



**City of Seattle**  
Edward B. Murray, Mayor

**Finance and Administrative Services**  
Fred Podesta, Director

Date: March 11, 2015  
To: Javier Valdez, Special Assistant to the Deputy Mayor on WMBE Programs  
Office of The Mayor  
From: Nancy Locke, Finance and Administrative Services  
City Purchasing and Contracting Services (CPCS) Director  
Subject: 2015 Annual City WMBE Goals

I am transmitting the proposed 2015 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.

### 2015 Goals

The attached plans reflect goals for WMBE purchasing and consultant utilization in contracting during 2015. Upon tabulating the cumulative results of all departments' submissions, the 2015 goals are as follows:

| Category of Spending    | 2014 Actual | 2015 Goal |
|-------------------------|-------------|-----------|
| Purchasing (Prime Only) | 14.1%       | 13.2%     |
| Consultant (Prime Only) | 14.1%       | 13.7%     |

While these plans have traditionally been accepted by the Mayor as submitted, you have the authority to discuss individual departments' goals before adopting the full package. We will gladly accommodate any adjustments you may wish to make.

For 2015, FAS/CPCS continues to encourage departments to track and ensure consultant prime contractors are properly reporting their sub consultant expenditures in order to accurately track sub-consultant spend. However, not all consultant contracts have yet incorporated this practice and it will continue to be some time before these reports are accurate enough to rely upon.

Public works (construction) does not have Citywide or department goals. Traditional thinking has been that public works provide less opportunity for City departments to influence outcomes, and no previous administration chose to set goals. That said, department efforts can influence utilization and this may be a goal you wish to consider for future years. Examples are internal department decisions to reject a bidder, approving a change to the WMBE Plan, or selecting contract mechanisms that affect WMBE utilization. For 2016, you may wish to direct department-specific construction goals.

## **2015 Work Program**

FAS is charged by ordinance to lead, enforce and represent WMBE utilization on behalf of the City. Our program mission for 2015 is to continue encouraging increased utilization while building solutions that create an increasingly respectful business environment. Program initiatives which are being implemented with Mayor Murray's leadership and support are listed below:

**Prompt Pay:** We continue the discussions with City departments to implement prompt payment solutions. We recommend establishing a performance measure that reports upon the timeliness of payments from City departments to contractors and/or consultants. FAS can provide such data to you quarterly, in order to measure department progress in achieving such a measure. We also recommend considering a measure for department compliance with utilization of the consultant provisions that will require timely payment from "consultant prime to sub" which is an equally impactful pay measure.

**Utilization rates:** We will continue to provide the official City WMBE utilization reports to your office on a quarterly basis.

**Sub-consultant tracking:** We will continue to encourage departments implementation of contract provisions that allow accurate tracking of WMBE utilization at sub-tier levels. We also recommend that you consider this for an additional WMBE performance measure which we can report upon to you each quarter. At this time, the City still only has reliable data for payments to consultant "primes."

We also continue with normal business processes, including the City WMBE interdepartmental team, the ongoing administration and review of WMBE Inclusion Plans, 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 2015. Please let us know if we can be of further assistance.

Attachments: 2015 WMBE Materials

CC: Steve Lee

**2014 Summary Graphs**

Consultant Spend (Prime only)  
Purchasing Spend (Prime only)  
Purchasing and Consultant Spend by Race  
Purchasing and Consultant Spend by Race (Certified Only)  
Construction Spend (Prime and Sub)  
Construction – “Headcount” of firms by year  
Purchasing and Contracting Spend (Completed)  
Purchasing and Contracting Spend (Combined)  
2015 Goals Spreadsheet (Summary)

**2014 Labor**

City Construction Workforce Diversity Report

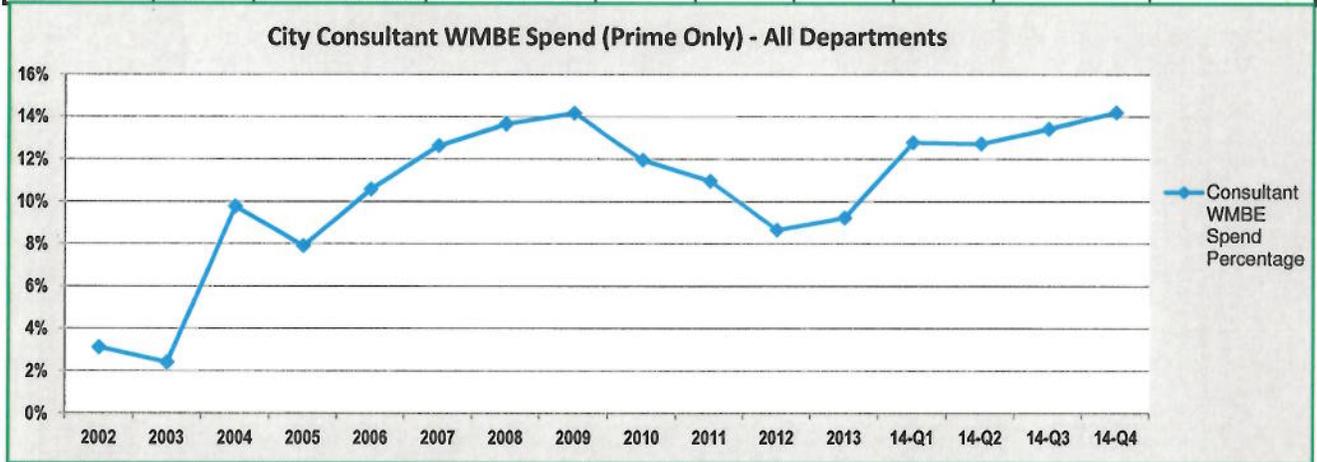
**2015 Spreadsheet**

Consultant - List of 2015 Goals for each office and citywide tally  
Purchasing – List of 2015 Goals for each office and citywide tally

