuing to use WMBEs where we had used them for consulting and purchasing in the past, as well as using new WMBEs for new opportunities we have identified to include, among others:

- Public Outreach and Engagement Liaison (POEL) purchasing contracts – beginning 2016, all these contracts are going to be executed directly with DON instead of indirectly with a fiscal sponsor, and they will be registered as WMBEs at the point of contracting and before invoicing.

- Seattle Ethnic Media consultant contract – DON will contract with a WMBE.
- Strategic Plan consultant contract – DON has contracted with a WMBE.

Prompt Pay Compliance:

DON will pay 100% of consultants within 30 days of receipt.

Optional 2016 Project-Specific Goals:

DON does not have contracts costing more than \$280,000 where the Consultant Contract Inclusion Plan (with its subcontracting opportunities) applies.

Outreach Events:

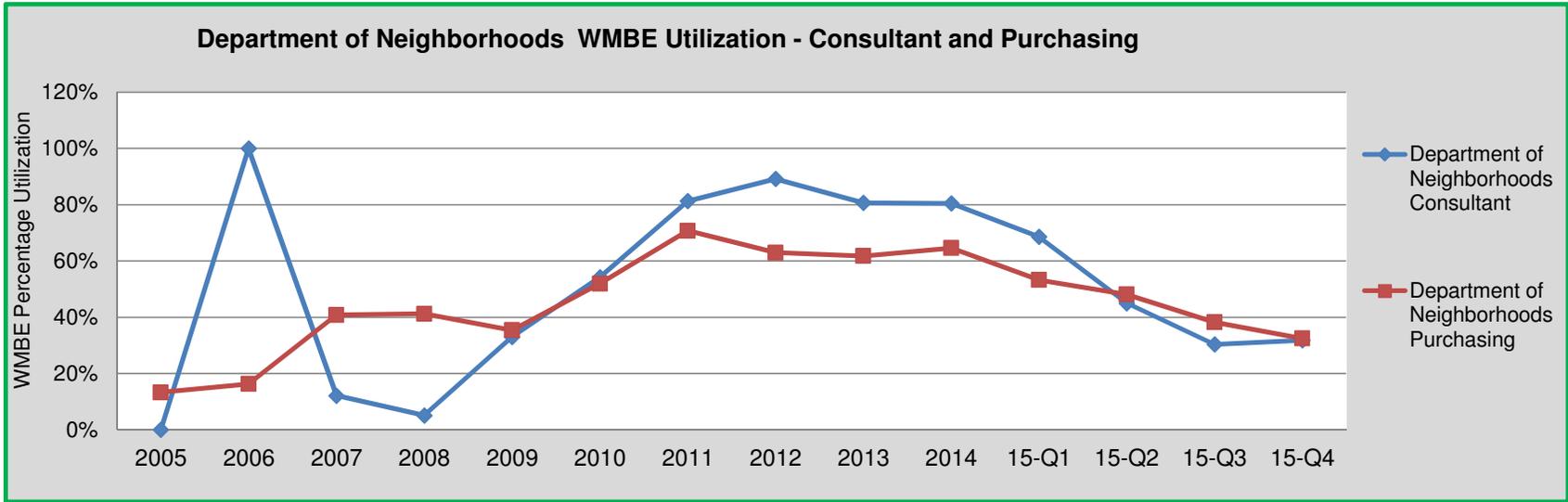
If applicable, DON will participate in FAS-led outreach events with WMBE community associations, vendors and industry organizations.

Plans and Strategies:

- DON will take every opportunity to identify and use WMBEs as possible.
- WMBE Lead or back up will be proactive by providing staff involved in making purchasing and contracting decisions: 1) a list of previously used WMBE vendors for quicker WMBE search and 2) Quick Sheets or training on how to use InWeb WMBE Outreach Resources for searching new WMBE vendors.
- Proactively, before making payments to vendors, accounting staff will ensure to recognize vendors who **qualify as WMBEs but have not registered with the City**. Accounting staff will contact them, encourage them to sign up, and assist them in the WMBE registration process. If not registered BEFORE payment, their WMBE usage will not be credited in the WMBE Summit Report, not even if they registered after the payment.
- Proactively, before making payments, accounting staff will ensure to recognize vendors that are **non-profit organizations** and that their invoices are coded in a non-profit account (741113). Payments to non-profits should not be factored in the overall spend to calculate WMBE %; if they erroneously get included in the overall spend, they dilute the WMBE usage %.
- WMBE Lead will distribute Quarterly and Annual WMBE Reports to staff involved in purchasing and contracting.
- WMBE Lead will analyze the WMBE reports, identify areas for improvement, and work with staff involved in purchasing and contracting on making the improvements happen.

Department of Neighborhoods						
Year	Consultant			Purchasing		
	Total	Percent	WMBE	Total	Percent	WMBE
2005	\$ 456,336	0%	\$ 195	\$ 624,626	13%	\$ 83,325
2006	\$ 34,500	100%	\$ 34,500	\$ 870,839	16%	\$ 142,288
2007	\$ 43,992	12%	\$ 5,350	\$ 924,480	41%	\$ 377,686
2008	\$ 415,409	5%	\$ 21,411	\$ 690,810	41%	\$ 285,013
2009	\$ 527,748	33%	\$ 174,562	\$ 513,621	35%	\$ 181,864
2010	\$ 454,842	54%	\$ 246,603	\$ 376,888	52%	\$ 195,763
2011	\$ 445,270	81%	\$ 361,999	\$ 471,131	71%	\$ 333,213
2012	\$ 506,214	89%	\$ 451,495	\$ 401,265	63%	\$ 252,787
2013	\$ 548,703	81%	\$ 442,711	\$ 349,939	62%	\$ 216,168
2014	\$ 1,136,559	80%	\$ 914,669	\$ 497,651	65%	\$ 321,536
15-Q1	\$ 64,820	69%	\$ 44,470	\$ 38,244	53%	\$ 20,366
15-Q2	\$ 144,163	45%	\$ 64,888	\$ 79,205	48%	\$ 38,134
15-Q3	\$ 218,663	30%	\$ 66,388	\$ 113,435	38%	\$ 43,375
15-Q4	\$ 260,613	32%	\$ 82,988	\$ 150,307	32%	\$ 48,848

2015 GOALS:
Purchasing = 51%
Consultant = 51%



- 1) 2015 year to date spend through 12/31/2015
- 2) Produced by CPCS/FAS on 1/15/2016
- 3) Source: Standard Summit Reports



Seattle Parks and Recreation 2016 Annual WMBE Plan

The Seattle Parks and Recreation Department (Department)'s Mission is to work with all residents to be good stewards of the environment, and to provide safe and welcoming opportunities to play, learn, contemplate, and build community. Within our Mission, Seattle Parks and Recreation (SPR) strongly supports and participates in WMBE utilization in our Department's contracting and purchasing business needs and will continue to do all we can to move the WMBE utilization needle. To that end, the Department will continue to research engagement strategies as well as outreach methods and develop ways to maintain its increasing utilization percentage rates in the area of construction contracting. We will also strive to increase the percentage of our non-exempt goods and purchased services procured from WMBE vendors, and to hire consultant firms registered as WMBE within the city of Seattle and the Seattle Metropolitan region.

1. Department Representation:

The Department's appointed representative is Sue Goodwin, and Sue will coordinate our Department's WMBE reporting activities and will commit to the following tasks in 2016:

- Attend WMBE Interdepartmental (IDT) Meetings; and
- Attend appropriate retreats/forms/events related to contracting issues, as available; and
- Receive and stay current on the City WMBE list-serve of upcoming news and events; and
- Maintain the one-pager forms submitted to FAS/CPCS which announce upcoming large-projects; and
- Keep the SPR Superintendent and all Department Directors, informed about department WMBE progress and continue to track and report on our progress through quarterly utilization reports; and
- Receive the official quarterly WMBE reports from FAS/CPCS to prepare assessments for the department and any accountability requirements.

2016 Voluntary WMBE Utilization Goals for Seattle Parks and Recreation:

For 2016, SPR has established a voluntary Woman and/or Minority Business Enterprises (WMBE) utilization goal of eighteen percent (18%) for Consulting and twenty percent (20%) for Purchasing, a significant increase from previous year's goals in both categories.

SPR Construction Projects is tracked based on Completed Construction Projects that have been completed during the current calendar year and All Invoices paid during the current calendar year. Our new goal for 2016 is 22% WMBE utilization for completed Construction Projects.

2016 Goals:

➤ **Prior Year Utilization Goal for Purchasing: @ 16% target goal in 2015**

A review of our purchasing targets over the last four years has shown a general increase, except for 2013, in the level of Parks WMBE purchasing utilization; @ 16% in 2012, 12% in 2013, 32% in 2014 and 21.5% in 2015. These totals average @ 20% over the last four years. Our goal of 16% has remained consistent during this time, as we have had the Parks and Green Spaces Levy, which ended in 2014, and we had anticipated a lower WMBE utilization percentage. However, our end of the year purchasing numbers in 2015 have shown that we have stayed consistently high in the level of purchasing within the department, and generally, have increased our WMBE utilization significantly in 2014 and 2015, respectively. We don't anticipate any significant decreases in WMBE purchasing in 2016, and are setting our 2016 **goal @ 20%, 4 percentage points** higher than our previous purchasing goal, and is based on the average WMBE percentage increase over our last four years.

Year	Consulting Total	Percent WMBE	WMBE total \$
2012	\$4,835,381	12%	\$561,234
2013	\$4,290,935	17%	\$717,497
2014	\$3,733,146	16%	\$584,671
2015	\$4,134,385	27%	\$1,151,773
2016 Goal		20%	

➤ **Prior Year Utilization Goal for Consulting: @ 12% target goal in 2015**

A review of consulting percentages over the last four years has also shown a steady increase for all but one year, for Parks WMBE consulting utilization; @ 12% in 2012, 17% in 2013, 16% in 2014 and 28% in 2015. This steady increase is, in part, a result of our increased effort to engage with potential WMBE businesses and we anticipate a higher WMBE percentage utilization in 2016. Expecting no new changes in how we do business, our target goal for WMBE Consulting utilization in 2016 is **18%, 6 percentage points higher** than our previous consulting goal and is based on the average WMBE percentage increase over the last four years.

Year	Purchasing Total	Percent WMBE	WMBE total \$
2012	\$10,845,375	16%	\$1,744,425
2013	\$15,446,216	12%	\$1,797,722
2014	\$12,952,356	32%	\$4,153,736
2015	\$10,203,678	22%	\$2,158,442
2016 Goal		18%	

➤ **Prior Year Utilization Goal for Completed Construction Projects: @ 17% target goal in 2015**

A review of Construction percentages for completed projects over the last few years has shown a higher than projected level of WMBE utilization. These high WMBE utilization numbers are due, in part, to the completion of significant projects during the calendar year that is being measured. For example, some projects like Rainier Community Center redevelopment, Magnuson Building 30 renovation and Maple Leaf Reservoir may have started in 2012 and/or 2013, and since they were officially completed in 2014, you see very high total payments and WMBE totals in 2014. The levy was mostly completed in 2014 and only a few projects were scheduled to be completed in 2015, and once again, a high percentage of WMBE utilization. We look to build on that number in 2016, and with our new Metropolitan Parks District

(MPD), approved by voters in 2014, new projects that are currently backlogged in our deferred maintenance program will now receive supplementary funding and provide for additional opportunity for WMBE vendors in 2016. In part, because of the new MPD, **we will increase our 2016 Construction Contracts WMBE percentage from 17% to 18%**. This is a modest increase, mainly because of the unpredictability of the Construction bidding process, even though the last few years have shown a high WMBE percentage. After reviewing the results of the 2016 WMBE utilization, SPR will have at least 4 years of actual utilization data to assess whether a higher increase is warranted in 2017.

Year	Contract Type	Total Payments	WMBE %	WMBE total \$
2013	Construction	\$8,687,503	33%	\$2,857,516
2014	Construction	\$36,377,752	25%	\$9,176,767
2015	Construction	\$13,115,025	26%	\$3,417,859
2016 Goal	Construction		18%	

2. Outreach Events:

- Coordinate the Department’s participation in the annual Regional Contracting Forum and Reverse Vendor Fair; and
- As applicable, actively engage in the A&E design show and the CIP Expo; and
- Propose active membership for minority business associations such as Tabor 100, the National Association for Minority Contractors or Northwest Supplier Development Council; and
- Attend other events as needed.

3. Consultant Prompt Pay:

- We are working towards 100% compliance of paying all consultant invoices within the 30 day timeframe within the next two years.

How we will achieve these results:

Communication strategies:

- SPR’s Accounting Office will work with the project management staff to ensure all invoices are date stamped as to when they are received.
- We will work with the Parks and Recreation WMBE representative to communicate any outliers when compiling the data and address and resolve issues as they arise.

Implementation strategies

- Beginning January, 2016, SPR Accounting is currently using the receive date as the invoice date.
- Accounting is no longer paying these invoices with terms of net 30. Payments will be made the following business day once processed (received) in Accounting. Checks are not issued on weekends or designated City holidays.

4. Strategies for improving WMBE utilization

The Department will continue to invite vendors and consultants to register and self-identify as WMBE’s and will invite minority consultants to biweekly project manager meetings to improve our outreach methods. Another valuable tool will be to research possible WMBE’s and go to their organizational meetings with our information about becoming a member of the Seattle Vendor family. We will also work closely with our RSJI Change Team to help divisions develop outreach methods not usually implemented. The Department representative will continue to attend the DFAS long-established meet and

greet on the first Fridays with the intention of establishing new WMBE business contacts for the Department.

Our Planning and Development Division will:

Outreach:

- i.) Invite consultants to our place of work to meet staff and discuss the consultant's area of expertise. Introduce WMBE consultants on a monthly basis at planner/project manager staff meetings.
- ii.) Provide internships for high school students and college students to provide them with knowledge of opportunities in the field of engineering and design, planning, project management, and construction management.
- iii.) Continue to engage with WMBE vendors and consultants to provide updates on current/upcoming projects.
- iv.) Contact communities about contracting opportunities in their neighborhoods and attend their meetings, venues and gathering places .
- v.) Present opportunities to consultant and contractor organizations via forums and to local minority organizations

Educate:

i.) WMBE consultants in getting on COS Consultant Roster and COS Business License. This process will also include mentoring of parks staff on engagement efforts to reach previously underrepresented groups to better coordinate our efforts, with assistance from the RSJI Change team, to better understand how to reach and work with these diverse WMBE groups.

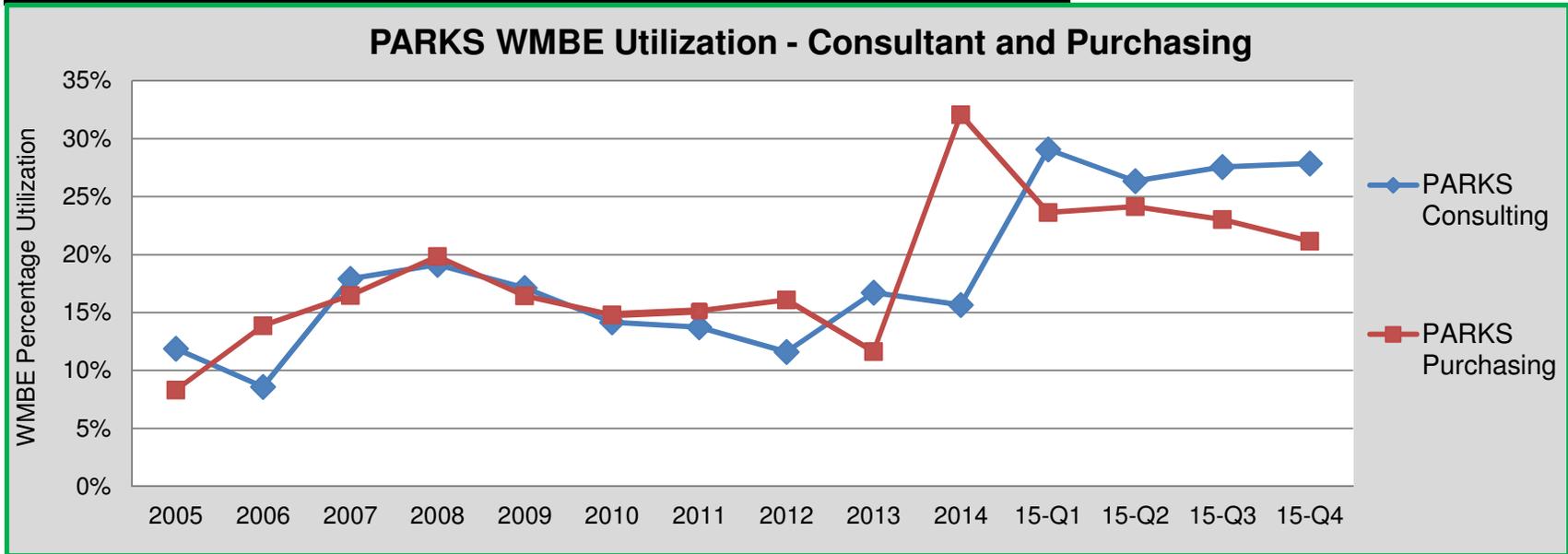
This multifaceted approach of internal staff mentorship and reinforcement and a dedicated effort to engage currently underrepresented groups should provide us a more grounded approach of outreach and support so that we can achieve and even surpass our goals for 2015. In addition, the Department will maintain a consistent commitment to provide timely information about work opportunities to WMBE firms, and as time permits, make more personal contacts to assure understanding of those opportunities. Project lists and subsequent updates will be sent directly to organizations most likely to foster relationships with these firms. A closer connection to the Office of Economic Development, (OED) and its outreach programs, and an appropriate adherence to guidelines provided by both the Construction and Consultant Inclusion Plans, should enhance the Departments overall WMBE utilization percentages in 2015 and beyond.