**Purchasing and Consultant Spend**

Arts & Cultural Affairs  
City Auditor  
Civil Rights  
Community Police 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 (including Office of Policy & Innovation, and City Budget Office)  
Municipal Court  
Neighborhoods  
Office of Intergovernmental Relations  
Parks  
Seattle Department of Human Resources)  
Planning and Development  
Police  
Police Pension  
Public Safety/Civil Services  
Seattle City Light  
Seattle Department of Transportation  
Seattle Center  
Seattle Public Utilities  
Sustainability and Environmental Affairs

| 2002 to 2014-Q4 Consultant WMBE Spend |            |                |                |
|---------------------------------------|------------|----------------|----------------|
| City of Seattle                       |            |                |                |
| 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 |
| 14-Q1                                 | 13%        | \$ 4,778,941   | \$ 37,332,695  |
| 14-Q2                                 | 13%        | \$ 9,752,127   | \$ 76,535,560  |
| 14-Q3                                 | 13%        | \$ 15,677,800  | \$ 116,675,914 |
| 14-Q4                                 | 14%        | \$ 22,187,819  | \$ 156,112,219 |



\*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, 1/5/2015

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

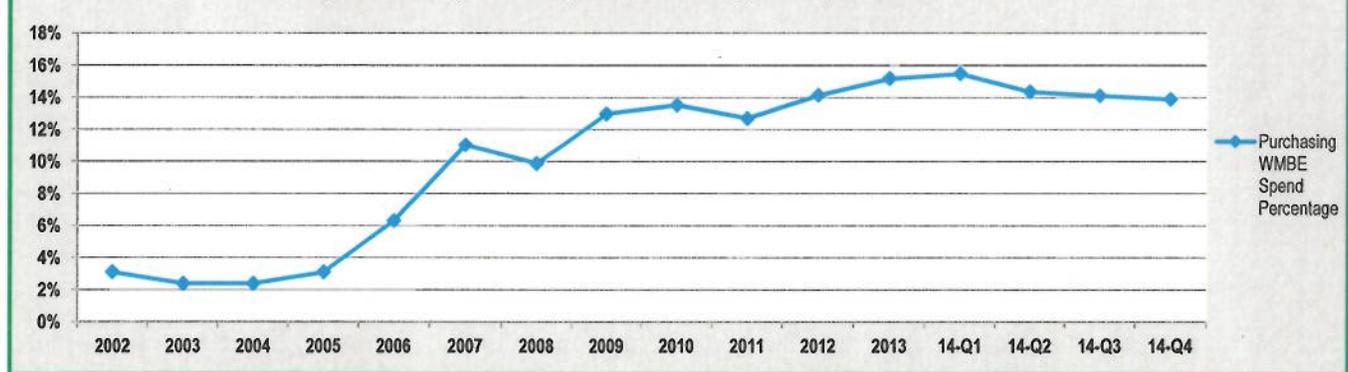
\*2014-Q4 excludes \$1,640,585 for SPU inaccurately coded.

**2002 to 2014-Q4 Purchasing WMBE Spend**

**City of Seattle**

| 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 |  |  |  |  |  |  |
| 14-Q1                 | 15%        | \$ 11,720,050  | \$ 75,714,020  |  |  |  |  |  |  |
| 14-Q2                 | 14%        | \$ 20,608,326  | \$ 143,464,748 |  |  |  |  |  |  |
| 14-Q3                 | 14%        | \$ 30,992,138  | \$ 219,417,378 |  |  |  |  |  |  |
| 14-Q4                 | 14%        | \$ 42,992,277  | \$ 309,075,892 |  |  |  |  |  |  |

**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, 1/5/2015

\*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

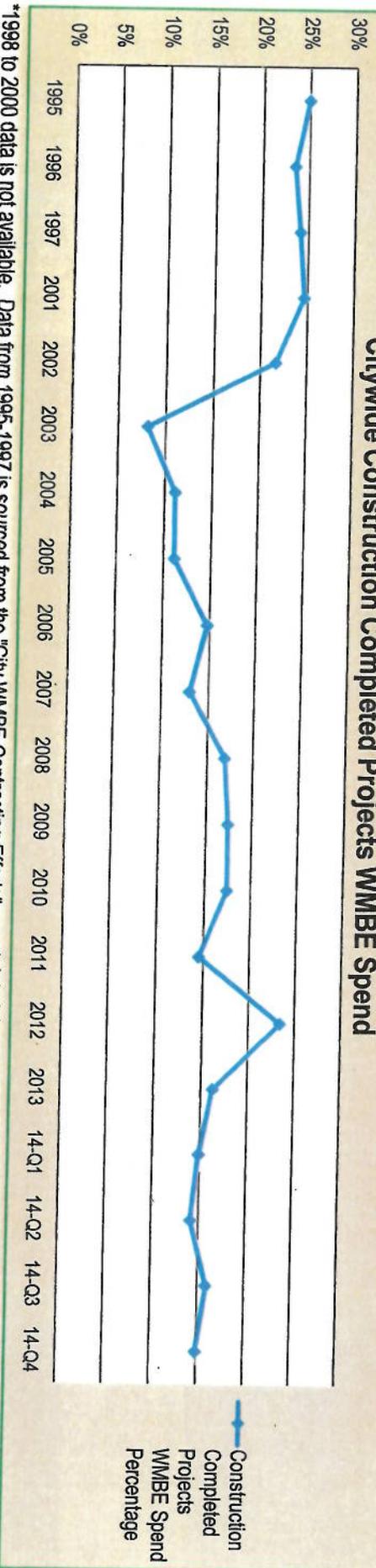
\*2014-Q4 excludes \$229,731 for SPU inaccurately coded.

## 1995 to 2014-Q4 Citywide Construction WMBE Spend

City of Seattle

| Construction Completed Projects WMBE Spend |            | Total 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 |
| 14-Q1                                      | 15%        | \$ 6,131,488   | \$ 40,872,055  |
| 14-Q2                                      | 14%        | \$ 14,480,542  | \$ 101,631,889 |
| 14-Q3                                      | 16%        | \$ 30,697,808  | \$ 190,505,845 |
| 14-Q4                                      | 15%        | \$ 39,517,391  | \$ 261,792,184 |

**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.  
 \*Produced by City of Seattle, FAS/CPCS, 1/5/2015.  
 \* In 2012, \$8.3 million dollars (60%) of all payments made to WMBES went to WMBE primes.



City of Seattle  
 Payment Information by WMBE (Combined)

(Sorted by Doc Type)  
 1/1/2014 to 12/31/2014

Report ID: Snap210BC  
 Run Date: 12/31/2014  
 Run Time: 10:17:15PM  
 Database: SUMMIT8  
 Query: \_CRYS\_ZAP\_Snap210AD

|                                  | Total \$<br>Payments<br>NAME1 | African<br>American | African<br>American<br>% | Asian         | Asian<br>% | Native<br>American<br>DEPTID | Native<br>American<br>% | Hispanic     | Hispanic % | White Female  | White<br>Female % | Total \$<br>for WMBEs | Tot<br>WMB<br>% |
|----------------------------------|-------------------------------|---------------------|--------------------------|---------------|------------|------------------------------|-------------------------|--------------|------------|---------------|-------------------|-----------------------|-----------------|
| Consultant                       | 135,830,531.22                | 708,971.06          | .52%                     | 3,048,746.36  | 2.24%      | 798,131.31                   | .59%                    | 397,976.33   | .29%       | 8,795,082.26  | 6.48%             | 13,748,907.32         | 10.12%          |
| Contract                         | 21,922,272.15                 | 325,961.47          | 1.49%                    | 844,181.85    | 3.85%      | 63,800.00                    | .29%                    | 178,772.33   | .82%       | 7,026,196.16  | 32.05%            | 8,438,911.81          | 38.49%          |
| Consultant Roster                | 157,752,803.37                | 1,034,932.53        | .66%                     | 3,892,928.21  | 2.47%      | 861,931.31                   | .55%                    | 576,748.66   | .37%       | 15,821,278.42 | 10.03%            | 22,187,819.13         | 14.06%          |
| Other                            | 1,047,311.83                  | 0.00                | .00%                     | 0.00          | .00%       | 0.00                         | .00%                    | 0.00         | .00%       | 16,884.90     | 1.61%             | 16,884.90             | 1.61%           |
| Emergency Contract               | 1,047,311.83                  | 0.00                | .00%                     | 0.00          | .00%       | 0.00                         | .00%                    | 0.00         | .00%       | 16,884.90     | 1.61%             | 16,884.90             | 1.61%           |
| Subtotal:                        | 1,047,311.83                  | 0.00                | .00%                     | 0.00          | .00%       | 0.00                         | .00%                    | 0.00         | .00%       | 16,884.90     | 1.61%             | 16,884.90             | 1.61%           |
| Purchasing                       | 241,735,281.69                | 4,690,848.75        | 1.94%                    | 11,680,857.35 | 4.83%      | 1,141,662.92                 | .47%                    | 475,869.47   | .20%       | 16,884,715.06 | 6.98%             | 34,873,953.55         | 14.43%          |
| Blanket Contract                 | 17,655,861.26                 | 256,588.95          | 1.45%                    | 413,507.39    | 2.34%      | 63,592.84                    | .36%                    | 59,060.48    | .33%       | 1,032,910.29  | 5.85%             | 1,825,659.95          | 10.34%          |
| Direct Voucher Purchase Contract | 49,914,480.57                 | 953,069.11          | 1.91%                    | 1,025,207.09  | 2.05%      | 24,870.68                    | .05%                    | 103,050.62   | .21%       | 3,386,465.75  | 6.78%             | 5,492,663.25          | 11.00%          |
| Subtotal:                        | 309,305,623.52                | 5,900,506.81        | 1.91%                    | 13,119,571.83 | 4.24%      | 1,230,126.44                 | .40%                    | 637,980.57   | .21%       | 21,304,091.10 | 6.89%             | 42,192,276.75         | 13.64%          |
| Unavailable                      | 1,422,957.05                  | 15,882.84           | 1.12%                    | 46,708.58     | 3.28%      | 0.00                         | .00%                    | 5,700.00     | .40%       | 119,140.57    | 8.37%             | 187,431.99            | 13.17%          |
| Non-Compliant Subtotal:          | 1,422,957.05                  | 15,882.84           | 1.12%                    | 46,708.58     | 3.28%      | 0.00                         | .00%                    | 5,700.00     | .40%       | 119,140.57    | 8.37%             | 187,431.99            | 13.17%          |
| City Total:                      | 469,528,695.77                | 6,951,322.18        | 1.48%                    | 17,059,208.62 | 3.63%      | 2,092,057.75                 | .45%                    | 1,220,429.23 | .26%       | 37,261,394.99 | 7.94%             | 64,584,412.77         | 13.76%          |



City of Seattle  
 Department/Org - Payment Information by WMBE (Combined)  
 Ethnicity State Certified Only  
 1/1/2014 to 12/31/2014