PARKS						
	Consulting			Purchasing		
Year	Total	Percent	WMBE	Total	Percent	WMBE
2005	\$ 5,763,818	12%	\$ 684,515	\$ 12,633,787	8%	\$ 1,051,990
2006	\$ 4,593,473	9%	\$ 394,481	\$ 9,750,725	14%	\$ 1,352,407
2007	\$ 4,508,726	18%	\$ 807,878	\$ 10,532,954	16%	\$ 1,734,908
2008	\$ 4,964,233	19%	\$ 948,988	\$ 13,586,570	20%	\$ 2,694,943
2009	\$ 4,469,513	17%	\$ 764,986	\$ 12,166,610	16%	\$ 2,000,082
2010	\$ 4,879,623	14%	\$ 690,709	\$ 10,039,071	15%	\$ 1,486,613
2011	\$ 3,457,476	14%	\$ 475,125	\$ 9,994,002	15%	\$ 1,513,807
2012	\$ 4,835,381	12%	\$ 561,234	\$ 10,845,375	16%	\$ 1,744,425
2013	\$ 4,290,935	17%	\$ 717,497	\$ 15,446,216	12%	\$ 1,797,722
2014	\$ 3,733,146	16%	\$ 584,671	\$ 12,952,356	32%	\$ 4,153,736
15-Q1	\$ 711,421	29%	\$ 206,941	\$ 2,321,279	24%	\$ 548,891
15-Q2	\$ 1,549,845	26%	\$ 408,263	\$ 4,809,306	24%	\$ 1,160,903
15-Q3	\$ 2,814,284	28%	\$ 775,566	\$ 7,558,781	23%	\$ 1,740,821
15-Q4	\$ 4,134,385	28%	\$ 1,151,773	\$ 10,203,678	21%	\$ 2,158,442

2015 GOALS:

Purchasing = 16%

Consultant = 12%



- 1) 2015 year to date spend through 12/31/2015
- 2) Produced by CPCS/FAS on 1/15/2016
- 3) Source: Standard Summit Reports

2016 SEATTLE POLICE DEPARTMENT OUTREACH PLAN

Department Representative: Valarie Anderson
Representative Phone # (206) 733-9315

2016 Goals

Seattle Police Department's (SPD) 2015 WMBE utilization goals were 15% for Purchasing and 20% for Consulting. SPD's actual 2015 WMBE usage was 23.61% (\$3,528,093.40) for Purchasing and 18.95% (\$416,077.50) for Consulting.

SPD's Goals for 2016 are 25% for Purchasing and 20% for Consultant Contracts. We believe both the Purchasing and Consultant Contract aspirational goals will be a challenge. SPD will undertake the following strategies to meet or exceed the aspirational goals.

1. Attend Contracting Equity Interdepartmental Team (IDT) meetings hosted by Finance and Administrative Services (FAS).
2. SPD's Fiscal staff will review all Direct Voucher and Blanket Contract vendors used on a regular basis to determine if WMBE vendors exist. Information about the availability of WMBE vendors will be provided to SPD's end users to obtain quotes for equipment, services and supplies.
3. Continue to review and route appropriate centralized purchase requests to SPD purchasing staff to identify and obtain quotes from at least one WMBE vendor for direct voucher purchases.
4. Continue to send letters to identified WMBE vendors utilized to encourage registration with the City's VCR program.
5. Ensure that appropriate Summit account coding is used when paying other governmental and non-profit agencies.
6. SPD will require three quotes for Consultants services. One quote must include a WMBE vendor identified from the City's Consultant Roster.

Training

1. SPD along with FAS Contracting Services staff, and the Mayor's Special Assistant on WMBE Programs conducted general WMBE Outreach training and training on how to use the Online Business WMBE search tool for more than 50 SPD staff who frequently make purchasing decisions in the fall of 2015. No additional training is planned in 2016

Outreach Events

1. Refer WMBE vendors to SPD staff to contact for quotes for purchasing and contracting decisions.
2. Focus efforts to increase outreach efforts to the Native American, African American and Hispanic community for Consultant Contracts.
3. SPD representatives will attend the Regional Contracting Forum in March 2016.
4. SPD representatives will attend City Annual Trade Show in July 2016.

Consultant Inclusion Plan

1. SPD annual usage of Consultants is less than thirty and the value of contracts rarely exceeds \$260,000. All Consultant Contracts are routed centrally, therefore, we can ensure departmental adherence to the Mayor's recommended Consultant Inclusion Plan.

 BRUCE MAXEY FOR
KMO

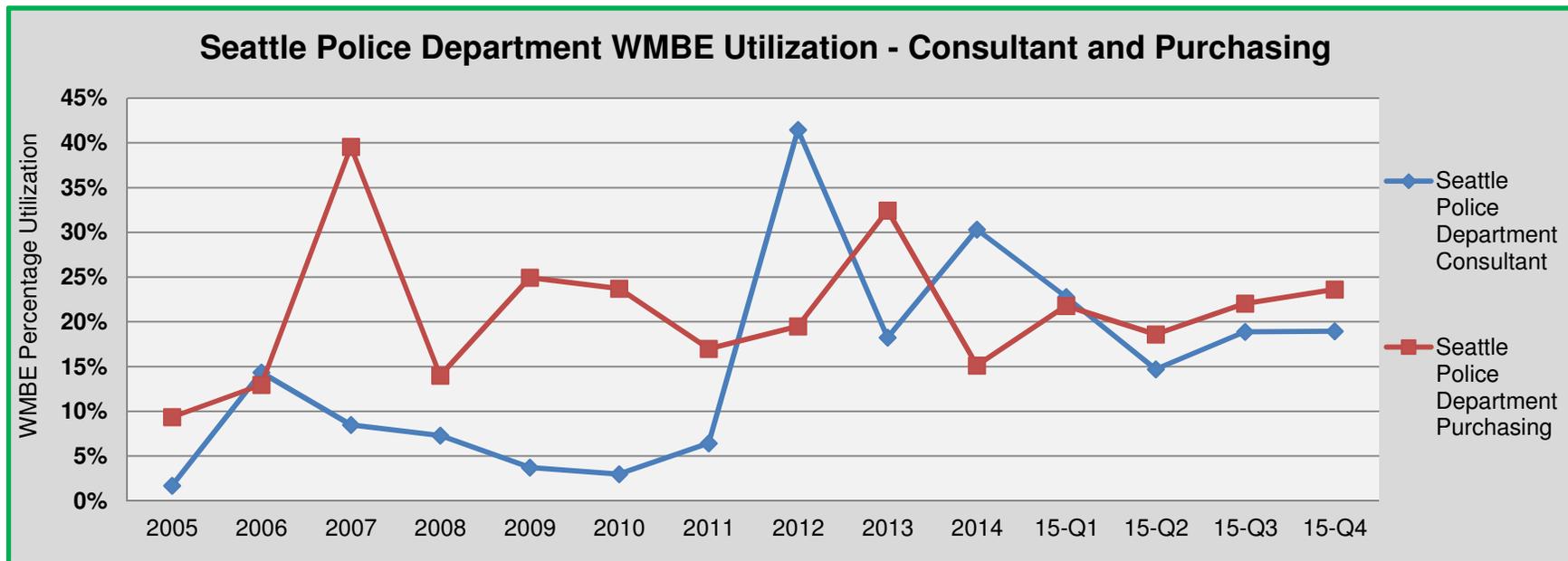
Kathleen M. O'Toole, Chief of Police
Seattle Police Department

Seattle Police Department						
Year	Consultant			Purchasing		
	Total	Percent	WMBE	Total	Percent	WMBE
2005	\$ 819,873	2%	\$ 13,943	\$ 7,695,444	9%	\$ 719,141
2006	\$ 404,705	14%	\$ 58,069	\$ 6,955,499	13%	\$ 902,530
2007	\$ 427,728	8%	\$ 36,313	\$ 9,864,962	40%	\$ 3,903,850
2008	\$ 941,005	7%	\$ 68,706	\$ 12,021,603	14%	\$ 1,681,261
2009	\$ 1,295,308	4%	\$ 48,108	\$ 9,083,583	25%	\$ 2,265,575
2010	\$ 1,759,760	3%	\$ 52,461	\$ 11,206,978	24%	\$ 2,657,222
2011	\$ 919,128	6%	\$ 59,203	\$ 12,383,905	17%	\$ 2,103,245
2012	\$ 1,239,180	41%	\$ 513,830	\$ 15,730,097	19%	\$ 3,065,017
2013	\$ 1,711,216	18%	\$ 312,232	\$ 19,701,862	32%	\$ 6,392,692
2014	\$ 1,841,394	30%	\$ 558,211	\$ 16,108,756	15%	\$ 2,437,942
15-Q1	\$ 446,035	23%	\$ 101,658	\$ 3,003,746	22%	\$ 654,778
15-Q2	\$ 1,211,919	15%	\$ 178,345	\$ 6,225,027	19%	\$ 1,157,594
15-Q3	\$ 1,801,826	19%	\$ 340,057	\$ 11,196,347	22%	\$ 2,468,499
15-Q4	\$ 2,196,234	19%	\$ 416,078	\$ 14,945,821	24%	\$ 3,528,093

2015 GOALS:

Purchasing = 18%

Consultant = 20%



- 1) 2015 year to date spend through 12/31/2015
- 2) Produced by CPCS/FAS on 1/15/2016
- 3) Source: Standard Summit Reports



City of Seattle

Ed Murray, Mayor

Seattle Police Pension Fund

Dan Oliver, Executive Secretary

February 19, 2015

Nancy Locke
Director, City Purchasing and Contract Services
Department of Finance and Administrative Services
City of Seattle

Re: 2015 WMBE Plan

Dear Director Locke:

The Seattle Police Relief and Pension Fund Disability Board is an independent agency for the City. The Board was established with its duties by RCW 41.20 and 41.26. The duties are; pension payments to qualified retired officers or their qualified surviving beneficiaries; and medical claims payments for active and retired police officers. These payments are processed through the City's Finance Department on a "pay as you go" basis.

The Board is aware of the City's commitment to the WMBE initiatives. Presently, the Police Pension Office does not issue consulting contracts. Its purchasing is very small for the three person staff. So its goals are zero (0) in both categories. In the future, if such an opportunity becomes available, the Office will participate in the initiative.

This is an ever green plan that will be ongoing. If there is a change or modification of this continuous plan, I will contact your office immediately.

Sincerely,

A handwritten signature in cursive script that reads "Dan".

Dan Oliver
Executive Secretary
Seattle Police Relief and Pension Fund & Disability Board

PO Box 94729, Seattle, WA 98124-4729

Tel: (206) 386-1286 Fax (206) 386-9075

An equal employment opportunity, affirmative action employer. Accommodations for people with disabilities provided upon request.

February 12, 2016

TO
Nancy Locke, Contracting and Purchasing Director**FROM**
John Trausch, WMBE Program Manager**SUBJECT**
2016 WMBE Program Plan

2016 SEATTLE CITY LIGHT WMBE OUTREACH PLAN

Department Representative for 2016:

In April of 2015 City Light hired John Trausch to serve as the WMBE Program Manager. The position reports to the Manager of Performance Support Services within Corporate Performance and serves as the utility's dedicated WMBE representative. John will represent Seattle City Light on the WMBE Interdepartmental Team (IDT) as well as at internal events, contract walkthroughs, conference calls, and other events or meetings where the utility's message and expectations need to be delivered and reinforced.

2016 Voluntary Target for Seattle City Light:

City Light develops WMBE spending commitments for Directors and Officers and includes these in their accountability agreements in dollar terms. City Light's total WMBE expenditures based on these commitments are targeted to exceed the prior year goal by over three million dollars. In 2016 City Light's overall goal to WMBE prime consultants and vendors is \$16.2 Million, which is projected to be equivalent to 10% of total consulting and purchasing expenditures in 2016.

Consulting Goal - \$3.2 Million or 9%

The 2016 WMBE prime consultant expenditure target equals a 3.25% increase over the 2015 goal and, as stated in the prior discussion, is based on committed expenditures from City Light's Officers and Directors.

Purchasing Goal - \$13.0 Million or 11%

City Light's purchases from prime WMBE vendors in 2015 exceeded the goal of \$9.7 million. The 2016 goal is based on committed expenditures from City Light's Officers and Directors. The 2016 goal to prime WMBE vendors is 30% above the 2015 goal. City Light believes the 2016 goal is achievable based on past performance and on the committed expenditures from City Light's Officers and Directors.

Voluntary 2015 WMBE Targets	
Consulting	9%
Purchasing	11%

2016 CITY LIGHT WMBE OUTREACH PLAN

Policy Statement

In accordance with Ordinance 119603, Executive Order 2010-05: Outreach to Women and Minority Businesses, "Equality in Contracting" Ordinance 121717 codified under Seattle Municipal Code Chapter 20.42, and Executive Order 2014-03: Equity in City Contracting, 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.

Ordinance 119603 requires each city department to develop an annual outreach plan to provide opportunities for minority-owned and women-owned businesses to gain City contracts and purchasing opportunities.

The 2016 Outreach Plan summarizes the past performance and new strategies that will guide City Light in its inclusion efforts for the year.

City Light's 2015 WMBE Utilization Performance

City Light's WMBE efforts focus on leveraging the City Light's purchasing power to include and build the capacity of women-owned and minority-owned businesses.

The following table summarizes the WMBE expenditures by contracting type.

2015 Expenditures			
Procurement Type	Total	WMBE	% WMBE
Consultant Contract	\$32,973,435.49	\$2,784,475.30	8.44%
Consultant Roster	\$3,833,365.28	\$1,260,575.06	32.88%
Consultant Total	\$36,806,800.77	\$4,045,050.36	10.99%
Blanket Contract	\$113,008,219.51	\$12,818,456.57	11.34%
Purchase Contract	\$9,976,539.31	\$675,182.78	6.77%
Direct Voucher	\$2,884,677.12	\$141,525.53	4.91%
Purchasing Total	\$125,869,435.94	\$13,635,164.88	10.83%
Non-Compliant Total	\$388,100.15	\$103,647.95	26.71%
Grand Total	\$162,676,236.71	\$17,680,215.24	10.87%

2016 CITY LIGHT WMBE OUTREACH PLAN

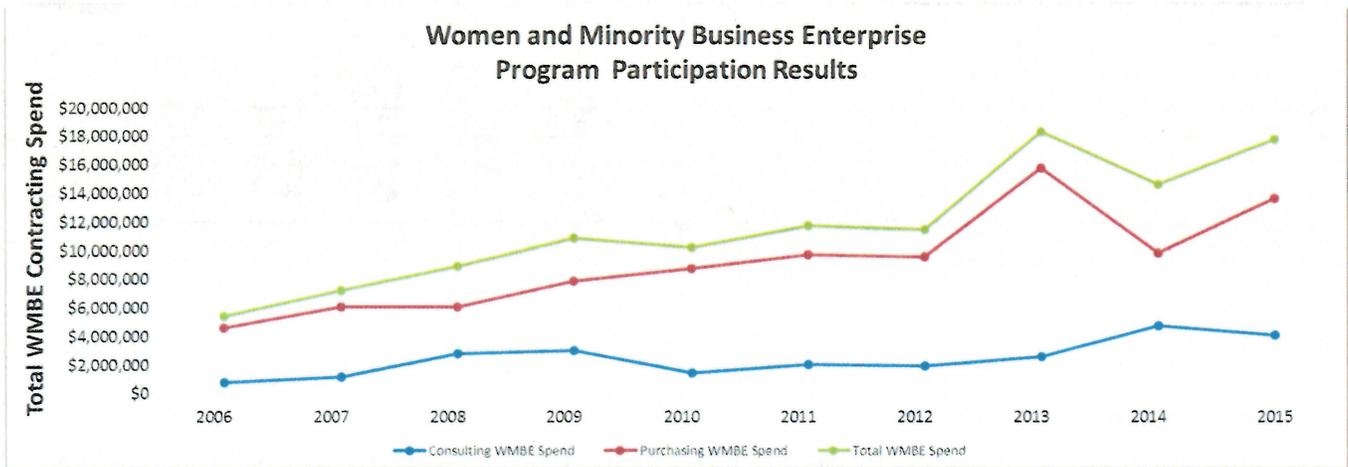
Past Performance

The figures below illustrate City Light’s consultant and purchasing expenditures to prime WMBE businesses over the past ten (10) years.

Seattle City Light

Historical Year End (Unadjusted)

Program Year	Consulting Contract			Purchasing Contracts			Total		
	Total Spend	WMBE Spend	WMBE %	Total Spend	WMBE Spend	WMBE %	Total Spending	Total WMBE Spending	WMBE Total %
2006	\$8,466,583	\$801,421	9.47%	\$57,567,672	\$4,620,393	8.03%	\$66,034,254	\$5,421,814	8.21%
2007	\$17,347,911	\$1,152,136	6.64%	\$74,534,238	\$6,077,605	8.15%	\$91,882,149	\$7,229,741	7.87%
2008	\$24,606,007	\$2,800,993	11.38%	\$82,010,683	\$6,080,772	7.41%	\$106,616,690	\$8,881,765	8.33%
2009	\$26,997,357	\$3,003,344	11.12%	\$63,423,581	\$7,872,770	12.41%	\$90,420,938	\$10,876,114	12.03%
2010	\$14,047,637	\$1,464,121	10.42%	\$63,611,471	\$8,723,248	13.71%	\$77,659,107	\$10,187,369	13.12%
2011	\$15,105,695	\$2,058,583	13.63%	\$72,611,442	\$9,690,352	13.35%	\$87,717,137	\$11,748,935	13.39%
2012	\$17,779,900	\$1,917,083	10.78%	\$81,585,216	\$9,526,959	11.68%	\$99,365,117	\$11,444,042	11.52%
2013	\$25,209,596	\$2,574,555	10.21%	\$98,033,707	\$15,724,561	16.04%	\$123,243,302	\$18,299,116	14.85%
2014	\$31,297,335	\$4,781,666	15.28%	\$91,793,696	\$9,830,579	10.71%	\$123,091,031	\$14,612,245	11.87%
2015	\$36,806,801	\$4,045,050	10.99%	\$125,869,436	\$13,635,165	10.83%	\$162,676,237	\$17,680,215	10.87%



Program Contracting Tools

WMBE Program Manager John Trausch and Contracts Manager Kim Rayray worked together to add a WMBE opportunity review when completing the Internal Request Form (IRF). This requirement was issued by the Department of Finance and Administrative Services (FAS) in early 2015.