Report ID: Snap210B  
 Run Date: 1/15/2015  
 Run Time: 2:27:44PM  
 Database: SUMMIT8  
 Query: \_Cogs\_ZAP\_Snap210BD

|                    | Total \$<br>Payments  | African<br>American | African<br>American % | Asian               | Asian %     | Native<br>American | Native<br>American % | Hispanic          | Hispanic %  | White<br>Female      | White<br>Female % | Total \$<br>for WMBE's | Total<br>WMBE % |
|--------------------|-----------------------|---------------------|-----------------------|---------------------|-------------|--------------------|----------------------|-------------------|-------------|----------------------|-------------------|------------------------|-----------------|
| <b>Consultant</b>  |                       |                     |                       |                     |             |                    |                      |                   |             |                      |                   |                        |                 |
| Cons               | 157,752,803.37        | 583,021.83          | .37%                  | 1,943,318.89        | 1.23%       | 25,712.72          | .02%                 | 266,562.01        | .17%        | 8,217,091.27         | 5.21%             | 11,035,696.72          | 7.00%           |
| Subtotal:          | 157,752,803.37        | 583,021.83          | .37%                  | 1,943,318.89        | 1.23%       | 25,712.72          | .02%                 | 266,562.01        | .17%        | 8,217,091.27         | 5.21%             | 11,035,696.72          | 7.00%           |
| <b>Other</b>       |                       |                     |                       |                     |             |                    |                      |                   |             |                      |                   |                        |                 |
| Emer               | 1,047,311.83          | 0.00                | .00%                  | 0.00                | .00%        | 0.00               | .00%                 | 0.00              | .00%        | 0.00                 | .00%              | 0.00                   | .00%            |
| Subtotal:          | 1,047,311.83          | 0.00                | .00%                  | 0.00                | .00%        | 0.00               | .00%                 | 0.00              | .00%        | 0.00                 | .00%              | 0.00                   | .00%            |
| <b>Purchasing</b>  |                       |                     |                       |                     |             |                    |                      |                   |             |                      |                   |                        |                 |
| Blan               | 241,735,281.69        | 3,221,686.28        | 1.33%                 | 2,355,365.47        | .97%        | 578,792.29         | .24%                 | 319,657.95        | .13%        | 3,694,907.12         | 1.53%             | 10,170,409.11          | 4.21%           |
| Dire               | 17,655,861.26         | 145,390.40          | .82%                  | 172,703.31          | .98%        | 1,859.75           | .01%                 | 16,833.40         | .10%        | 246,564.62           | 1.40%             | 583,351.48             | 3.30%           |
| Purc               | 49,914,480.67         | 14,783.27           | .03%                  | 55,058.26           | .11%        | 16,100.55          | .03%                 | 0.00              | .00%        | 200,427.90           | .40%              | 286,369.98             | .57%            |
| Subtotal:          | 309,305,623.62        | 3,381,859.95        | 1.09%                 | 2,583,127.04        | .84%        | 596,752.59         | .19%                 | 336,491.35        | .11%        | 4,141,899.64         | 1.34%             | 11,040,130.57          | 3.57%           |
| <b>Unavailable</b> |                       |                     |                       |                     |             |                    |                      |                   |             |                      |                   |                        |                 |
| Non-               | 1,422,957.06          | 15,882.84           | 1.12%                 | 32,538.73           | 2.28%       | 0.00               | .00%                 | 0.00              | .00%        | 27,257.29            | 1.92%             | 75,678.86              | 5.32%           |
| Subtotal:          | 1,422,957.06          | 15,882.84           | 1.12%                 | 32,538.73           | 2.28%       | 0.00               | .00%                 | 0.00              | .00%        | 27,257.29            | 1.92%             | 75,678.86              | 5.32%           |
| <b>City Total:</b> | <b>469,528,696.77</b> | <b>3,980,764.62</b> | <b>.85%</b>           | <b>4,558,984.66</b> | <b>.97%</b> | <b>622,465.31</b>  | <b>.13%</b>          | <b>603,043.36</b> | <b>.13%</b> | <b>12,386,248.20</b> | <b>2.64%</b>      | <b>22,151,506.15</b>   | <b>4.72%</b>    |

# City of Seattle City Purchasing and Contracting

Total Payments on Completed Construction Projects 01/01/2014 to 12/31/2014

| 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                | 24             | \$ 23,245,208.06                | \$ 1,936,998.92         | \$ 3,546,167.30         | \$ 5,483,166.22         | 24%                                       |
| LIGHT              | 20             | \$ 31,734,850.84                | \$ 750,156.92           | \$ 618,096.23           | \$ 1,368,253.15         | 4%  |
| PARKS              | 30             | \$ 36,377,752.04                | \$ 4,069,793.22         | \$ 5,106,974.13         | \$ 9,176,767.35         | 25%                                       |
| SDOT               | 25             | \$ 124,396,615.06               | \$ 12,011,234.33        | \$ 7,758,979.78         | \$ 19,770,214.11        | 16%                                       |
| SPU                | 17             | \$ 52,528,704.25                | \$ 4,376,856.81         | \$ 1,380,129.51         | \$ 5,756,986.32         | 11%                                       |
| SEACTR             | 2              | \$ 323,752.44                   | \$ -                    | \$ -                    | \$ -                    | 0%  |
| SPL                | 4              | \$ 310,343.72                   | \$ -                    | \$ -                    | \$ -                    | 0%  |
| <b>Grand Total</b> | <b>118</b>     | <b>\$ 268,606,882.69</b>        | <b>\$ 23,145,040.20</b> | <b>\$ 18,410,346.95</b> | <b>\$ 41,555,387.15</b> | <b>15.5%</b>                              |

| Contractor Payment by Ethnicity |  |                                      |  |
|---------------------------------|--|--------------------------------------|--|
| Ethnicity                       | Total Contractor Payment (provided by Prime) | % of City Contract Payment (w/o tax) |  |
| Black                           | \$ 3,474,290.95                              | 1.29%                                |  |
| Asian American                  | \$ 10,582,217.86                             | 3.94%                                |  |
| Hispanic                        | \$ 7,817,275.81                              | 2.91%                                |  |
| Native American                 | \$ 2,992,903.14                              | 1.11%                                |  |
| White Female                    | \$ 21,384,225.42                             | 7.96%                                |  |
| Non-Minority                    | \$ 222,355,969.51                            | 82.78%                               |  |
| <b>Grand Total</b>              | <b>\$ 268,606,882.69</b>                     | <b>100.00%</b>                       |  |

WMBE data includes all payments to prime contractors and subcontractors for the entire project  
Data includes all construction projects and JOC work-orders (Jan - June 2014).