City Light processes over 2,000 IRF Forms each year. Due to the volume of these submittals, it was essential that the WMBE Review was aligned with the current procurement process. This ensures that the review process is meaningful and that the cycle-time of procurements are not increased due to routing and sign-offs.

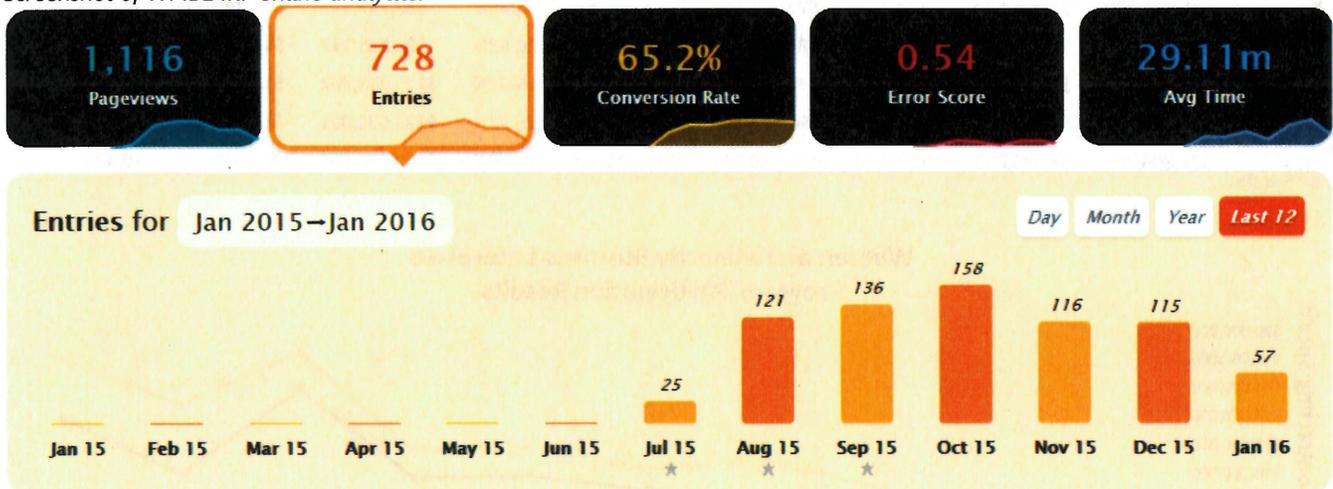
2016 CITY LIGHT WMBE OUTREACH PLAN

IRF WMBE Reviews

In July 2015 the IRF WMBE review tool was launched. This tool provides City Light an innovative way to create greater equity awareness by searching for WMBE firms in the beginning stages of the contracting process. The documentation provided in this online tool is also used to measure actual WMBE participation resulting from outreach efforts. Once the form is submitted online the City Light WMBE program manager reviews the information and provides assistance or recommendations as needed. Since July, over 700 IRF WMBE reviews have been submitted. Training is available to any City Light employee seeking to complete the form or discuss strategies to increase greater contracting equity.

An advantage of having this information entered online versus on the IRF Form (hardcopy) is that the requestor is able to upload scope documents as well as lists of the search results. This information can then be used to email firms regarding upcoming contracting opportunities.

Screenshot of WMBE IRF online analytics:



Work Authorization Form Changes

Also launched in July, was an enhancement to the work authorization request form, which is used for City Light on-call contracts. While on-call contracts are a convenient means to get work done quickly across the utility, WMBE commitments made by consultants can often be overlooked by a consultant in a rush to provide expedient service. The new addition to the work authorization form simply asks the consultant to restate their WMBE commitment as well as state the current WMBE participation level for the contract. This form now provides consultants an opportunity to document their good faith efforts toward meeting their WMBE commitment at the time work is issued.

2016 CITY LIGHT WMBE OUTREACH PLAN

Upcoming Construction Contracting

Although City Light will not propose a specific public works WMBE goal, the utility expects the following projects to be out for bid in 2016. Note that anticipated dates for initiating these projects are subject to change:

- Delridge Way SW Street Light Infrastructure Replacement (\$2.3 M) - Q3 2016
- Ross Powerhouse Governor Units 41-44 (\$1.2 M) - Q2 2016
- Boundary Forebay Recreation Area Campground and Boat Launch Improvements (\$1.9 M) - Q3 2016
- Newhalem Penstock Saddle Replacement (\$1.5 M) - Q1 2016
- Vault and Duct Installation along Occidental Ave S (\$1.5 M) - Q1 2016
- Boundary Spillway Drainage Collection (\$100 K) - Q1 2016
- Boundary Spillway No.1 Total Dissolved Gas Modifications (\$1.5 M) - Q1 2016
- North Service Center New Gatehouse & Gate Renovations (\$229 K) - Q1 2016
- Blue Ridge Conduit Installation Phase II (\$2.5 M) - Q2 2016
- Seattle City Light LED Sign (\$100 K) - Q1 2016
- Energy Management Systems (EMS) Replacement Project (\$100 K) - Q1 2016
- Installation of Paint Booth (\$120 K) - Q1 2016
- 157 Roy - Life Safety (\$250 K) - Q1 2016
- Babcock Creek Vented Ford Project (\$660 K) - Q1 2016
- Shoreline Irrigation Project (\$50 K) - Q1 2016

City Light will work with FAS on these projects to ensure that appropriate staff attends the construction walkthroughs to explain WMBE inclusion plan requirements and the use of WMBE subcontractors. City Light will also work with external community partners to distribute the advertisement and pre-proposal conference information.

With the passage of the legislation by the City Council requiring the use of local labor for construction projects costing more than \$5 Million and the subsequent signature by the Mayor, City Light will also continue to ensure that the utility complies with the ordinance.

2016 CITY LIGHT WMBE OUTREACH PLAN

Plans and strategies

1. B2Gnow Consulting Contract Monitoring

City Light will begin participating in the B2Gnow contract reporting system once implemented. The initial intent will be to load all 2016 consulting contracts where a WMBE Inclusion Plan was required. This online report tracking system will allow City Light to monitor subconsultant spend toward the WMBE commitment made by the prime consultant. This system will replace the current CIDD report tracking system for select contracts.

As B2Gnow is rolled out and contracts are executed the WMBE program office will set up new contracts into the B2Gnow system. During the consulting kickoff meeting with a new consultant the WMBE Program Manager will provide an overview of the reporting requirements during the term of the contract. City Light will also participate in training efforts to inform subconsultants of the reporting system and ensure they know how to confirm payments entered by the prime consultants etc.

2. Internal Training

City Light offers training several times each year on the procurement of consultant contracts and purchasing needs. In the past, the WMBE program manager has presented information on owned goals and commitments and offered assistance for outreach and City guidelines on inclusion of WMBEs in opportunities. City Light will continue to offer information on how to find WMBE firms, the need for inclusion plans, and where to find answers to questions in 2016. Using the online IRF WMBE review tool also provides a wealth of information for project staff to review the online business directory and search for WMBE firms.

3. External Outreach

City Light has been active in Outreach each year by participating and teaming with groups such as TABOR 100, the Northwest Mountain Minority Supplier Development Council, and the University of Washington Business Development Center, for example. City Light will continue to work closely with these and other partners and will support the Alliance Northwest Business Conference, Regional Contracting Forum, the Northwest Minority Supplier Development Council Showcase, City of Seattle Reverse Trade Show, and the University of Washington Annual Minority Business Award.

4. WMBE Engagement

In 2016 City Light will host the first City Light "POWER UP" Contracting Conference. This event is planned for May 19th and will consist of City Light Division representatives hosting exhibit tables in the Bertha Knight Landes Room. City Light will invite WMBE firms that are on blanket contracts as well as other WMBE businesses seeking to contract with City Light.

2016 CITY LIGHT WMBE OUTREACH PLAN

Tracking Consultant Usage by Zip Code

In 2015, City Light developed a GIS system to track the award of consulting contracts to consultants by zip code. This will allow the utility to assess the impact of awards by geographic region. The map below is an example of the type of information that can be analyzed using the GIS system.

Map of WMBE Spend in 2015



- **Green** bullets represent WMBE Prime Contract Spend in 2015 for City Light

Prompt Pay

New in this year's WMBE Department Annual Plan, City Light has been asked to state a goal in percent form of invoices that will be paid within 30 days from receipt. City Light Accounts Payable (AP) Section handles the processing of payments for consulting contracts. Lisa Shelton AP Manager has established City Light's 2016 prompt pay goal of 70 % and has developed the communication and implementation strategies for continuous improvement toward meeting the long-term goal. The long-term goal is to achieve 100% prompt payment for consulting invoices. As suggested by FAS departments may need to progressively increase over one or more years to achieve the long-term goal.

Communication and Implementation Strategies

City Light's strategies are designed to increase the speed in which consultants are paid. Over the past year City Light has worked with FAS as part of the Prompt Pay IDT group. In an effort to improve the cycle time for processing consultant invoices City Light identified several root causes contributing to delayed payment.

- Increased invoice frequency
- Lack of AP resources
- Accuracy of invoices

2016 CITY LIGHT WMBE OUTREACH PLAN

The following strategies are in development and will be deployed in 2016 in an effort to achieve and exceed the 2016 prompt pay goal with a focus on obtaining 100% payment within 30 days of receipt of a complete and accurate invoice.

1. Accuracy of Invoice Submittals

Invoice processing time is negatively impacted when an incorrect invoices or missing documentation is submitted for payment. In 2016, management has approved a temporary employee to assist in improving the Consulting invoice payment process and is creating education materials for consultants to follow when submitting invoices.

2. Internal Training

In 2016, the Procurement 101 Training class is being expanded to include Accounts Payable Invoice process information. New tools will be available in assisting Project Managers with the invoice process.

3. Tools

City Light is actively developing a business case and documenting business requirements for a Document Management and workflow system. City Light is looking for a system capable of receiving invoices via a scanned paper invoice, electronically through an email attachment or XML/EDI formats. Using OCR technology, the system would index information from the invoice image and route the invoices to City Light employees systematically. Using this technology should reduce the cycle time to process an invoice for payment and provide transparency on the invoice process.

Additional tools include but are not limited to a Project Manager checklist, invoice coversheet, invoice templates, and a sample invoice.

4. Newsletter

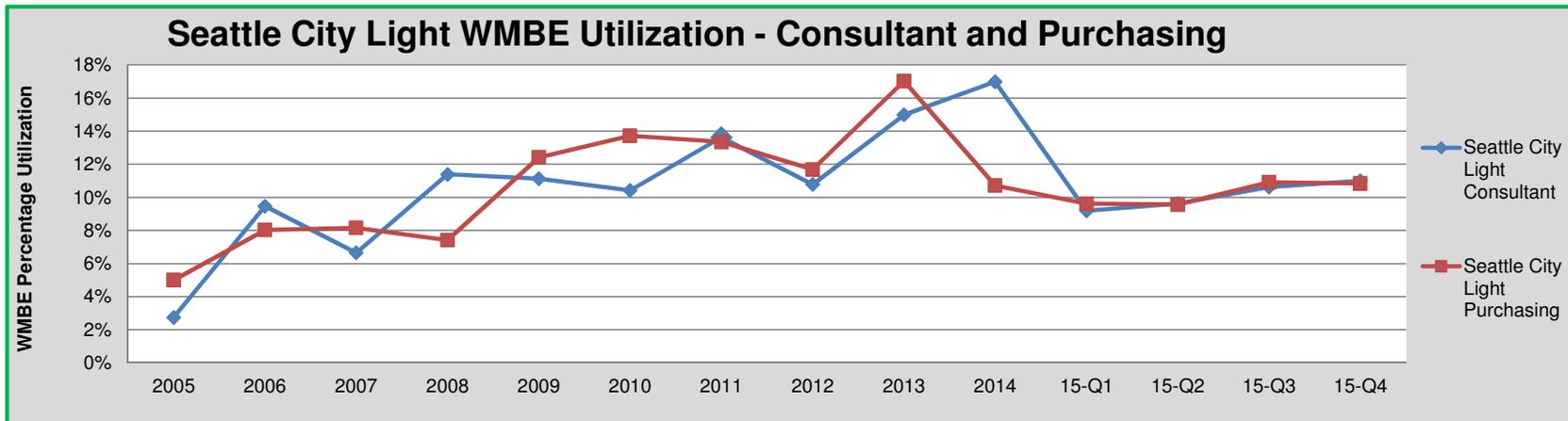
In 2016, City Light Accounts Payable and the Procurement and Contracting work unit will be publishing a Procure to Pay (P2P) Newsletter on a quarterly basis.

5. Focus groups

In 2016, Accounts Payable will facilitate on-going focus groups and will be working with City Light groups in making Accounts Payable process improvements.

Seattle City Light						
Year	Consultant			Purchasing		
	Total	Percent	WMBE	Total	Percent	WMBE
2005	\$ 12,099,304	3%	\$ 331,785	\$ 34,991,599	5%	\$ 1,748,122
2006	\$ 8,466,583	9%	\$ 801,421	\$ 57,582,819	8%	\$ 4,620,393
2007	\$ 17,347,911	7%	\$ 1,152,136	\$ 74,535,158	8%	\$ 6,077,605
2008	\$ 24,606,007	11%	\$ 2,800,993	\$ 82,010,683	7%	\$ 6,080,772
2009	\$ 26,997,357	11%	\$ 3,003,344	\$ 63,423,581	12%	\$ 7,872,770
2010	\$ 14,047,637	10%	\$ 1,464,121	\$ 63,611,471	14%	\$ 8,723,248
2011	\$ 15,105,695	14%	\$ 2,058,583	\$ 72,614,948	13%	\$ 9,690,352
2012	\$ 17,779,900	11%	\$ 1,917,083	\$ 81,591,781	12%	\$ 9,526,959
2013	\$ 26,625,468	15%	\$ 3,990,428	\$ 99,182,196	17%	\$ 16,873,051
2014	\$ 31,297,335	17%	\$ 5,314,716	\$ 91,794,731	11%	\$ 9,830,579
15-Q1	\$ 8,604,657	9%	\$ 789,969	\$ 35,702,947	10%	\$ 3,431,229
15-Q2	\$ 16,412,715	10%	\$ 1,577,992	\$ 63,568,576	10%	\$ 6,073,386
15-Q3	\$ 27,747,965	11%	\$ 2,946,496	\$ 95,141,736	11%	\$ 10,374,645
15-Q4	\$ 36,806,801	11%	\$ 4,045,050	\$ 125,869,436	11%	\$ 13,635,165

2015 GOALS:
Purchasing = \$9.8M
Consultant = \$3.2M



- 1) 2015 year to date spend through 12/31/2015
- 2) Produced by CPCS/FAS on 1/15/2016
- 3) Source: Standard Summit Reports
- 4) 2013 Consultant WMBE spend includes \$1,405,160 paid to Integral, not previously reported
- 5) 2013 Purchasing WMBE spend includes \$1,253,758 paid to Tyndale, not previous reported
- 6) 2014 Consultant WMBE spend includes \$573,050 paid to Integral, not previously reported
- 7) 2015-YTD Consultant WMBE spend includes \$300,677 paid to SCL 2015 Third Party Agreements.

SCL 2015 Third Party Agreements WMBE Goal and Utilization Summary (SCL WMBE Payments Only)							Q1 2015			Q2 2015			Q3 2015			Q4 2015			YTD - 2015				
Project	WMBE % Goal	Contract Value	WMBE \$	WMBE \$ Paid to date	% of SCL Dollar Contrib.	Prime Consultant	Paid to WMBE Firms			Paid to WMBE Firms			Paid to WMBE Firms			Paid to WMBE Firms			YTD % Paid to WMBE				Notes:
							Total Paid to SDOT Q1	Q1	WMBE %	Total Paid by SDOT Q2	Firms Q2	WMBE %	Total Paid by SDOT Q3	Firms Q3	WMBE %	Total Paid by SDOT Q4	Firms Q4	WMBE %	YTD \$ Paid to SDOT	YTD Paid to WMBE Firms	Firms	% Goal	
Elliott Bay Seawall																							
Elliott Bay Seawall Consulting Contract - Parsons																						Includes payments through Nov 2015 only	
Elliott Bay Seawall Total	45%	\$ 3,655,459	\$ 1,643,052	\$ 155,568	100%	Parsons	\$ 135,067	\$ 67,724	50%	\$ 122,909	\$ 41,722	34%	\$ 62,256	\$ 21,069	34%	\$ 60,027	\$ 25,053	42%	\$ 380,259	\$ 155,568	41%	45%	
Waterfront Seattle																							
Waterfront Seattle **CH2MHILL TLR Ph 2, GIS Repl, RR Way																						Includes payments through Oct 2015 only	
Waterfront Seattle Total	4%	\$ 9,122,900	\$ 394,044	\$ 68,248	100%	CH2M Hill	\$ 159,210	\$ 39,117	24.6%	\$ 268,744	\$ 20,794	7.7%	\$ 76,779	\$ 7,405	9.6%	\$ 44,806	\$ 932	2%	\$ 549,540	\$ 68,248	12%	4%	
SR 99 Related Subprojects																							
SR 99 Consulting Contract																							
SR 99 Total																							
Jacobs Project Management																							
Jacobs		\$ 2,124,371		\$ 44,673.13		Jacobs	\$ 80,976	\$ 5,709	7.1%	\$ 63,138	\$ 6,944	11.0%	\$ 97,975	\$ 32,019	33%				\$ 242,089	\$ 44,673	18%	0%	No invoices paid since Sept 2015
Jacobs Contract Total		\$ 2,124,371		\$ 44,673.13			\$ 80,976	\$ 5,709		\$ 63,138	\$ 6,944		\$ 97,975	\$ 32,019					\$ 242,089	\$ 44,673			
Grand Total		\$ 14,902,730	\$ 2,037,096	\$ 268,489			\$ 375,253	\$ 112,550		\$ 454,791	\$ 69,460		\$ 237,010	\$ 60,494	26%	\$ 104,833	\$ 25,985	25%	\$ 1,171,887	\$ 268,489	23%		

*Denotes percentage applied to WMBE dollars based on SCL funding contribution

**CH2MHILL: Adjusted "Total Paid to SDOT" dollar amounts for Quarters 1-3



City of Seattle

Edward B. Murray, Mayor

Department of Construction and Inspections

Nathan Torgelson, Director

MEMORANDUM

TO: Kelsey Beck, Sr. Policy Advisor, City Purchasing and Contracting Services
Department of Finance and Administrative Services

FROM: Nathan Torgelson, Director *NGT*
Seattle Department of Construction and Inspections
&
Diane M. Sugimura, Interim Director *NGT for*
Office of Planning and Community Development

DATE: February 12, 2016

SUBJECT: SDCI/OPCD (formerly known as DPD) 2016 WMBE Goals and Outreach Plan

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 and OPCD's 2016 purchasing and consulting goals and annual work plan.

Department Representative: SDCI's representative for managing the department's WMBE initiatives will be Denise Campbell, and Andy Higgins & Roberta Baker, SDCI's Operations Directors. OPCD's representatives are Jeanette Martin, Finance and Susan McClain, OPCD Director's Office.

2016 Goals: As SDCI and OPCD comprised DPD in 2015, the 2015 WMBE utilization rates were 25.85% for purchasing and 41.56% for consulting. For 2016, SDCI/OPCD combined aspirational goals are 26% for purchasing and 42% for consulting. Dollar amounts would be approximately \$400,000 for purchasing and \$800,000 for consultant contracting if we reach our goals and if total spending remains similar to 2015. We will begin tracking utilization rates and spending separately in 2016. Purchasing goals will be 26% for each organization. SDCI, however, anticipates WMBE utilization rates will be lower due to fewer available WMBE consultants in the market for SDCI consultant contracts, especially in engineering and skilled trades. Accordingly, a reasonable goal for SDCI consulting is 25% in 2016. We will make our best efforts to promote and increase WMBE utilization rates in these consultant areas.

Department Training: We will continue to provide refresher training on using Purchasing's VCR online vendor search tool. Links to the VCR tool are included on SDCI's purchasing In-Web page.



City of Seattle, Department of Construction and Inspections
700 Fifth Avenue, Suite 2000

P.O. Box 34019, Seattle, WA 98124-4019

An equal employment opportunity, affirmative action employer. Accommodations for people with disabilities provided upon request.

Outreach Events: SDCI and OPCD will continue participation in outreach events. Both anticipate having a table at the April 5th Regional Contracting Forum, as well as the Reverse Vendor Trade Show event in July. We will also look to participate in any other trade show or events relevant to our department's operations.

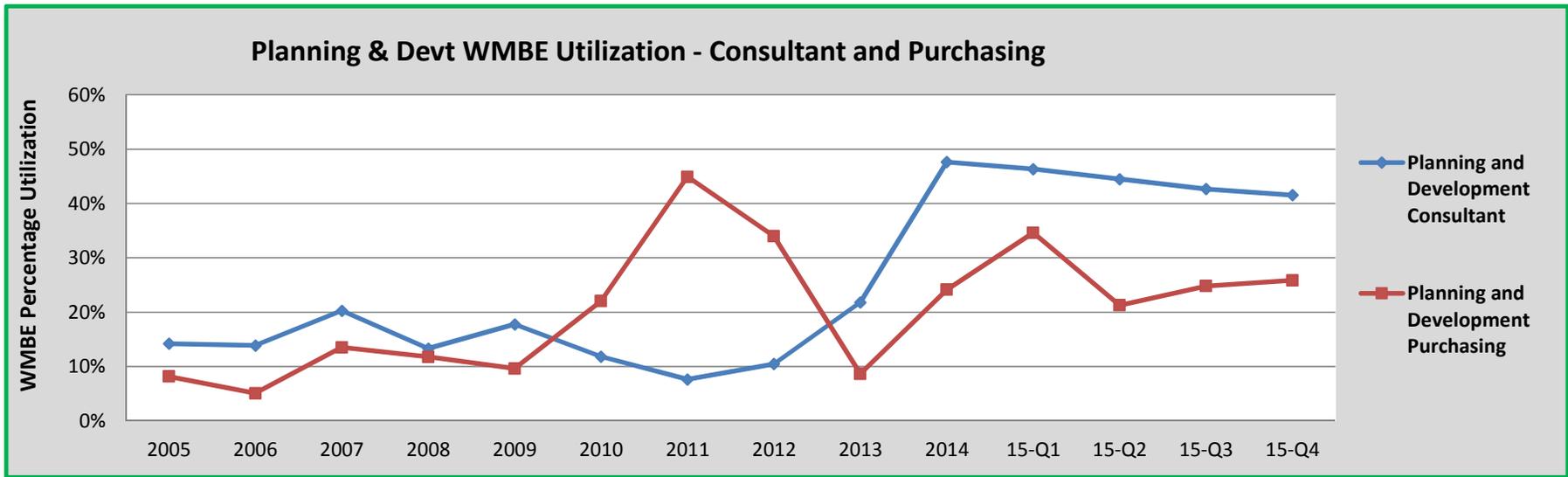
Implementing Prompt Pay: SDCI and OPCD have increased efforts to communicate the importance of prompt payment for general goods and non-consultant vendors, as well as for consultants. SDCI and OPCD adhere to using updated contract boilerplate templates that include prompt pay requirements. SDCI commits to increasing efforts to release payment within 30 days of a proper invoice, per the preliminary statistics provided at the 2015 mid-year WMBE IDT meeting. 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 CIP department, some aspects of the City's overall WMBE program (such as JOC Utilization or project Outreach Plans) do not apply to our department. Despite this, we hope to be included in Citywide IDT/CCAG, and any relevant Purchasing groups or meetings.

Please contact Denise Campbell (386-4035), Andy Higgins (615-0568), or Roberta Baker (684-8195) if you need additional information from SDCI or Susan McClain(684-0432) at OPCD. Thank you.

Planning and Development						
	Consultant			Purchasing		
Year	Total	Percent	WMBE	Total	Percent	WMBE
2005	\$ 1,156,761	14%	\$ 164,481	\$ 5,973,719	8%	\$ 488,245
2006	\$ 818,042	14%	\$ 113,617	\$ 5,515,370	5%	\$ 280,301
2007	\$ 1,325,527	20%	\$ 268,890	\$ 5,256,613	14%	\$ 711,275
2008	\$ 2,268,451	13%	\$ 302,211	\$ 3,940,812	12%	\$ 463,772
2009	\$ 1,631,150	18%	\$ 290,008	\$ 2,406,250	10%	\$ 231,946
2010	\$ 521,502	12%	\$ 61,717	\$ 1,137,801	22%	\$ 250,657
2011	\$ 718,944	8%	\$ 54,809	\$ 1,325,717	45%	\$ 595,183
2012	\$ 687,225	10%	\$ 72,072	\$ 1,355,441	34%	\$ 460,446
2013	\$ 2,124,514	22%	\$ 463,135	\$ 4,247,900	9%	\$ 367,664
2014	\$ 2,332,424	48%	\$ 1,110,758	\$ 1,921,764	24%	\$ 463,717
15-Q1	\$ 609,825	46%	\$ 282,472	\$ 234,000	35%	\$ 80,997
15-Q2	\$ 1,138,433	44%	\$ 506,372	\$ 889,933	21%	\$ 189,362
15-Q3	\$ 1,765,093	43%	\$ 753,095	\$ 1,126,735	25%	\$ 279,540
15-Q4	\$ 2,134,965	42%	\$ 887,203	\$ 1,590,617	26%	\$ 411,147

2015 GOALS:
Purchasing = 25%
Consultant = 47%



- 1) 2015 year to date spend through 12/31/2015
- 2) Produced by CPCS/FAS on 1/15/2016
- 3) Source: Standard Summit Reports



2016 SEATTLE DEPARTMENT OF HUMAN RESOURCES

WMBE OUTREACH PLAN

Department Representative for 2016:

Solomon Alemayehu

2016 Voluntary Target for Seattle Department of Human Resources (SDHR):

For 2016, the Seattle Department of Human Resources (SDHR) has established a voluntary Woman and/or Minority Business Enterprises (WMBE) utilization goal of twenty percent (20%) for Consulting and twenty percent (20%) for Purchasing.

Voluntary 2016 WMBE Targets

Consulting	20%
Purchasing	20%

Introduction:

Policy Statement

In accordance with Ordinance 119603, Executive Order 2010-05: Outreach to Women and Minority Businesses, "Equality in Contracting" Ordinance 121717 codified under Seattle Municipal Code Chapter 20.42, and Executive Order 2014-03: Equity in City Contracting, 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.

2016 SDHR WMBE OUTREACH PLAN

Ordinance 119603 requires each city department to develop an annual outreach plan to provide opportunities for minority-owned and women-owned businesses to gain City contracts and purchasing opportunities.

The 2016 Outreach Plan summarizes past performance and new strategies that will guide the Seattle Department of Human Resources (SDHR) in its inclusion efforts for the year.

SDHR's 2015 WMBE Utilization Performance

SDHR 2015 WMBE % Target and Actual Utilization

	2015 WMBE Goal %	2015 Actual WMBE	2015 WMBE Actual \$
Consultant	15%	50%	688,537.22
Purchasing	50%	24%	199,113.72
		Grand Total	887,650.94

SDHR 2015 Performance Summary

WMBE Status	Consultant	Consultant Roster	Total Consultant	Purchasing Blanket	Purchasing Direct Voucher	Total Purchasing	Grand Total
WMBE	615,387	73,150	688,537	192,463	6,651	199,114	887,651
Non-WMBE	549,657	130,393	680,050	616,384	11,747	628,131	1,308,181
Total	1,165,044	203,543	1,368,587	808,847	18,397	827,245	2,195,832

2015 SDHR Consultant & Purchasing WMBE Utilization Summary:

In 2015, SDHR spent \$700,000 on WMBE consultant contracts. SDHR's WMBE utilization for consultant contracts was at 50% and far exceeded the 15% WMBE goal. As evidenced in the WMBE utilization chart below, SDHR's WMBE consultant contract spending experienced a marked increase in 2013, which we have been able to maintain in 2014 and 2015. Although SDHR has a limited number of consultant contracts, we have made an increased effort to make sure WMBE firms are participating in our contracting process.

On the purchasing side, SDHR spent \$200,000 on WMBE firms in 2015 to procure goods and services. The SDHR WMBE utilization for the purchasing contract was at 24% and was an improvement over 2014. SDHR's utilization rate is also significantly higher compared to the overall City WMBE utilization rate of 13%. We have also adjusted the SDHR goal for purchasing for in 2016 to reflect a more reasonable rate that we can achieve.

Overall, SDHR's utilization of WMBE vendors through combined consultant and purchasing contracting in 2015 achieved 40%. This shows that SDHR is committed to and strives to meet

2016 SDHR WMBE OUTREACH PLAN

the City’s goal to be inclusive of underrepresented business communities on our contracting and purchasing process.

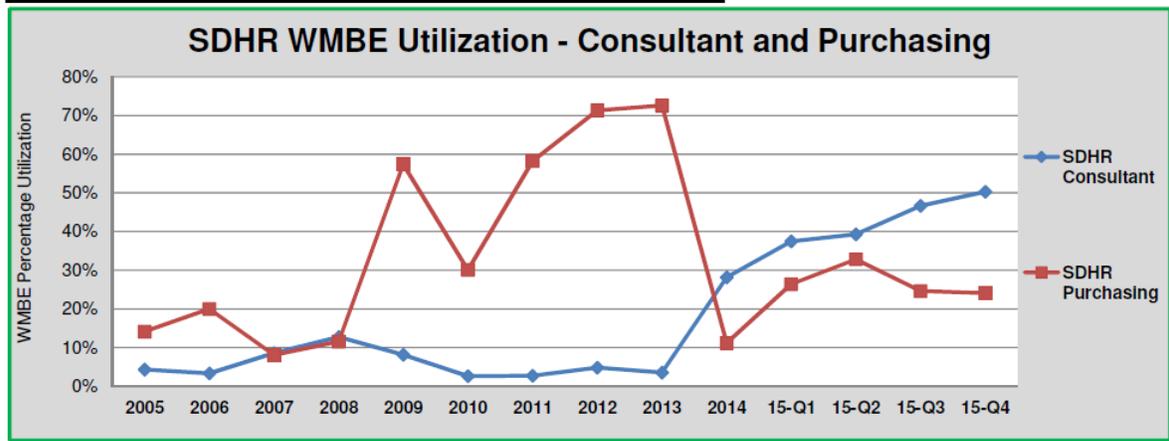
SDHR WMBE Utilization For Consultant and Purchasing for Period 2005-15

SDHR 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
15-Q1	\$ 380,755	37%	\$ 142,623	\$ 165,610	26%	\$ 43,711
15-Q2	\$ 596,765	39%	\$ 234,324	\$ 356,551	33%	\$ 117,072
15-Q3	\$ 824,219	47%	\$ 384,467	\$ 727,535	25%	\$ 179,240
15-Q4	\$ 1,368,588	50%	\$ 688,537	\$ 827,324	24%	\$ 199,192

2015 GOALS:

Purchasing = 50%

Consultant = 15%



- 1) 2015 year to date spend through 12/31/2015
- 2) Produced by CPCS/FAS on 1/15/2016
- 3) Source: Standard Summit Reports

Change Management

In 2016, SDHR’s RSJI Change team will work with an outside consultant to review, realign, and reposition the Change Team’s structure, team charter and team role. One goal of this work is to incorporate RSJI practices into every aspect of how SDHR does business, including contracting.

Strategies to Achieve Goals

2016 SDHR WMBE OUTREACH PLAN

SDHR's contracting staff intentionally includes at least one WMBE vendor when asked for recommendations for consultants for new projects/contracts. Staff will continue to engage with SDHR's Executive Team to promote WMBE inclusion in both the consultant and purchasing contracting process.

Consultant Prompt Pay Strategies

The table below shows SDHR's prompt payment performance in 2015 for WMBE vendors.

SDHR WMBE Payments Based on Invoice Date

Invoice Date	30 days or less	31 - 45 Days	Greater than 45 days	Grand Total
WMBE Invoice Count	493	60	72	625
SDHR Performance	78.9%	9.6%	11.5%	100.0%

Close to 80% of SDHR payments in 2015 were generated within 30 days of the invoice date. With 2015 having been first year that we captured these data, SDHR's goal in 2016 is to maintain the same level of performance – 80% of invoices paid within 30 days of the invoice date. The organizational structure of SDHR facilitates implementation of Prompt Pay since the contracting function resides within the Financial Services Unit, which processes the department's invoices.

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

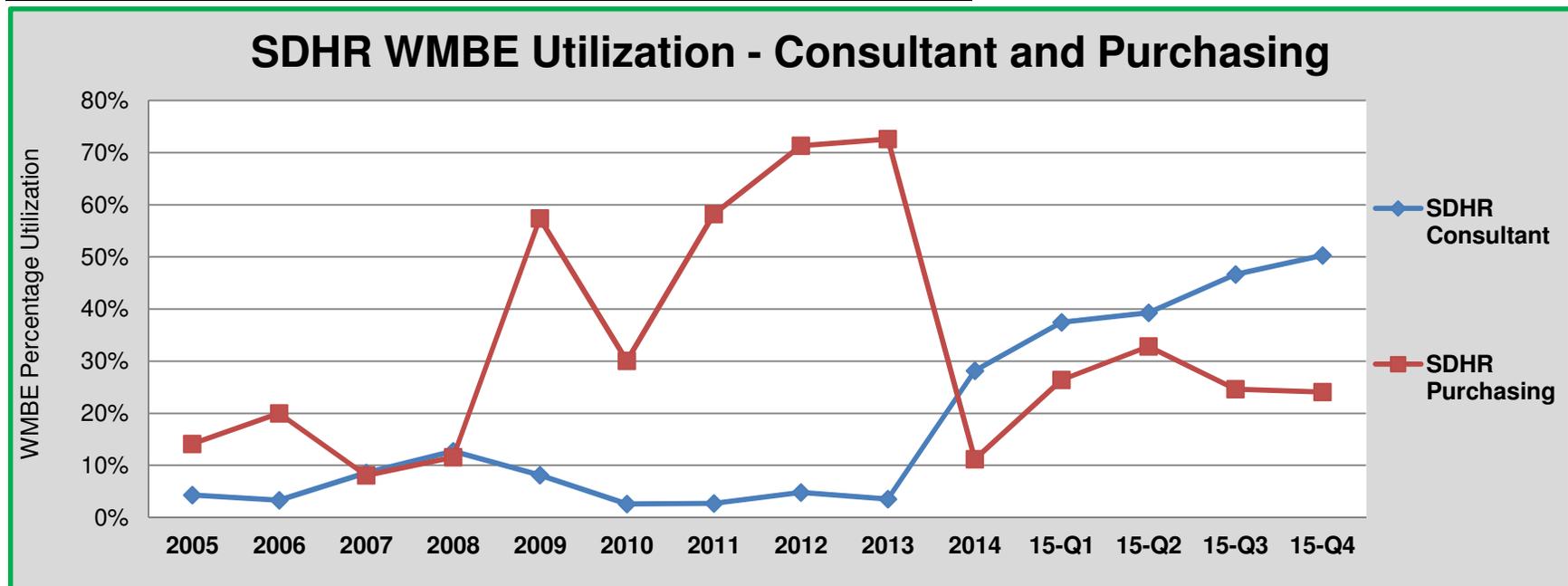
DEPARTMENT OUTREACH STAFF:
Solomon Alemayehu – Finance Manager - SDHR
DEPARTMENT DIRECTOR:
Susan Coskey – Director - SDHR

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
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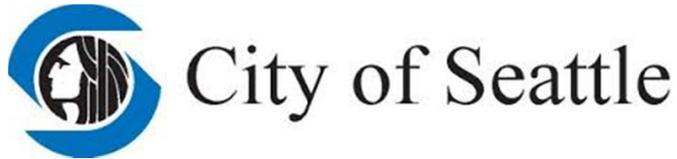
2015 GOALS:

Purchasing = 50%

Consultant = 15%



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- 2) Produced by CPCS/FAS on 1/15/2016
- 3) Source: Standard Summit Reports



2016 SEATTLE DEPARTMENT OF TRANSPORTATION
WMBE OUTREACH PLAN

Department Representative for 2016:
Edson Ives Zavala

2016 Voluntary Target for Seattle Department of Transportation:

For 2016, Seattle Department of Transportation (SDOT) has established a voluntary Woman and/or Minority Business Enterprises (WMBE) utilization goal of fifteen percent (15%) for Consulting and ten percent (10%) for Purchasing.