## City Of Seattle City Purchasing and Contracting

All Invoices Paid for All Construction Projects Report 1/1/2014 to 12/31/2014

| Dept.              | # of Contracts | City Contract Payment<br>(w/o tax) | Actual MBE Payments     | Actual WBE Payments     | Total WMBE Payments     | WMBE % of City Contract<br>Payment (w/o tax) |
|--------------------|----------------|------------------------------------|-------------------------|-------------------------|-------------------------|--|
| FAS                | 19             | \$ 13,276,533.18                   | \$ 1,037,129.49         | \$ 1,828,515.74         | \$ 2,865,645.23         | 22%  |
| LIGHT              | 18             | \$ 25,852,127.08                   | \$ 1,299,434.35         | \$ 801,874.67           | \$ 2,101,309.02         | 8%   |
| PARKS              | 24             | \$ 19,400,198.36                   | \$ 2,764,546.76         | \$ 2,841,500.70         | \$ 5,606,047.46         | 29%  |
| SDOT               | 38             | \$ 144,930,036.88                  | \$ 9,753,217.52         | \$ 2,856,844.25         | \$ 12,610,061.77        | 9%   |
| SPU                | 33             | \$ 52,044,363.28                   | \$ 2,554,835.78         | \$ 3,289,660.47         | \$ 5,844,496.25         | 11%  |
| SEACTR             | 4              | \$ 478,564.76                      | \$ -                    | \$ -                    | \$ -                    | 0%   |
| SPL                | 5              | \$ 348,138.72                      | \$ 2,921.65             | \$ -                    | \$ 2,921.65             | 1%   |
| <b>Grand Total</b> | <b>141</b>     | <b>\$ 256,329,962.26</b>           | <b>\$ 17,409,163.90</b> | <b>\$ 11,618,395.83</b> | <b>\$ 29,027,559.73</b> | <b>11%</b>                                   |

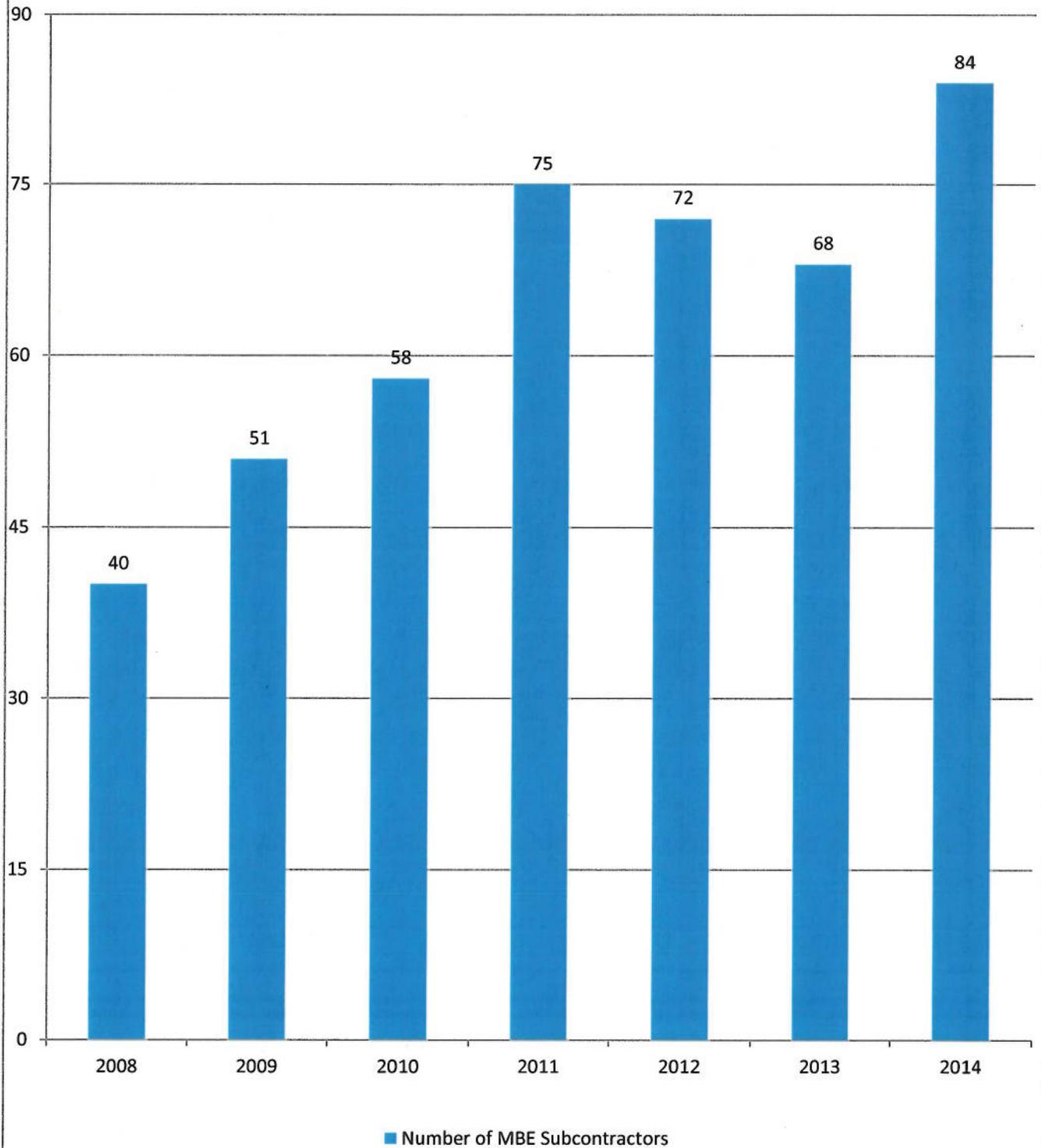
| Contractor Payment by Ethnicity |  | Total Contractor Payment<br>(provided by Prime) | % of City Contract<br>Payment (w/o tax) |
|---------------------------------|--|---|---|
| Black                           |  | \$ 8,737,496.11                                 | 3.41%                                   |
| Asian American                  |  | \$ 3,307,602.33                                 | 1.29%                                   |
| Hispanic                        |  | \$ 2,482,752.88                                 | 0.97%                                   |
| Native American                 |  | \$ 3,048,547.90                                 | 1.19%                                   |
| White Female                    |  | \$ 12,326,188.55                                | 4.81%                                   |
| Non-Minority                    |  | \$ 226,427,374.49                               | 88.33%                                  |
| <b>Grand Total</b>              |  | <b>\$ 256,329,962.26</b>                        | <b>100.00%</b>                          |

WMBE data includes all payments to prime contractors and subcontractors

Data includes all construction projects, except JOC.

Does not include payments to the Spokane Viaduct project

# City of Seattle City Purchasing and Contracting Services Construction Contracts



Note: Construction data includes all contracting delivery methods.

Miguel Beltran  
3/3/2015

## City of Seattle – Construction Workforce Diversity

Reporting Periods From: 1/1/2014 Thru: 12/31/2014

### Race and Gender Worker Hours Summary

| Apprentice Summary           |             |                                |
|------------------------------|-------------|--------------------------------|
| Race                         | Labor Hours | Percent of<br>Apprentice Hours |
| African American             | 12,626.5    | 16.3%                          |
| Asian                        | 673.0       | 0.9%                           |
| Latino                       | 6,172.0     | 7.9%                           |
| Native American              | 1,521.5     | 2.0%                           |
| White                        | 49,144.1    | 63.3%                          |
| Other                        | 4,125.0     | 5.3%                           |
| Not Specified                | 3,370.8     | 4.3%                           |
| Gender                       | Labor Hours | Percent of<br>Apprentice Hours |
| Female                       | 16,394.0    | 21.1%                          |
| Male                         | 61,238.9    | 78.9%                          |
| Total Apprentice Labor Hours | 77,632.9    |                                |

| Journey Level Summary     |             |                                   |
|---------------------------|-------------|-----------------------------------|
| Race                      | Labor Hours | Percent of Journey<br>Level Hours |
| African American          | 23,735.2    | 4.8%                              |
| Asian                     | 10,830.2    | 2.2%                              |
| Latino                    | 52,856.0    | 10.8%                             |
| Native American           | 12,105.7    | 2.5%                              |
| White                     | 363,260.7   | 74.3%                             |
| Other                     | 6,807.7     | 1.4%                              |
| Not Specified             | 19,518.6    | 4.0%                              |
| Gender                    | Labor Hours | Percent of Journey<br>Level Hours |
| Female                    | 25,246.9    | 5.2%                              |
| Male                      | 463,867.2   | 94.8%                             |
| Total Journey Level Hours | 489,114.1   |                                   |

### Minority and Female Worker Hours Summary

| Apprentice Worker Hours |          | Journey Level Worker Hours |           | Combined Worker Hours |           |
|-------------------------|----------|----------------------------|-----------|-----------------------|-----------|
| Total Apprentice Hours  | 77,632.9 | Total Journey Level Hours  | 489,114.1 | Total Hours           | 566,747.0 |
| Apprentice Utilization  | 13.7%    | Journey Level Utilization  | 86.3%     |                       |           |
| Minority Hours          | 32.4%    | Minority Hours             | 21.7%     | Minority Hours        | 23.2%     |
| Female Hours            | 21.1%    | Female Hours               | 5.2%      | Female Hours          | 7.4%      |

|   |   |                                    |     |
|---|---|------------------------------------|-----|
| Apprentice Utilization and Contract Requirement and Goals | → | Apprentice Utilization Requirement | 15% |
|   | → | 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 2015