The Office of the Waterfront (OWF), previously embedded within SDOT performance data, will now directly submit an independent WMBE Outreach plan to the Mayor's Office to outline inclusion efforts and strategies for dollars associated with the Office of the Waterfront.

In order to increase visibility of OWF performance data, moving forward OWF data will be segmented and separately analyzed.

Voluntary 2016 WMBE Targets	
Consulting	15%
Purchasing	10%

Introduction:

Policy Statement

In accordance with Ordinance 119603, Executive Order 2010-05: Outreach to Women and Minority Businesses, “Equality in Contracting” Ordinance 121717 codified under Seattle Municipal Code Chapter 20.42, and Executive Order 2014-03: Equity in City Contracting, 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.

Ordinance 119603 requires each city department to develop an annual outreach plan to provide opportunities for minority-owned and women-owned businesses to gain City contracts and purchasing opportunities. The 2016 Outreach Plan briefly explains past performance and highlights strategies that will guide the Seattle Department of Transportation (SDOT) in its inclusion efforts for the year.

Edson I. Zavala was appointed as the WMBE-HUB Program Strategic Advisor for Seattle Department of Transportation (SDOT) in September 2014 and will continue to serve as the department’s representative for the City’s WMBE Initiative.

SDOT’s 2015 WMBE Utilization Performance at a Glance

Background

SDOT’S WMBE efforts focus on leveraging the City’s purchasing power to include and build the capacity of Woman and Minority-owned businesses.

The following is a summary of WMBE participation in consulting and purchasing for FY2015. Due to reduced contracting activity from the sun-setting of Bridging the Gap, FY 2015 marked a slight decrease in consultant expenditures. However, purchasing activity remained relatively consistent to 2014 expense volumes.

Notably, the consultant roster program - which is a simplified contracting tool for professional services valued between \$47k - \$285k - has yielded significant success for enabling WMBE firms to access SDOT contracts.

Figure 1 below illustrates SDOT’s 2015 consultant and purchasing payments in comparison to 2014.

2015 vs 2014 Performance Summary						
Procurement Type	2014 Performance			2015 Performance		
	Total	WMBE	% WMBE	Total	WMBE	% WMBE
Consultant Contract	\$50,025,689	\$3,836,357	7.66%	\$42,582,925	\$3,452,332	8.11%
Consultant Roster	\$3,690,059	\$1,744,643	47.27%	\$4,524,192	\$2,184,672	48.29%
Consultant Total	\$53,715,748	\$5,581,000	10.39%	\$47,107,117	\$5,637,004	11.97%
Blanket Contract	\$25,906,305	\$2,122,727	8.19%	\$28,859,083	\$2,452,962	8.50%
Purchase Contract	\$3,213,785	\$245,526	7.63%	\$1,072,373	\$37,085	3.46%
Direct Voucher	\$1,403,795	\$110,870	7.89%	\$1,401,068	\$192,848	13.79%
Purchasing Total	\$30,523,886	\$2,479,122	8.12%	\$31,332,525	\$2,682,895	8.56%
Other*	\$139,086.76	\$30,707	--	\$141,131	\$0	--
Grand Total	\$84,378,721	\$8,090,829	9.59%	\$78,668,316	\$8,319,899	10.58%

Data is sourced from the City of Seattle SUMMIT financial system. Figures are rounded to the nearest whole number. 2015 YTD figures represent payments made to prime contract holders and do not include dollars paid to subconsultants. Moreover, the data also includes payments made under federal contracts subject to the DBE Program.

**Other payments represent Emergency and Non-compliant contract expenditures.*

Key Take-aways:

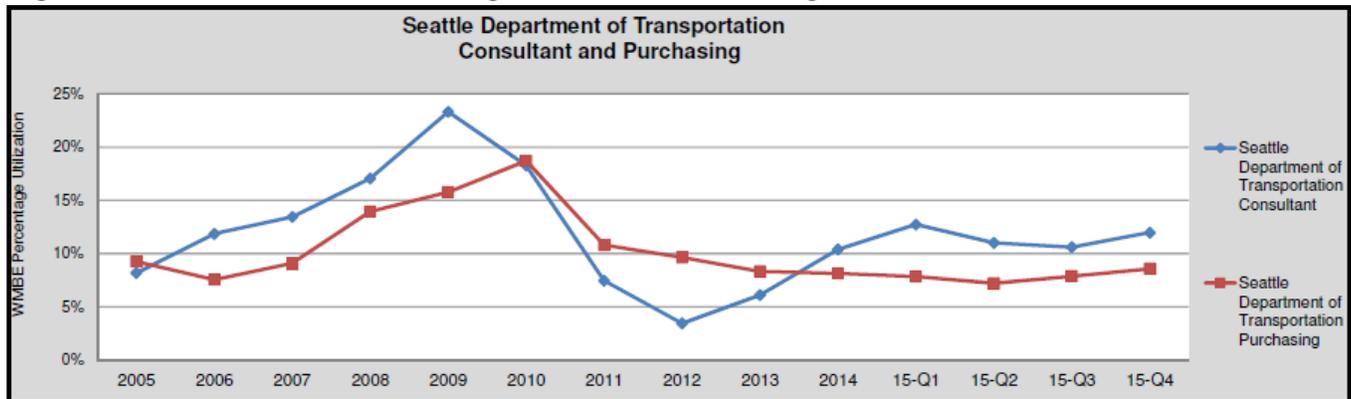
- **SDOT increased the overall amount of dollars paid to WMBE vendors in both Consulting & Purchasing**
- **SDOT continues to explore unbundling and accessible contracting tools, such as the Roster program, to make opportunities more accessible to WMBE firms and eliminate potential barriers.**

Figures two (2) and three (3) below illustrate SDOT’s historical consultant and purchasing payments.

Figure 2 – Consultant & Purchasing Performance Payment Detail

Seattle Department of Transportation							
Year	Consultant			Purchasing			
	Total	Percent	WMBE	Total	Percent	WMBE	
2005	\$ 9,849,381	8%	804,282	\$ 13,321,858	9%	\$ 1,232,248	
2006	\$ 10,843,842	12%	1,285,022	\$ 19,469,184	8%	\$ 1,466,150	
2007	\$ 20,804,704	13%	2,795,622	\$ 18,738,520	9%	\$ 1,699,373	
2008	\$ 33,940,734	17%	5,786,369	\$ 20,241,795	14%	\$ 2,818,193	
2009	\$ 31,218,589	23%	7,275,742	\$ 20,333,302	16%	\$ 3,203,383	
2010	\$ 31,398,103	18%	5,732,694	\$ 16,846,679	19%	\$ 3,149,867	
2011	\$ 41,452,629	7%	3,082,499	\$ 12,298,217	11%	\$ 1,327,187	
2012	\$ 46,666,231	3%	1,599,794	\$ 14,319,076	10%	\$ 1,379,690	
2013	\$ 50,220,261	6%	3,064,473	\$ 22,976,013	8%	\$ 1,908,654	
2014	\$ 53,715,748	10%	5,581,000	\$ 30,523,886	8%	\$ 2,479,122	
15-Q1	\$ 11,711,016	13%	1,489,205	\$ 8,320,963	8%	\$ 651,987	
15-Q2	\$ 25,636,314	11%	2,818,989	\$ 16,353,904	7%	\$ 1,177,650	
15-Q3	\$ 36,964,684	11%	3,916,060	\$ 23,675,560	8%	\$ 1,857,325	
15-Q4	\$ 47,107,117	12%	5,637,004	\$ 31,332,525	9%	\$ 2,682,895	

Figure 3 – Consultant & Purchasing Performance Trending Model



Key Take-aways:

- On linear trend, SDOT has yielded a percent increase in both Consulting and Purchasing from the previous year.
- In line with change management practices, SDOT will continue to set aggressive aspirational goals for the department.
- Per City of Seattle performance guidelines, metrics only include prime contractor performance and are not inclusive of WMBE subcontractor dollars.

Performance Considerations:

The City's influence over spend categories varies per federal, state and municipal code. To date, metrics of departmental WMBE performance are limited to prime level participation as denoted in SUMMIT – the City's financial system of record.

Below are a few considerations that influence the observed WMBE participation levels.

Subcontractor Spend – Inclusion Plan Performance

Per municipal code 20.42 and Executive Order 2014-03: Equity in City Contracting, the City has the ability to employ affirmative efforts to ensure WMBEs are afforded fair and equitable opportunity to compete for city contracts. One such affirmative effort is the incorporation of an Inclusion Plan on eligible consultant and purchasing contracts.

The Inclusion Plan enables the City to promote Good Faith Efforts toward WMBE participation on the subcontractor level on projects. It is important to note that while WMBE subcontractor dollar participation is tracked and monitored, it is not presently reflected or denoted toward the Consultant WMBE inclusion goal.

As noted, this lack of credit for subcontractor spends is attributed to the fact that the official performance measures are sourced from the SUMMIT financial system and thus only reflect Prime contractor performance.

In 2015, SDOT implemented an internal policy to capture, manage, track and monitor subcontractor commitments as denoted in Inclusion Plans. Moving into 2016, SDOT will explore B2GNow electronic reporting mechanisms to capture, manage, track and monitor this information.

Disadvantaged Business Enterprise (DBE) Dollars

Per Seattle Municipal Code 20.42.50, in the event of a conflict between the provisions of Chapter 20.42, or the rules implementing Chapter 20.42, and the requirements of 49 CFR Part 23, Subpart D, or any other superseding applicable federal statute or regulation, the provisions of the federal statute or regulation shall control. As such, the tools available for promoting WMBE participation on locally funded procurements are not directly available to be used for federally funded projects subject to the DBE program per 49 CFR Part 23, Subpart D.

To date, these funds have formed part of the assessed dollar pool set to determine WMBE inclusion success. Therefore, SDOT continues to explore methods to assess and isolate the funds associated with federally funded projects in order to set the adequate parameters to gauge the effectiveness and efficiency of local WMBE inclusion efforts versus the results yielded from the federal DBE program

Sole Source Procurements

Per municipal Code 20.42.40 Subpart C, the Director may waive affirmative efforts on procurements when the Director determines that an emergency exists, such requirements would have a significant adverse effect on the City's interests, or there is only one contractor that can satisfy the requirements of the Contract, lease agreement or service agreement.

To date, there is no methodology to isolate and separate these procurements from the funds that are viable for WMBE inclusion through the tools made available in SMC 20.42 and the Mayor's existing executive orders.

Examples of sole source purchases include **Parkeon Inc.**, a contract for parking station service, which amounted to approximately \$1,509,408 of the \$28,649,630 in non-WMBE dollars for Purchasing.

Large Projects/Purchases

SDOT continues to explore unbundling strategies to allow WMBE opportunity on large projects and purchases. However, performance for WMBE utilization percentage is significantly impacted when SDOT experiences a rise in large procurements as these expenditures oftentimes exhibit limited WMBE opportunities.

Examples of large purchases include the **Inekon Group** contract for streetcars which amounted to \$8,804,686 of the \$28,649,630 in non-WMBE dollars for Purchasing

Change Management

SDOT continues to pursue directives on WMBE and social equity contracting. The following are key endeavors to create a stronger emphasis on WMBE inclusion.

Inclusion Plan Monitoring

FY 2015 featured continued emphasis for support and enforcement of the City of Seattle Inclusion Plan utilized in Public Works, Consulting, and Purchasing contracts.

This endeavor entailed development and implementation of standardized processes to prompt prime contractors, project managers, and the WMBE program staff to align contract performance with predetermined WMBE Inclusion parameters.

SDOT has strengthened collaboration with FAS-CPCS to bolster monitoring and performance expectations for SDOT Public Works contracts. The SDOT WMBE Advisor set up recurring monthly check-ins with FAS-CPCS and SDOT contract management staff to increase the visibility of inclusion performance and coordinate action on commitments. This will practice will continue into 2016.

Core Initiatives

The following are core initiatives that will continue to form part of the SDOT WMBE Outreach Plan in order to create a more responsive environment for WMBE firms, businesses and contractors working on SDOT contracts.



Standardization of Procedures & Practices

SDOT has taken an active role in formalizing information concerning opportunities, internal and external training, and procurement procedures as they pertain to WMBE inclusion and monitoring.

Scoping – Unbundling/Scope Review

The SDOT WMBE Advisor is a member of SDOT steering committee meetings, which convene before 10% design completion to solicit WMBE Inclusion and RSJI Toolkit review and analysis.

Information Availability & Transparency

SDOT will continue to prioritize advance notice of contracting opportunities and staff accessibility for WMBE firms for 2016 as introduced in 2015.

In addition to an increased presence in vendor/community events, SDOT will continue to support the following specific measures to close the gap on information availability.

Notice of Upcoming Opportunities

SDOT will continue to provide advance notice of anticipated projects. Quarterly “Anticipated Work” sheets looking 12+ months in advance will continue to be developed, publicized and distributed in community meetings.

Departmental Staff Availability

SDOT will continue to push for greater staff/PM presence and availability for WMBE outreach events and project pre-release communications so all firms have equal access to information.

WMBE Stakeholder Group

The WMBE Stakeholder Group was formed in the Fall of 2014. SDOT works closely with the group to help remain attuned to the challenges and concerns of the community and for feedback, insight, and guidance of measures in the WMBE Program.

WMBE Stat Sessions

Departmental Stat Sessions were implemented in 2015. These Stat Sessions convene department leadership to review program metrics. The WMBE program is a key part of these sessions to help elevate accountability and strategy for WMBE inclusion. Three WMBE STAT sessions are planned for 2016.

SDOT WMBE Website

The SDOT WMBE website will continue to be a resource for upcoming project information, program goals and updates.

<http://www.seattle.gov/transportation/wmbe.htm>

Engagement: External & Internal

SDOT is committed to improve and expand technical assistance, business development, training, and mentoring programs for WMBE firms by greater coordination with organizations, businesses, individuals, and public agencies as well as other City departments and offices.

The department will continue its focus on practices and processes to change the culture of the department and equip staff with the tools and training necessary to pursue and foster WMBE inclusion. For 2016, SDOT will employ the following:

External Training/ Info-Sessions

Working with SDOT

Aside from participation in community events, SDOT has launched the ***Working with SDOT*** training series to help WMBE firms connect with department staff, learn about procurement methods and the products and services the department purchases.

SDOT hosted three (3) ***Working with SDOT: Introduction to SDOT*** events in 2015. These events were held on the following dates:

February 10, 2015

July 2, 2015

October 15, 2015



For 2016, SDOT will once again hold three (3) events to include different themes in collaboration with other City departments and community transportation agencies. Prospective events include, but are not limited to:

2016 PLANNED EXTERNAL OUTREACH EVENTS*	
March 2016	<i>Working With SDOT: Move Seattle</i>
June 2016	<i>Working With SDOT: Ready to Prime</i>
October 2016	<i>Working With SDOT: Connecting the DOTs In collaboration with Sound Transit & King County Metro</i>

Specific dates, venue and event names are subject to change. Should venue/content/ or other changes occur to the proposed external outreach events, general sessions of *Working with SDOT* and other specialized workshops can be made available.

Workshops

Aside from participation in community events and hosted Working with SDOT events, SDOT will launch a workshop to connect with startup, small, WMBE and immigrant firms to build bridges to work with SDOT and the City of Seattle as a whole. Moreover, the department will also pursue several smaller workshops regarding specific work areas; throughout 2015, availability gaps have been noted in specific areas of work.

To close this gap, the SDOT WMBE Advisor will coordinate work-area specific workshops to connect prospective firms with PMs and dive deeper into how firms may be better aligned with work opportunities.

2016 PLANNED WORKSHOPS	
Quarter 1	<i>Introduction to SDOT: Small, Micro, WMBE, and Immigrant Business</i>
Quarterly TBD	<i>Industry specific - focused in areas with historically low WMBE Availability</i>

Workshops topics will be established per survey results to divisions within SDOT and scheduled throughout the year.

Internal SDOT Staff Training – WMBE ADVOCATE CURRICULUM



SDOT has established and launched the WMBE Advocate Program to promote WMBE inclusion and make staff aware of available tools. Once participants complete the courses, they receive WMBE Advocate recognition by the Department Director, Scott Kubly, and obtain a WMBE Advocate Pin. SDOT held four (4) **WMBE Advocate Sessions** and recognized forty-five 45 WMBE Advocates.

Specifically, the series consists of courses the following three (3) pillars:

Contracting Equity

WMBE Program Vision for Seattle

Inclusion Responsibilities for SDOT and available tools to impact processes.



The SDOT WMBE Advocate Training Curriculum will continue into 2016 and will now include a **“WMBE Advocate Renewal”** course. This course will be made available for existing advocates to stay current on their skills and contribute to the WMBE Program by sharing their experiences and providing feedback on what has been successful and what areas might need more attention.

Material was developed in coordination with Seattle Office of Civil Rights (OCR) and FAS-CPCS. SDOT appreciates the collaboration and support of City of Seattle departments and looks forward to continued partnerships.

Key Procurement Procedures

As denoted in Executive order 2014-03: Equity in City Contracting, SDOT was tasked to develop and implement policies, practices, and processes that can change the culture of City contracting and provide a more responsive environment for WMBE firms, businesses, and contractors of all tiers working on City Contracts.

Below are key procurement procedure updates that will continue into 2016.

Revision of Consultant Contract Request Form & Internal Request Form (IRF)

A significant challenge identified in promoting WMBE Inclusion within consultant contracting and purchasing is the limited time-frame for impact on procurement vehicles aside from formally solicited consultant contracts that enable the incorporation of an Inclusion Plan. With the collaboration of FAS-CPCS and the SDOT Consultant Contract Unit, the WMBE Advisor prompted the revision of the Consultant Contract Request Form and IRF to capture WMBE availability review prior to contract request.

Given that the pivotal point in influencing most procurement is restricted to the initiation of the process, questions were embedded into the request process to require assessment of WMBE availability and identification of potential restrictive specifications and/or barriers.

WMBE review and analysis will be further strengthened in 2016.

Consultant Contract Inclusion Plan Scoring

For eligible consultant contracts, the Inclusion Plan can encompass 10 points out of the 100 total available evaluation points. In the absence of a WMBE Advisor, the scoring of the Inclusion Plan was taking place as a general part of the solicitation. In reviewing best practices and consulting with the City Attorney's Office, in 2015 the WMBE Advisor shifted to an active role in scoring the Inclusion Plans in order to promote standardization and stability for the process.

For 2016, the WMBE Advisor will provide oversight/guidance for standardization and consistency.

Consultant Contract Pre-submittal Standardization

In 2015 the SDOT WMBE Advisor provided an active role in disseminating WMBE Inclusion information and expectations to prospective respondents at pre-submittals. The WMBE Advisor has a standing role in these events.

For 2016, the WMBE Advisor will continue active participation in pre-bids.

Strategies and Outreach Efforts to Achieve Goals

Consulting

SDOT solicits consultants to assist in various projects and programs. Consultant services are procured through Direct Selects, Roster Solicitations (Informal Solicitations) and Consultant Contracts (Full Solicitations).

Consultant Procurement Inclusion Strategies

- *WMBE Availability Assessment at Procurement Request*

SDOT WMBE Advisor has introduced a policy and practice to require WMBE availability assessment at the beginning of all procurement requests. Aside from providing an opportunity at the most influential point in procurements, this practice enables the department to identify service areas that lack WMBE representation thereby providing direction and focus for engagement.

In 2015, the Consultant Contract Request form has been updated to require evaluation of WMBE availability at request to include a listing and potential parameters that may inhibit WMBE participation. Moving into 2016, this analysis will be formalized further.

- *Scoping of Projects - Contract Unbundling and Sizing*

SDOT WMBE advisor will be engaged in the scoping of projects to explore approaches to make such work more accessible to the WMBE contracting community. A key practice for this initiative will be WMBE Advisor inclusion in recurring SDOT Steering Committee meetings and procurement kick off meetings.

- *Accessible Procurement Method – Roster Procurement Method*

The total dollars associated with Consultant Rosters represent approximately 6% of all SDOT dollars; however Consultant Roster WMBE dollars represent over a quarter of the department's overall WMBE performance. The 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. For 2016, 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. Presently, primes are required to complete and submit subcontractor utilization on projects with WMBE subcontracting goals. This information is used to compile the WMBE Utilization Compliance Report that is presently reviewed by the executive team. Moving into

2016, SDOT will explore policy and practice for electronic monitoring through the B2GNow software.

- *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.

- *Focused Networking – Matchmaking Events*

SDOT will 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. This will include the ***Working with SDOT*** quarterly events and industry specific workshops.

Purchasing

SDOT purchases a variety of goods and services through the following methods: Blanket Contracts, Purchasing Contracts and Purchasing Direct Vouchers.

Purchasing Procurement Inclusion Strategies

- *WMBE Availability Assessment at Procurement Solicitation – WMBE Analysis in IRFs*

In collaboration with FAS-CPCS, SDOT coordinated for WMBE Availability assessment at the beginning of a purchase request. Continuing into 2016, WMBE Advisor signature is needed on request forms to process a new purchase request – this has been a successful tool in prompting WMBE analysis. Aside from providing an opportunity for impact at the most influential point in procurements, this will enable the department to identify purchasing areas that lack WMBE representation thereby providing direction and focus for engagement.

- *Upcoming Opportunities Notifications*

Given that the Blanket Contract is the primary tool for purchasing and the most significant in dollar usage among most divisions, SDOT will coordinate with Finance and Administration Services (FAS) 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.

- *Focused Networking – Matchmaking Events*

As with Consulting, SDOT will coordinate matchmaking events between community purchasing needs and firms that can potentially fill those needs. This will be incorporated into the **Working with SDOT quarterly events**.

Public Works (Construction)

Per Seattle Municipal Code, FAS oversees the evaluation, award, management, administration, WMBE utilization, and enforcement for SDOT's public works projects.

Moving forward in 2016, SDOT will continue to engage with FAS in inclusion efforts for SDOT projects which will include an active role in Disadvantaged Business Enterprise (DBE) and related inclusion processes.

Public Works Strategies and Efforts in Outreach

- *Scoping of Projects*

SDOT WMBE advisor will be engaged in the scoping of projects to explore approaches to make such work more accessible to the WMBE contracting community. A key practice for this initiative will be WMBE Advisor inclusion in recurring SDOT Steering Committee meetings.

- *Outreach for Upcoming Opportunities*

SDOT will coordinate and participate in matchmaking opportunities & events between community WMBE firms and SDOT to provide advanced notification of upcoming Public Works projects as well as promote and encourage WMBE inclusive teaming. The SDOT WMBE Advisor will also distribute long term project forecast information online and at community events.

- *Continued Emphasis on WMBE Subcontractor Goal Monitoring*

SDOT will support FAS in the tracking and monitoring of Public Works WMBE Goals and subcontractor commitments. Moving into 2016, SDOT will continue the interdepartmental monthly check-ins on WMBE performance.

- *Public Works (Construction) Pre-Bids*

SDOT will promote information and staff availability to the community. Specifically, the department will maximize outreach to WMBE firms by streamlining coordination and establishment of optional-attendance Pre-Bids as well as increased PM attendance at community organizations to showcase projects.

Furthermore, SDOT will promote advance planning to provide a longer notice to the community. SDOT WMBE Advisor and CPRS will collaborate with FAS-

CPCS to explore ways to better plan and share advance notice of upcoming Pre-bids.

Additional Strategies and Focus Areas for SDOT:

- *Accountability systems for progress in WMBE/HUB business utilization*
Explore options to make attainment of WMBE Goals part of performance evaluation, and development of statistics to be utilized as metrics for evaluation of division/department success/
- *Systems to track and analyze WMBE/HUB information*
Develop tools to capture location component of firms engaged in procurements with SDOT, to include headquarter and significant business presence parameters. Leverage created information to have inclusion data complement other processes. SDOT WMBE Advisor will continue working on prospective GIS map alternatives for data.
- *Improved Collaboration for WMBE/HUB utilization goals.*
Participate in aligned WMBE processes to include becoming engaged in processes, procedures and outreach pertaining to Public Works & Federally Funded (DBE) SDOT procurements. (In coordination with Finance Administrative Services (FAS) and SDOT's Consultant Contracts Unit CCU)
- *Information Availability*
Expand external and internal information repositories for WMBE documents, updates and tools. Make presentations to stakeholders and other City audiences on program activities and outcomes
- *Annual Report: Performance Review, Transparency & Accountability*
The SDOT WMBE Advisor will deliver an Annual Report reviewing year-end performance information. This initiative has been launched in 2015.

Community Outreach Efforts

In 2016, SDOT will continue to have a presence in community organizations such as TABOR 100, NAMC, First Thursdays and CCCJ. Moreover, SDOT will continue support and participation in vendor outreach events and trade shows. Scheduled participation in community outreach includes, but is not limited to:

Working with SDOT (Sponsored by SDOT Once a Quarter)

Women- and Minority-owned businesses new to Seattle Department of Transportation (SDOT) will learn more about working with SDOT. Department staff will explain the types of services and goods SDOT procures, along with resources and tools for WMBE firms.

[2016 City of Seattle A/E Consulting Show February 24, 2016](#)

All capital departments introduce major upcoming projects that are likely to have large engineering design consultant solicitations during the coming year.

[2016 Alliance Northwest Vendor Trade Show March 10, 2016](#)

Alliance Northwest is a business-to-government conference that features keynote speakers, workshops and matchmaking sessions with government agencies and primes.

[2016 Regional Contracting Forum April 5, 2016](#)

The annual contracting forum with City of Seattle, King County, Washington State Department of Transportation, Port of Seattle, Washington State Office of Minority and Women's Business Enterprises, Washington State Department of Enterprise Services, Sound Transit and others. Attendees will meet government contracting representatives and network with contractors, consultants and suppliers.

[2016 Sound Transit A&E Networking Event June 7, 2016](#)

SDOT will participate in Sound Transit's annual A&E event. Sound Transit, King County, City of Seattle, and University of Washington invite Architecture and Engineering (A&E) Small Businesses including Minority, Women-owned, and Disadvantaged Businesses (DBE) to a networking event to learn about upcoming sub-contracting opportunities from public agency representatives and prime consultants.

[2016 Reverse Trade Show TBD Q2/Q3](#)

SDOT will participate in the City event to connect with firms for construction, consulting and purchasing needs. This is an opportunity for vendors to introduce themselves to a variety of City of Seattle Departments and other public agency representatives. Learn about upcoming solicitations, procurement opportunities, sustainable purchasing and network with other local vendors. Women-owned and minority-owned businesses are especially encouraged to attend.

[2016 IT Meet and Greet TBD Q2/Q3](#)

WMBE technology experts and software providers will meet with City decision-makers. An area of specific emphasis will be Project Quality Assurance Oversight of large, complex City IT projects.

[2016 Capital Improvements Project Expo – Construction Preview TBD Q4](#)

City departments provide draft scope summaries for projects anticipated scheduled for the following year.

Consultant Prompt Pay Strategies

SDOT is committed to creating a responsive environment for firms engaging in City of Seattle work, and fully supports the Mayor's Prompt Payment Initiative. Pursuant to this initiative, SDOT commits to a Prompt Payment aspirational goal of 100%.

GOAL: Invoices Paid in 30 Days
100%

Percentage of SDOT consultant invoices that will be paid within 30 days:

- SDOT proposes 100% consultant invoices will be paid within 30 days. This is the standard set forth in the City's code and our contract language.

Strategies to communicate and implement this goal within the department:

- Continued strengthening of communication between consultant contracting and accounting
- Refinement and communication / training of SDOT staff on the department's consultant contracting invoice dispute resolution processes.

Looking Forward...

SDOT will advance the City's mission to promote race and gender equity in contracting by creating a proactive yet responsive environment for inclusion of women and minority-owned businesses. This will be achieved through a continued emphasis on eliminating barriers for participation. This mission will be strengthened through outreach, community engagement, internal process review, collaboration, and training.

For more information on 2015 WMBE inclusion performance, please refer to SDOT's 2015 WMBE Inclusion Annual Report.

DEPARTMENT OUTREACH REPRESENTATIVE

Edson Ives Zavala

SDOT WMBE Program Manager

DEPARTMENT DIRECTOR:

Scott Kubly

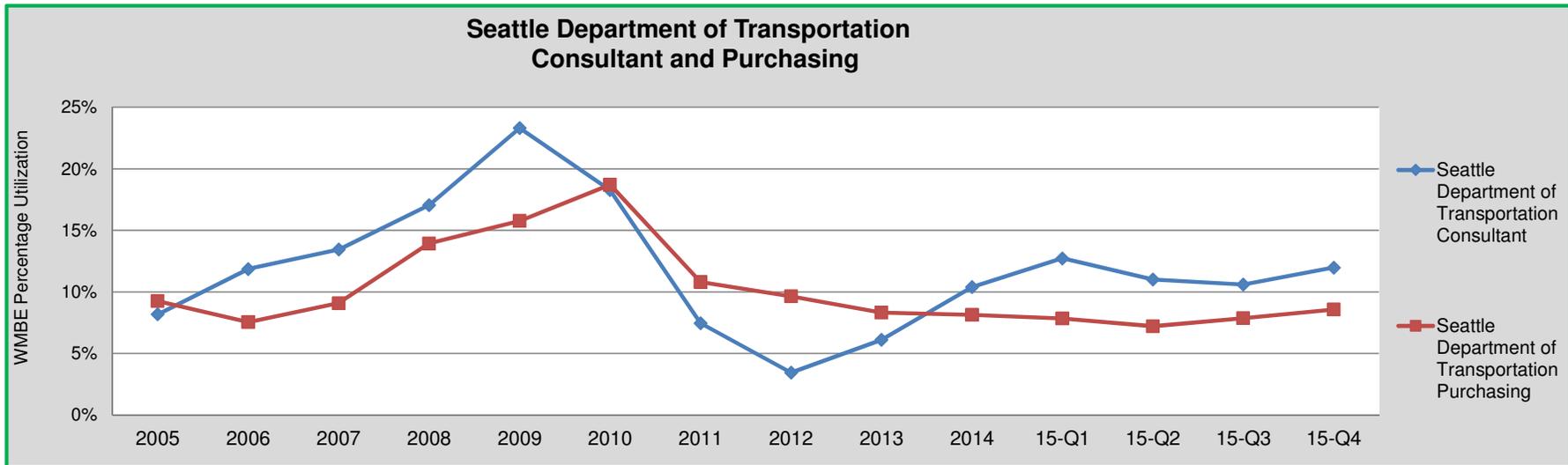
SDOT Director

Seattle Department of Transportation							
Year	Consultant			Purchasing			
	Total	Percent	WMBE	Total	Percent	WMBE	
2005	\$ 9,849,381	8%	804,282	\$ 13,321,858	9%	\$ 1,232,248	
2006	\$ 10,843,842	12%	1,285,022	\$ 19,469,184	8%	\$ 1,466,150	
2007	\$ 20,804,704	13%	2,795,622	\$ 18,738,520	9%	\$ 1,699,373	
2008	\$ 33,940,734	17%	5,786,369	\$ 20,241,795	14%	\$ 2,818,193	
2009	\$ 31,218,589	23%	7,275,742	\$ 20,333,302	16%	\$ 3,203,383	
2010	\$ 31,398,103	18%	5,732,694	\$ 16,846,679	19%	\$ 3,149,867	
2011	\$ 41,452,629	7%	3,082,499	\$ 12,298,217	11%	\$ 1,327,187	
2012	\$ 46,666,231	3%	1,599,794	\$ 14,319,076	10%	\$ 1,379,690	
2013	\$ 50,220,261	6%	3,064,473	\$ 22,976,013	8%	\$ 1,908,654	
2014	\$ 53,715,748	10%	5,581,000	\$ 30,523,886	8%	\$ 2,479,122	
15-Q1	\$ 11,711,016	13%	1,489,205	\$ 8,320,963	8%	\$ 651,987	
15-Q2	\$ 25,636,314	11%	2,818,989	\$ 16,353,904	7%	\$ 1,177,650	
15-Q3	\$ 36,964,684	11%	3,916,060	\$ 23,675,560	8%	\$ 1,857,325	
15-Q4	\$ 47,107,117	12%	5,637,004	\$ 31,332,525	9%	\$ 2,682,895	

2015 GOALS:

Purchasing = 10%

Consultant = 12%



***Federally Funded Projects:**

The Consultant Contract total includes contracts containing FTA and FHWA funds. SDOT is unable to administer or monitor these procurements through WMBE inclusion tools available per Chapter 20.42 of the Seattle Municipal Code. In Quarter 1 2015, SDOT held 15 federally-funded contracts with payments totaling approximately \$2,594,838.

****Subconsultant Payments:**

The above data is representative of dollars paid to firms engaged in a Prime consultant capacity. However, SDOT separately monitors active consultant contracts for WMBE subconsultant utilization. For Quarter 1 2015, SDOT has tracked 14 active contracts with WMBE subconsultant payments totaling approximately \$1,074,987.

**15-Q2 includes SDOT WMBE Consultant spend \$4,000.

**15-Q2 includes SDOT WMBE Purchasing spend \$29,931.

- 1) 2015 year to date spend through 12/31/2015
- 2) Produced by CPCS/FAS on 1/15/2016
- 3) Source: Standard Summit Reports



Seattle Center 2016 WMBE Plan

Seattle Center Purchasing/Consultant Contracting 2013-2016

	<u>2013 Goal</u>	<u>\$ Spent</u>	<u>2013 Actual</u>
Purchasing	21%	\$3.97M	15.6%
Consultant Contracting	15%	\$399,670	35.0%
	<u>2014 Goal</u>	<u>\$ Spent</u>	<u>2014 Actual</u>
Purchasing	21%	\$5.39M	24.6%
Consultant Contracting	15%	\$528,434	30.0%
	<u>2015 Goal</u>	<u>\$ Spent</u>	<u>2015 Actual</u>
Purchasing	21%	\$5.19M	12.6%
Consultant Contracting	20%	\$414,133	40.1%
	<u>2016 Goal</u>		
Purchasing	18%		
Consultant Contracting	15%		

Department Representative: Tom Israel and Ned Dunn are co-leads of Seattle Center’s efforts under the Seattle Center Strategic Business Plan to meet or exceed our WMBE utilization goals. As such, they will be Seattle Center’s co-representatives to guide implementation of department WMBE initiatives. Gina Owens is representing Seattle Center on the City’s WMBE-IDT and Consultant Contracting Advisory Group. All three are members of Seattle Center’s WMBE Action Plan Team.