| <b>Consulting</b>   | <b>Actual 2014<br/>Overall Spend</b> | <b>Actual 2014<br/>WMBE Spend</b> | <b>Actual<br/>2014<br/>WMBE<br/>Percent</b> | <b>Predicted 2014<br/>WMBE Goal</b> | <b>Predicted 2015<br/>Overall Spend<br/>(Default is<br/>Actual 2014<br/>Spend)</b> | <b>2015 Predicted<br/>WMBE Spend<br/>(Default is<br/>Actual 2014<br/>WMBE Spend)</b> | <b>2015<br/>Predicted<br/>WMBE<br/>Goal</b> |
|---|--------------------------------------|-----------------------------------|---|-------------------------------------|--|--|---|
| Arts & Cultural Affairs   | \$176,222                            | \$36,450                          | 21.0%                                       | 11.0%                               | \$176,222  | \$36,450   | 21.0%                                       |
| Budget Office   | \$12,660                             | \$0                               | 0.0%  | 25.0%                               |  |  | See<br>Mayor's<br>Office                    |
| City Auditor  | \$369,261                            | \$325                             | 0.1%  | 5.0%                                | \$350,000  | \$17,500   | 5.0%  |
| Civil Rights  | \$195,618                            | \$3,675                           | 2.0%  | 0.0%                                | \$195,618  | \$9,780  | 5.0%  |
| Community Police<br>Commission                                  | N/A                                  | N/A                               | N/A   | N/A                                 | \$303,981  | \$227,985  | 75.0%                                       |
| Department of<br>Education and Early<br>Learning *              | N/A                                  | N/A                               | N/A   | N/A                                 | \$1,662,000  | \$831,000  | 50.0%                                       |
| Department of<br>Information<br>Technology                      | \$3,182,161                          | \$507,949                         | 16.0%                                       | 8.0%                                | \$3,182,161  | \$263,483  | 8.3%  |
| Economic<br>Development   | \$220,972                            | \$33,732                          | 15.0%                                       | 20.0%                               | \$200,000  | \$40,000   | 20.0%                                       |
| Employee Retirement   | \$4,734,282                          | \$289,575                         | 6.0%  | 7.5%                                | \$55,000   | \$4,175  | 7.5%  |
| Ethics and Elections  | \$0                                  | \$0                               | 0.0%  | 0.0%                                | \$0  | \$0  | 0.0%  |
| FAS (Department of<br>Finance and<br>Administrative<br>Services | \$11,377,090                         | \$4,092,452                       | 36.0%                                       | 26.0%                               | \$11,377,090   | \$4,095,752  | 36.0%                                       |
| Fire Department   | \$1,101,229                          | \$321,045                         | 29.0%                                       | 10.0%                               | \$1,101,229  | \$121,135  | 11.0%                                       |
| Fire Pension  | \$0                                  | \$0                               | 0.0%  | 0.0%                                | \$0  | \$0  | 0.0%  |
| Hearing Examiner  | \$11,160                             | \$2,120                           | 19.0%                                       | 15.0%                               | \$33,333   | \$25,000   | 75.0%                                       |
| Housing   | \$103,574                            | \$8,500                           | 8.0%  | 20.0%                               | \$103,574  | \$20,714   | 20.0%                                       |
| Human Services  | \$22,225                             | \$11,750                          | 53.0%                                       | 30.0%                               | \$60,000   | \$30,000   | 50.0%                                       |
| Immigrant and<br>Refugee Affairs                                | \$95,415                             | \$14,400                          | 15.0%                                       | 100.0%                              | \$94,444   | \$85,000   | 90.0%                                       |
| Intergovernmental<br>Relations                                  | \$113,000                            | \$6,000                           | 5.0%  | 0.0%                                | \$113,000  | \$22,600   | 20.0%                                       |
| Law   | \$110,197                            | \$63,518                          | 58.0%                                       | 0.0%                                | \$350,000  | \$17,500   | 5.0%  |
| Legislative   | \$578,492                            | \$128,748                         | 22.0%                                       | 20.0%                               | \$200,000  | \$40,000   | 20.0%                                       |
| Library   | \$293,242                            | \$7,277                           | 2.0%  | 12.0%                               | \$293,242  | \$23,460   | 8.0%  |
| Mayor's Office*   | \$247,188                            | \$70,973                          | 29.0%                                       | 0.0%                                | \$0  | \$0  | 0.0%  |
| Municipal Court   | \$24,768                             | \$24,768                          | 100.0%                                      | 15.0%                               | \$4,458  | \$24,768   | 18.0%                                       |
| Neighborhoods   | \$1,136,559                          | \$914,669                         | 80.0%                                       | 75.0%                               | \$209,008  | \$106,650  | 51.0%                                       |
| Office of Policy and<br>Innovation                              |                                      |                                   |   |                                     |  |  | See<br>Mayor's<br>Office                    |
| Parks   | \$3,733,146                          | \$584,671                         | 16.0%                                       | 12.0%                               | \$3,733,146  | \$584,671  | 12.0%                                       |
| Personnel (Human<br>Resources)                                  | \$1,104,035                          | \$310,660                         | 28.0%                                       | 5.0%                                | \$3,031,266  | \$454,700  | 15.0%                                       |
| Planning and<br>Development                                     | \$2,332,424                          | \$1,110,758                       | 48.0%                                       | 25.0%                               | \$2,127,659  | \$1,000,000  | 47.0%                                       |
| Police  | \$1,841,394                          | \$558,211                         | 30.0%                                       | 10.0%                               | \$1,841,394  | \$368,278  | 20.0%                                       |
| Police Pension  | \$5,000                              | \$0                               | 0.0%  | 0.0%                                | \$5,000  | \$0  | 0.0%  |
| Public Safety/Civil<br>Service                                  | \$6,304                              | \$1,652                           | 25.0%                                       | 0.0%                                | \$6,304  | \$0  | 0.0%  |
| SCL (City Light)  | \$31,297,335                         | \$5,314,716                       | 17.0%                                       | \$3,200,000                         | \$31,297,335   | \$3,200,000  |   |
| SDOT (Seattle<br>Department of<br>Transportation)               | \$53,715,748                         | \$5,581,000                       | 10.0%                                       | 10.0%                               | \$53,715,748   | \$6,445,900  | 12.0%                                       |
| Seattle Center  | \$528,434                            | \$158,635                         | 30.0%                                       | 15.0%                               | \$528,434  | \$105,686  | 20.0%                                       |
| SPU (Seattle Public<br>Utilities)                               | \$38,529,838                         | \$2,307,313                       | 6.0%  | 8.0%                                | \$38,529,838   | \$3,082,387  | 8.0%  |
| Sustainability and<br>Environmental Affairs                     | \$2,824,790                          | \$43,784                          | 2.0%  | 15.0%                               | \$362,000  | \$58,000   | 16.0%                                       |
|   |                                      |                                   |   |                                     |  |  |   |
|   |                                      |                                   |   |                                     |  |  |   |
|   |                                      |                                   |   |                                     |  |  |   |
|   |                                      |                                   |   |                                     |  |  |   |
| <b>City Aggregated Total</b>                                    | <b>\$160,023,763</b>                 | <b>\$22,509,326</b>               | <b>14.1%</b>                                |                                     | <b>\$155,242,484</b>   | <b>\$21,342,574</b>  | <b>13.7%</b>                                |