2016 Goals: Seattle Center’s 2016 WMBE utilization goals for Purchasing and Consulting Contracting are 18% and 15%, respectfully. The Consultant Contracting goal is largely based on two unusually large consulting contracts already in place, and the fact that WMBE utilization numbers for Consultant Contracting do not include payments to WMBE sub-consultants. For Purchasing, Seattle Center came in well under its 2015 goal, primarily due to several large CIP-funded specialty/sole source purchases, including the playground equipment for the new Artists at Play children’s play area. In 2014, CIP-funded use of MBE blanket contractors boosted WMBE utilization in Purchasing well above the department goal. CIP-funded WMBE numbers vary widely from year to year, depending on the projects being carried out in that year. The majority of department purchasing takes place on the operating side, and is relatively constant from year to year. The 2016 WMBE utilization goal for Purchasing is a stretch goal that would require an estimated 20% increase in Purchasing WMBE utilization in Seattle Center’s regular operations.

Outreach Events: For the last several years Seattle Center has hosted the City's annual WMBE Reverse Vendor Trade Show, and we plan to do so again in 2016. We will have department representatives at the event to speak with vendors about potential opportunities at Seattle Center. In addition, we will look for other opportunities to participate in contracting and vendor fairs targeting a WMBE audience, such as the Regional Contracting Forum, and Sound Transit's A & E Networking event planned for this June.

Plans and Strategies: Seattle Center's Strategic Business Plan includes a performance target to meet or exceed Seattle Center's WMBE utilization goals. In order to achieve this target, in 2014 Seattle Center formed an internal WMBE Action Plan Team with representatives from across the department, including those work groups that are responsible for the majority of the department's purchasing and consultant contracting. In order to support WMBE utilization and give more visibility to this issue within the department, the Seattle Center WMBE Action Plan Team has done the following:

- Created a monthly WMBE Utilization report by work group which is updated and distributed each month across the department.
- Created a WMBE information/resource tool on the Seattle Center intranet for easy access by department staff.
- Made a presentation on WMBE utilization, and how it aligns with both Seattle Center and City goals, at a Seattle Center All-staff meeting.
- Arranged for Seattle Center staff to meet with prospective WMBE vendors. Already in 2016, Seattle Center staff have attended a presentation for a MBE office furniture vendor and have hosted a meeting with a new MBE vendor of green cleaning products.

Seattle Center's WMBE Action Plan Team will continue to lead the department's efforts to meet or exceed WMBE utilization goals in 2016. The Team's work in 2016 includes developing strategies to specifically increase Seattle Center's usage of MBE vendors.

In addition, Seattle Center's Redevelopment section, the work group responsible for carrying out capital (CIP) projects, has incorporated the following strategies, where possible, to support WMBE utilization:

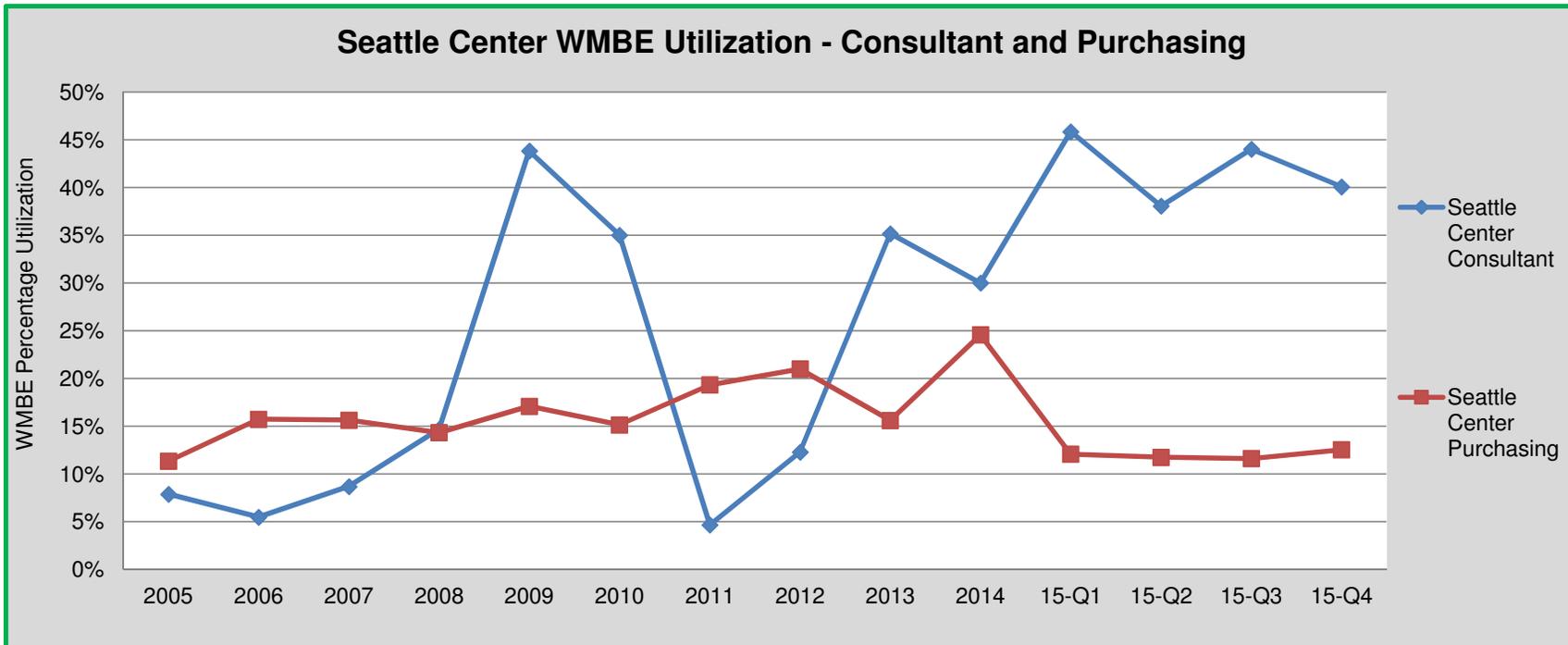
- Use the City's JOC contractor for capital projects.
- Use WMBE B-vendors for construction-related activities where appropriate.
- Require WMBE Inclusion Plans in RFQ/RFP processes, when feasible, regardless of whether or not the dollar amount meets the \$260,000 threshold.
- Use the City's Consultant Roster to identify WMBE consultants.

Seattle Center						
Year	Consultant			Purchasing		
	Total	Percent	WMBE	Total	Percent	WMBE
2005	\$ 894,363	8%	\$ 70,612	\$ 2,307,282	11%	\$ 261,684
2006	\$ 1,050,341	5%	\$ 57,690	\$ 1,976,075	16%	\$ 310,908
2007	\$ 1,509,682	9%	\$ 131,318	\$ 4,555,691	16%	\$ 712,779
2008	\$ 1,694,113	15%	\$ 248,711	\$ 4,448,789	14%	\$ 637,900
2009	\$ 1,571,355	44%	\$ 688,945	\$ 4,402,858	17%	\$ 752,577
2010	\$ 887,569	35%	\$ 310,966	\$ 4,593,510	15%	\$ 695,718
2011	\$ 502,981	5%	\$ 23,521	\$ 3,201,832	19%	\$ 619,037
2012	\$ 566,246	12%	\$ 69,640	\$ 4,277,291	21%	\$ 898,351
2013	\$ 433,300	35%	\$ 152,463	\$ 3,962,527	16%	\$ 618,807
2014	\$ 528,434	30%	\$ 158,635	\$ 5,386,159	25%	\$ 1,323,609
15-Q1	\$ 94,858	46%	\$ 43,503	\$ 1,058,556	12%	\$ 127,806
15-Q2	\$ 199,666	38%	\$ 76,002	\$ 2,543,219	12%	\$ 298,797
15-Q3	\$ 273,028	44%	\$ 120,203	\$ 3,946,132	12%	\$ 458,621
15-Q4	\$ 414,133	40%	\$ 166,028	\$ 5,194,289	13%	\$ 651,801

2015 GOALS:

Purchasing = 21%

Consultant = 20%



- 1) 2015 year to date spend through 12/31/2015
- 2) Produced by CPCS/FAS on 1/15/2016
- 3) Source: Standard Summit Reports

2016 SPU WMBE Utilization Plan

2015 Year in Review

In 2015, Seattle Public Utilities continued its commitment to the inclusion of Women and Minority Owned Businesses (WMBEs) across all lines of business, experiencing significant wins and challenges. Our leadership and staff prioritized opportunities for inclusion as we delivered on our Strategic Business Plan.

Seattle Public Utilities worked to expand consultant contracting opportunities for WMBEs in 2015. SPU Leadership and project managers championed the effort through sizing consultant contracts to ensure inclusion and increasing outreach with consultants. SPU exceeded our 2015 consultant contract goal of 8%, achieving 12% WMBE inclusion.

Purchasing provided some challenges for SPU as we began the process of fleet replacement within our Fleets and Facilities group. These purchases provided a significant barrier for WMBE inclusion due to their sole source or specialized nature. SPU will continue to pursue WMBE opportunity in large fleet purchases in 2016.

	2015 Total Spend	2015 WMBE Spend	2015 Goal	2015 WMBE Percentage
Consultant	\$28,813,781	\$4,017,370	8%	12%
Purchasing	\$51,330,060	\$6,329,455	17%	12%
Optional Sub-Consultant	\$30,218,344	\$5,913,579	18%	20%*

*This includes the total percentage **full contract spend** for consultant contracts with Inclusion Plans, not solely 2015 spend.

Seattle Public Utilities WMBE Aspirational Goals for 2016

In 2016, Seattle Public Utilities will continue delivering on our promise to provide *efficient and forward-looking utility services that keep Seattle the best place to live*. The inclusion of WMBEs helps SPU further innovate and improve our work.

Seattle Public Utilities' WMBE inclusion efforts will be led by the **WMBE Coordinator, Jean Bailey**. The WMBE Coordinator position is housed within the Environmental Justice and Service Equity Division, with the support of Natalie Hunter and Division Director Michael Davis.

The Seattle Public Utilities WMBE goals were established based on anticipated 2016 expenditures in consultant contracts and large purchases, along with benchmark data from 2015.

	2016 Anticipated Total Spend	Anticipated WMBE Spend	WMBE Goal
Consultant	\$28M	\$2.8M	10%
Purchasing	\$35M	\$4.2M	12%
Optional Sub-Consultant	N/A	N/A	20%

Seattle Public Utilities WMBE Aspirational Goals for 2016 (Cont.)

Anticipated expenditures that pose a potential challenge to our utilization of WMBE firms include:

Large Purchases: 2016 Fleet Replacement

- ❖ **The Challenge:** SPU will embark on a fleet replacement program in 2016 that will be approximately \$6.3M in new trucks, excavators, and trailers. Historically, fleet purchases have been an area with low WMBE vendor participation.
- ❖ **Our Strategy:** SPU will host a targeted Coffee Hour Meet and Greet to engage Fleets and Facilities staff with WMBE firms that may provide demanded items. Additionally, the WMBE Team will work with the relevant Branch Equity Teams and City Purchasing agents to reach out to potential vendors for all large equipment purchases prior to bidding opportunities. The WMBE Coordinator will research best practices from other City departments and local agencies that purchase similar equipment to find potential WMBE vendors.

Large Consultant Contract: Ship Canal CSO Project

- ❖ **The Challenge:** In 2016, SPU will begin working on one of our largest design contracts to date for the Ship Canal CSO Project. The main design contract for this project was executed in the beginning of 2016, is valued at over \$20M, and does not have a WMBE prime consultant.
- ❖ **Our Strategy:** SPU works closely with King County and the prime consultant for this contract, McMillen Jacobs Associates, to expand all potential sub-consultant opportunities using the WMBE Inclusion Plan. The consultant contract has an aspirational goal of 26.4% for WMBE sub-consultant inclusion. Additionally, the SPU project team and the WMBE team continue to look for opportunities to unbundle design elements to provide WMBE prime opportunity on this project in scope not covered by the large design contract.

Strategies to Achieve 2016 Goals

SPU will pursue new strategies in 2016 to continue delivering on our promise and to grow our work with WMBE firms.

WMBE in Branch Equity Teams

Seattle Public Utilities is launching Branch Equity Teams in 2016, which will embed service equity into the policies, projects, and procedures of each branch. WMBE goals will be developed by branch leadership with support from Branch Equity Teams and become part of the work plans for each Branch Equity Team. The goal is that each branch will take ownership of WMBE inclusion within their work or line of business.

Inclusion Internal Trainings for 2016

The SPU WMBE Team will launch a new training series to develop the skills of our staff in regards to the inclusion of WMBE firms. WMBE coursework will build upon the Environment Justice and Service Equity's "Equity 101" training by expanding on the skills and best practices of WMBE inclusion. New courses launching in 2016 include:

- ❖ **WMBE 101:** For Branch Equity Teams and all staff engaging with vendors and consultants. This training will teach core competencies for inclusion in procurement and cover searching for, engaging with, and developing WMBE firms.
- ❖ **Inclusion Plan Breakout Sessions:** This training is for all staff that participate in SPU's Consultant Evaluation Committees, and will provide core competencies for understanding and scoring a consultant Inclusion Plan.

Outreach with Networking Coffee Hours

Seattle Public Utilities is also embarking on a new outreach series tailored to the needs of our lines of business. We will hold Procurement Coffee Hours bi-monthly to bring vendors and consultants into the room with SPU project managers and decision makers. Each session will focus on a specific line of business, their needs, and the firms invited will correspond to their needs.

- ❖ **February 2016:** A+E Event focused on Project Delivery, Drainage and Waste Water, and Water
- ❖ **April 2016:** Field Operations
- ❖ **June 2016:** Finance and Administration (Both purchasing and consulting focus)
- ❖ **August 2016:** Solid Waste (Both purchasing and consulting focus)
- ❖ **October 2016:** Water (Both purchasing and consulting focus)
- ❖ **December 2016:** TBD

Division/LOB Goals

SPU divisions will be asked to create their own WMBE goals in 2016. The division goals will contribute to the branch goals, and will roll into SPU's overall aspirational goal for WMBE inclusion.

SPU Participation in Annual Outreach Events

Seattle Public Utilities will allocate a team of staff and leadership to attend all relevant outreach opportunities and networking events to foster inclusion and firm development, including but not limited to:

- ❖ The Regional Contracting Forum
- ❖ The Reverse Vendor Trade Show
- ❖ Alliance NW Tradeshow
- ❖ Sound Transit Consultant Event
- ❖ King County After Hours
- ❖ Northwest Mountain MSDC Awards Dinner & Silent Auction Event
- ❖ CIP Roadshow

Prompt Payment at Seattle Public Utilities

Prompt Payment Goal: 70%* of invoices will be paid within 30 days

*This percentage is based on the data that will be provided by SUMMIT, and takes into account implementation changes and potential invoices in dispute.

Seattle Public Utilities is committed to the prompt payment of our consultants and their sub-consultants. Prompt payment ensures that firms are able to keep their businesses running efficiently and with proper cash flow. New prompt payment initiatives in the City of Seattle have helped SPU to grow our program and to refine our strategies to insure prompt payment in line with statute and our consultant contracts.

Prompt Payment Strategies

Prior to SUMMIT Reimplementation:

- ❖ Seattle Public Utilities currently follows City of Seattle accounts payable processes and inputs the date listed on invoices as the Invoice Date data field in the SUMMIT database. Moving forward, we will train our staff to instead input the date the utility received the invoice in the Invoice Date field. This is the only way that the data pulled from SUMMIT in the current reporting methodology will provide an accurate representation of days elapsed to pay the invoice.
- ❖ SPU's WMBE Team, Consultant Contracting Team, and Accounts Payable Team will coordinate a new education campaign and develop a comprehensive communications strategy to inform the utility of the prompt payment effort. Project Managers may be held accountable for prompt payment metrics in performance evaluation.
- ❖ SPU's Consultant Contracting Team and Accounting Group will adjust SPU's consultant contract invoice transmittal form ("green sheet") to align with prompt payment practices.
- ❖ SPU's Contracting Team will develop a workshop for in-depth training for non-performers, including internal and external parties.

Following SUMMIT Reimplementation:

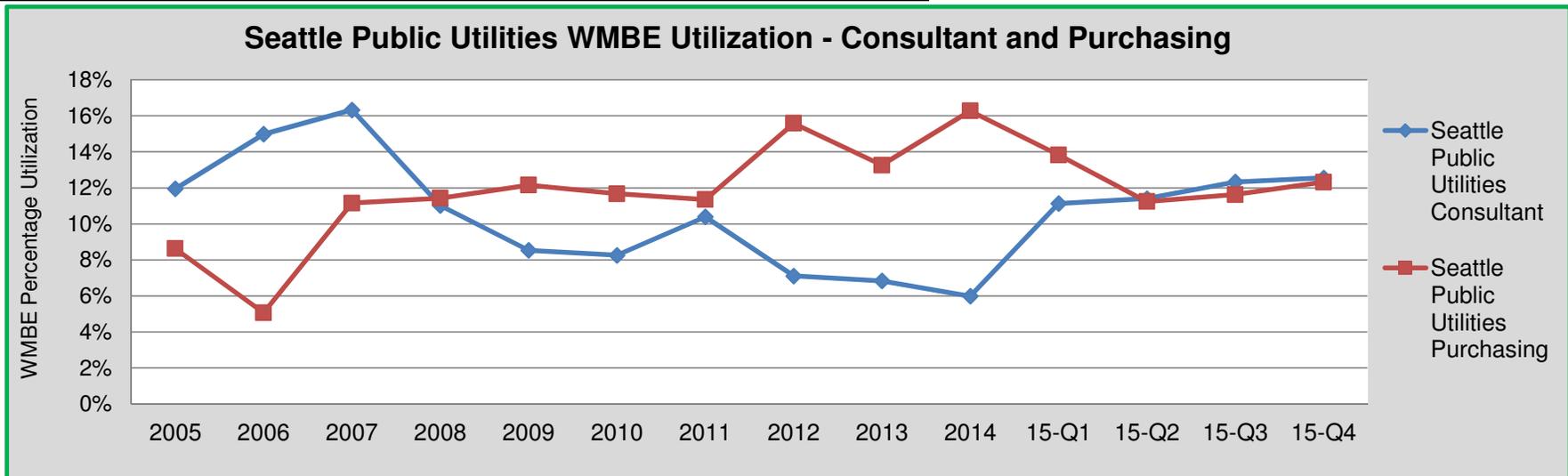
- ❖ SPU will track the date of receipt of the invoice and monitor the promptness of payment through SUMMIT-produced reports.
- ❖ Prompt payment will be part of performance evaluations for staff with SUMMIT data to support this effort.
- ❖ SPU's Contracting Team will continue to hold a workshop for in-depth training for non-performers, including internal and external parties.

Seattle Public Utilities						
Year	Consultant			Purchasing		
	Total	Percent	WMBE	Total	Percent	WMBE
2005	\$ 20,992,118	12%	\$ 2,508,335	\$ 23,917,054	9%	\$ 2,063,829
2006	\$ 20,064,750	15%	\$ 3,006,108	\$ 27,728,160	5%	\$ 1,404,303
2007	\$ 23,440,964	16%	\$ 3,827,965	\$ 36,732,941	11%	\$ 4,096,962
2008	\$ 30,896,110	11%	\$ 3,404,096	\$ 43,196,974	11%	\$ 4,937,128
2009	\$ 31,865,310	9%	\$ 2,719,433	\$ 45,126,647	12%	\$ 5,486,448
2010	\$ 27,937,049	8%	\$ 2,306,914	\$ 38,512,389	12%	\$ 4,497,062
2011	\$ 25,935,667	10%	\$ 2,695,978	\$ 39,762,022	11%	\$ 4,515,056
2012	\$ 26,475,792	7%	\$ 1,884,092	\$ 39,951,007	16%	\$ 6,225,659
2013	\$ 36,379,543	7%	\$ 2,488,330	\$ 42,714,717	13%	\$ 5,664,604
2014	\$ 38,529,838	6%	\$ 2,307,313	\$ 40,469,445	16%	\$ 6,585,969
15-Q1	\$ 8,736,090	11%	\$ 972,724	\$ 10,503,545	14%	\$ 1,452,543
15-Q2	\$ 16,381,217	11%	\$ 1,868,217	\$ 24,819,650	11%	\$ 2,790,002
15-Q3	\$ 23,171,999	12%	\$ 2,857,019	\$ 37,582,014	12%	\$ 4,369,712
15-Q4	\$ 30,725,437	13%	\$ 3,857,740	\$ 50,571,104	12%	\$ 6,229,853

2015 GOALS:

Purchasing = 17%

Consultant = 8%



*2014-Q4 Consultant excludes \$1,640,585 for SPU inaccurately coded.

*2014-Q4 Purchasing excludes \$229,731 for SPU inaccurately coded.

- 1) 2015 year to date spend through 12/31/2015
- 2) Produced by CPCS/FAS on 1/15/2016
- 3) Source: Standard Summit Reports

OSE 2016 Annual WMBE Plan

1. Department Representative

OSE's WMBE representative is Jeanie Boawn, Executive Assistant. Jeanie is also the finance manager for OSE.

2. Traditional 2016 Goals

Our aspirational goals for **OSE's 2016 General Fund budget are:**

- Consultant contracting goal: 8% (\$80,000)
- Purchasing goal: 53% (\$43,500)

Note on consultant contracting goal:

The pool of available dollars (~\$1M, the amount remaining after non-profit and other excluded spending is removed) includes encumbrances that are carried forward from 2015, as well as new allocations. Total discretionary spending by OSE in 2016 will be around \$2.7M with approximately half of that going to contracts with non-profit providers for our food access and Community Power Works programs via large federal and state grants.

In order to achieve the above goals, most programs have a minimum goal of 10% WMBE spending of their new budget allocations, including grant expenditures for services such as design, translation, printing, marketing, etc. These expenditures are monitored via monthly budget updates. In addition, we have asked project managers to have an aspirational goal of 20% in hopes we can exceed our goal.

Internal/Change Management

Setting program-specific goals last year helped increase OSE's overall WMBE spending. In addition, quarterly review of performance with each project manager and at the management team meetings has increased office-wide awareness of our goals and attainment.

Several new staff have joined the office, so OSE's WMBE rep will be working with those staff individually to understand and better identify potential WMBE opportunities, as well as tools for finding qualified vendors.

Outreach/Engagement in OSE Programs

Additional emphasis is being placed on OSE's outreach and engagement strategies, with most program managers actively working with the Equity & Environment program manager on cultivating community partnerships. Most of these expenditures do not result in WMBE-identified expenditures but are part of a larger narrative for how we are building partnerships and organizational capacity of small, people of color-led groups.

3. **2015 Performance**

OSE's 2015 WMBE expenditures for consulting was \$60,000 (5.8%) and for purchasing was \$31,000 (36.5%). Our goals were 16% (\$58,000) for consulting and 45% (\$20,000) for purchasing.

Performance Considerations

While the percentages above did not meet those goals, we exceeded our total dollar spending goal for purchasing by \$11,000 and slightly exceeded our dollar goal for consulting. Some of our consultant contracts for non-profit services were paid from general professional services instead of non-profit services and therefore were not excluded from the base calculation. Our goals for 2016

have been adjusted as described above to exclude non-profits from our spending baseline and will be properly coded moving forward.

2015 performance was an improvement over 2014 for both consulting and purchasing dollars spent:

Office of Sustainability and E						
Year	Consultant			Purchasing		
	Total	Percent	WMBE	Total	Percent	WMBE
2005	\$ 150,344	0%	\$ -	\$ 17,548	0%	\$ -
2006	\$ 121,680	0%	\$ -	\$ 23,012	0%	\$ -
2007	\$ 199,302	4%	\$ 7,818	\$ 49,074	13%	\$ 6,540
2008	\$ 357,407	29%	\$ 102,680	\$ 91,901	39%	\$ 35,798
2009	\$ 347,715	30%	\$ 105,432	\$ 96,892	21%	\$ 20,672
2010	\$ 1,787,146	5%	\$ 97,546	\$ 484,798	6%	\$ 28,627
2011	\$ 7,377,253	2%	\$ 159,653	\$ 622,611	6%	\$ 38,106
2012	\$ 4,415,448	8%	\$ 355,499	\$ 221,891	17%	\$ 37,701
2013	\$ 5,872,095	1%	\$ 69,264	\$ 283,352	10%	\$ 28,654
2014	\$ 2,824,790	2%	\$ 43,784	\$ 160,055	15%	\$ 23,810
15-Q1	\$ 433,498	1%	\$ 5,450	\$ 12,949	38%	\$ 4,892
15-Q2	\$ 586,463	2%	\$ 10,095	\$ 22,295	36%	\$ 8,078
15-Q3	\$ 1,064,421	3%	\$ 27,749	\$ 50,936	27%	\$ 13,606
15-Q4	\$ 1,195,117	5%	\$ 59,198	\$ 85,615	36%	\$ 31,210

4. **Outreach Events**

OSE's WMBE representative will attend the IDT meetings and annual purchasing trade show. Other events will be added if applicable, such as the reverse trade show, etc. In addition, OSE will strive to connect with organizations such as TABOR 100, NAMC, and CCCJ.

5. **Consultant Prompt Pay**

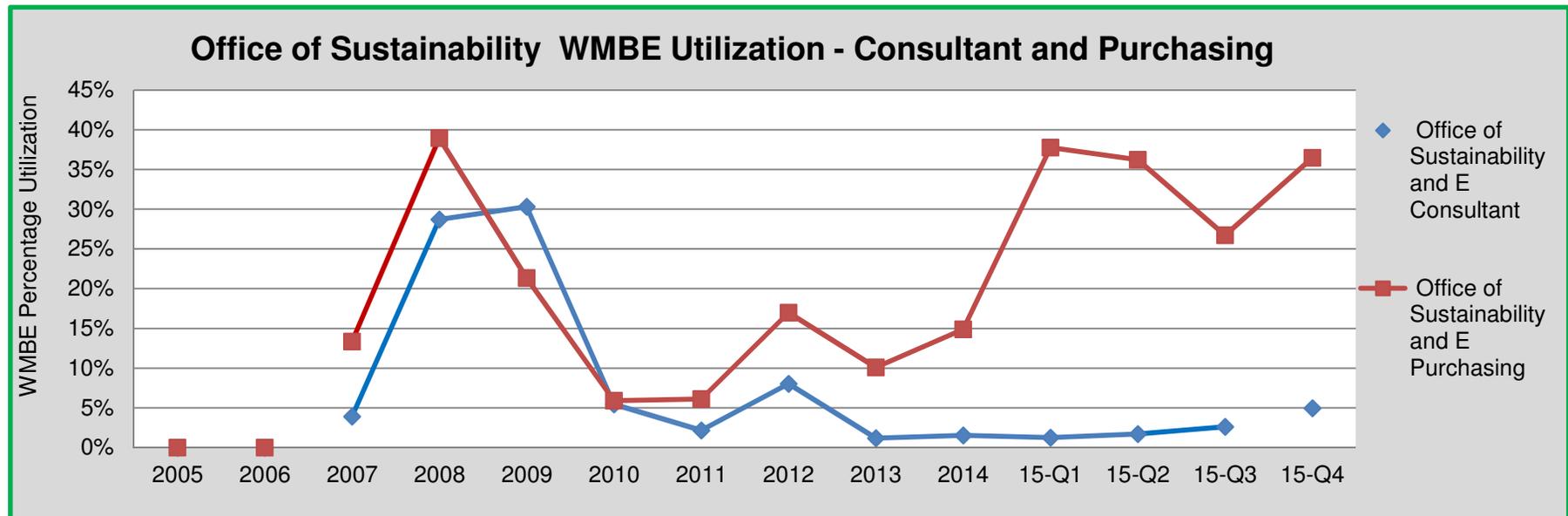
OSE has a goal to pay all consultant invoices within 30 days. The typical turnaround time to pay invoices once the project manager gives them to our admin assistant is less than a week to process. Central Accounting also typically pays them within a few days. So from that perspective, paying 100% of consultant invoices in 30 days presents no issues. However, project managers sometimes take longer to review and approve invoices than is ideal, so OSE's WMBE Representative will be working closely with them to ensure they understand this rule and are approving their invoices within a week of receiving them. By doing so, we should achieve a minimum of 75% prompt pay in 2016.

Office of Sustainability and E						
Year	Consultant			Purchasing		
	Total	Percent	WMBE	Total	Percent	WMBE
2005	\$ 150,344	0%	\$ -	\$ 17,548	0%	\$ -
2006	\$ 121,680	0%	\$ -	\$ 23,012	0%	\$ -
2007	\$ 199,302	4%	\$ 7,818	\$ 49,074	13%	\$ 6,540
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15-Q4	\$ 1,195,117	5%	\$ 59,198	\$ 85,615	36%	\$ 31,210

2015 GOALS:

Purchasing = 45%

Consultant = 16%



- 1) 2015 year to date spend through 12/31/2015
- 2) Produced by CPCS/FAS on 1/15/2016
- 3) Source: Standard Summit Reports



City of Seattle

2016 Office of the Waterfront WMBE OUTREACH PLAN

Office Representative for 2016:

Dorinda Costa

2016 Voluntary Target for Office of the Waterfront:

The majority of the work conducted by the Office of the Waterfront is completed through a single design and engineering contract awarded through a competitive process in 2010. In 2015, this contract accounted for over 90% (\$5 million) of the Office of the Waterfront’s consultant and purchasing costs (\$5.3 million). While the prime consultant under this contract (CH2M Hill) is not a Woman and/or Minority Business Enterprises (WMBE) firm, the Office of the Waterfront set a WMBE subcontractor goal of 14% for 2015 which the prime met and exceeded in 2015 (see Table 1).

In addition to this primary contract, the office has several smaller contracts with firms for specialized skills, and with community based organizations to support outreach and engagement in key areas. These include a contract with a WMBE prime consultant with Geotechnical expertise and a contract with a subcontractor WMBE inclusion goal of 55%. The Office of the Waterfront has worked intensively to create new opportunities for WMBE both as team members and as prime consultants, and is committed to continue to maximize WMBE involvement across the spectrum on the Waterfront program.

Table 1 - Office of the Waterfront - Active Contracts in 2015

Description	Consultant	Total Contract \$	WMBE Prime	Sub Inclusion Goal	2015 Result
Central Waterfront Design Services	CH2M Hill, Inc.	41,756,409		14%	20.2%
Central Waterfront Project Marion Street Pedestrian Bridge	HDR Engineering, Inc.	411,652		55%	49.8%
Pier 62 – Marine Engineering	Reid Middleton, Inc.	349,819		-	-
Pier 62 – Geotechnical Engineering	Aspect Consulting, LLC	110,119		-	-
Alaskan Way Southend Workshops Facilitation and SEPA EIS Review	Axis Environmental, LLC	46,399	x	-	-
Pier 62/63 Structural Design	Reid Middleton, Inc.	22,717		-	-
Central Waterfront - Communications Strategic Plan	Cocker Fennessy, Inc.	8,000	x	-	-

Given that so much of the Office’s consultant spending resides in one existing contract, we are not setting a goal for utilizing WMBE primes in our consultant contracts for 2016. We are setting a subconsultant WMBE inclusion goal of 14.5% overall for this existing contract. We believe this approach will deliver more results by continuing to challenge our team to expand WMBE opportunities within our team and better aligns with the type and scope of work we will be contracting for in 2016.

The Office of the Waterfront is establishing a voluntary 2016 WMBE utilization goal of fourteen percent (14%) for both Subconsultant participation and Purchasing.

Voluntary 2016 WMBE Targets	
Subconsultant Participation	14%
Purchasing	14%

2016 Anticipated Contracting Opportunities

The Office of the Waterfront anticipates the following contracting opportunities to occur in 2016:

- Pike/Pine Street Design**
 A request for qualifications (RFQ) is being released in early February 2016. This project will design and construct pedestrian improvements on Pike and Pine Streets between First Avenue and Melrose Avenue. A multi-disciplinary design consultant team will be selected for the first phase and potential future phases. The project management team is working with SDOT's Consultant Contracting Unit to identify opportunities for WMBE inclusion and to promote those through the procurement process.
- Washington Street Boat Landing Pergola Design/Build**
 In early 2016 the Office of the Waterfront released an RFQ for a design/build contract for the restoration and reinstallation of the Washington Street Boat Landing Pergola, a historic structure within the Pioneer Square Historic District. Restoration of this building must meet exacting standards and requires the services of contractors with specialized skills and experience. The Office of the Waterfront is working with FAS's Public Works Contracting unit to procure these services consistent with their policies for Design/Build procurements.

Strategies and Outreach Efforts to Achieve Goals

The Office of the Waterfront is strongly focused on creating a "Waterfront for All" and ensuring that the Waterfront Seattle program strengthens the City's goals to include disadvantaged communities through opportunities to engage in design, to build and develop the Waterfront and ultimately to activate and utilize the Waterfront on a day-to-day basis.

In 2015, the Office of the Waterfront worked with G3 and Associates, a WMBE firm specializing in outreach to communities of color and WMBE contractors in Seattle, to help guide all of our WMBE outreach strategies and activities. The Office organized two Waterfront Seattle roundtables, on June 9 and November 23, for contractors and civic leaders within Seattle communities of color. Participants included heads of multiple WMBE firms, such as Urban Tech Systems and Jimale Technical Services, LLC. We provided background on the Waterfront Seattle program, and gained feedback from the group on how to help WMBEs position themselves to bid for and win program work. We also shared statistics on prior WMBE contracting and received input from the group on this data.

The Office also met with Ventures, a non-profit organization that provides micro business training for people of color and low-income individuals, to explore future retail/vendor opportunities for small business owners on the waterfront and has conducted targeted outreach to various minority chambers of commerce and business organizations.

The Office of the Waterfront utilizes SDOT’s Consultant Contracting Unit to conduct its consultant procurement processes as well as its purchasing processes. The Office of the Waterfront builds on SDOT’s established practices for maximizing WMBE participation, expanding on these to engage WMBE partners early and often in tracking and preparing for contracting opportunities with the program.

2016 Consultant Procurement Inclusion Strategies

- Participation in SDOT Consultant Procurement Strategies
 The Office of the Waterfront will continue to participate in the following SDOT practices to ensure involvement of WMBE contractors.
 - Require a WMBE availability assessment at the beginning of a purchase request.
 - Continue emphasis on WMBE Subcontractor Goal Monitoring
 - Work with SDOT to notify WMBE’s and the community of upcoming opportunities
 - Take part in SDOT’s Focused Networking – Matchmaking Events

Purchasing Procurement Inclusion Strategies

The Office of the Waterfront conducts limited direct purchasing each year, primarily through the City’s blanket contracts. The Office will participate in SDOT’s Purchasing Procurement Inclusion Strategies and seek to use identified WMBE vendors identified in the City’s blanket contracts to the maximum extent possible.

Table 2 – 2015 Office of the Waterfront Purchasing

Total Purchasing	23,698.41
WMBE Purchasing	3,284.03
Percentage	13.85%

Additional WMBE Engagement Efforts for 2016

In 2016, we aim to hold three networking events for WMBEs to prepare for contracting opportunities with Waterfront Seattle. The goals of these events will be to continue building relationships with WMBEs in order to raise awareness of Waterfront Seattle and provide background information on project needs and timeline to help WMBEs compete for 2016 work and position themselves for future work. We will partner with Edson Zavala, SDOT’s WMBE-HUB Program Strategic Advisor, to organize these events. In 2016, staff from the Office of the Waterfront will take part in SDOT’s Working with SDOT 101 series and attend the annual purchasing trade show, A&E design show and the CIP expo. We will also encourage more participation from our staff in SDOT’s “WMBE Advocate” program.

Consultant Prompt Pay Strategies

The Office of the Waterfront has paid 100% of consultant invoices within 30 days consistent with City policy. The Office will continue to meet this standard in 2016. The Office of the Waterfront will continue to notify project managers of this expectation and to track invoices for prompt payment.