Purchasing  
Prepared by FAS/CPCS 2015

| <i>Purchasing</i>  | Actual 2014<br>Overall Spend | Actual 2014<br>WMBE Spend | Actual 2014<br>WMBE<br>Percent | Predicted 2014<br>Goal | Predicted 2015<br>Overall Spend<br>(Default is<br>Actual 2014<br>Spend) | 2015 Predicted<br>WMBE Spend<br>(Default is<br>Actual WMBE<br>Spend) | 2015 Predicted<br>WMBE Goal |
|--|------------------------------|---------------------------|--------------------------------|------------------------|---|--|-----------------------------|
| Arts & Cultural<br>Affairs                                       | \$123,663                    | \$28,338                  | 23.0%                          | 29.0%                  | \$123,663   | \$28,338   | 23.0%                       |
| Budget Office  | \$29,468                     | \$20,468                  | 69.0%                          | 35.0%                  |   |  | See Mayor's<br>Office       |
| City Auditor   | \$16                         | \$0                       | 0.0%                           | 5.0%                   | \$1,500   | \$150  |                             |
| Civil Rights   | \$87,626                     | \$45,057                  | 48.0%                          | 45.0%                  | \$87,626  | \$43,813   | 50.0%                       |
| Community<br>Police<br>Commission                                | N/A                          | N/A                       | N/A                            | N/A                    | \$10,000  | \$7,500  | 75.0%                       |
| Department of<br>Education and<br>Early Learning                 | \$0                          | \$0                       | 0.0%                           | 0.0%                   | \$115,000   | \$40,250   | 35.0%                       |
| Department of<br>Information<br>Technology                       | \$16,071,919                 | \$1,881,510               | 12.0%                          | 2.5%                   | \$16,071,919  | \$393,762  | 2.5%                        |
| Economic<br>Development  | \$219,399                    | \$92,890                  | 42.0%                          | 20.0%                  | \$200,000   | \$40,000   | 20.0%                       |
| Employee<br>Retirement   | \$69,556                     | \$27,492                  | 40.0%                          | 30.0%                  | \$25,000  | \$7,500  | 30.0%                       |
| Ethics and<br>Elections  | \$34,079                     | \$3,569                   | 10.0%                          | 20.0%                  | \$4,845   | \$1,000  | 20.0%                       |
| FAS (Department<br>of Finance and<br>Administrative<br>Services) | \$61,739,488                 | \$8,859,820               | 14.0%                          | 16.0%                  | \$61,739,488  | \$8,643,528  | 14.0%                       |
| Fire Department  | \$10,353,608                 | \$981,368                 | 9.0%                           | 10.0%                  | \$10,353,608  | \$1,087,129  | 10.5%                       |
| Fire Pension   | \$0                          | \$0                       | 0.0%                           | 0.0%                   | \$0   | \$0  | 0.0%                        |
| Hearing<br>Examiner  | \$0                          | \$0                       | 0.0%                           | 0.0%                   | \$0   | \$0  | 0.0%                        |
| Housing  | \$153,184                    | \$51,970                  | 34.0%                          | 30.0%                  | \$153,184   | \$45,955   | 30.0%                       |
| Human Services   | \$4,153,965                  | \$1,522,945               | 37.0%                          | 35.0%                  | \$4,000,000   | \$1,520,000  | 38.0%                       |
| Immigrant and<br>Refugee Affairs                                 | \$34,194                     | \$18,853                  | 55.0%                          | 90.0%                  | \$7,500   | \$6,750  | 90.0%                       |
| Intergovernment<br>al Relations                                  | \$8,740                      | \$3,621                   | 41.0%                          | 25.0%                  | \$20,000  | \$6,000  | 30.0%                       |
| Law  | \$479,755                    | \$254,815                 | 53.0%                          | 24.0%                  | \$350,000   | \$87,500   | 25.0%                       |
| Legislative  | \$133,763                    | \$16,527                  | 12.0%                          | 10.0%                  | \$150,000   | \$15,000   | 10.0%                       |
| Library  | \$6,973,367                  | \$889,187                 | 13.0%                          | 12.0%                  | \$7,000,000   | \$980,000  | 14.0%                       |
| Mayor's Office*  | \$86,300                     | \$17,583                  | 20.0%                          | 0.0%                   | \$86,300  | \$21,575   | 25.0%                       |
| Municipal Court  | \$1,904,260                  | \$437,210                 | 23.0%                          | 15.0%                  | \$1,904,260   | \$380,852  | 20.0%                       |
| Neighborhoods  | \$497,651                    | \$321,536                 | 65.0%                          | 55.0%                  | \$235,545   | \$120,128  | 51.0%                       |
| Office of Policy<br>and Innovation                               |                              |                           |                                |                        |   |  | See Mayor's<br>Office       |
| Parks  | \$12,952,356                 | \$4,153,736               | 32.0%                          | 16.0%                  | \$12,952,356  | \$2,072,376  | 16.0%                       |
| Personnel<br>(Human<br>Resources)                                | \$1,347,433                  | \$150,512                 | 11.0%                          | 50.0%                  | \$256,170   | \$128,000  | 50.0%                       |
| Planning and<br>Development                                      | \$1,921,764                  | \$463,717                 | 24.0%                          | 18.0%                  | \$2,000,000   | \$500,000  | 25.0%                       |
| Police   | \$16,108,756                 | \$2,437,942               | 15.0%                          | 18.0%                  | \$16,108,756  | \$2,899,576  | 18.0%                       |
| Police Pension   | \$0                          | \$0                       | 0.0%                           | 0.0%                   | \$0   | \$0  | 0.0%                        |
| Public<br>Safety/Civil<br>Service                                | \$2,500                      | \$0                       | 0.0%                           | 0.0%                   | \$2,500   | \$1,875  | 75.0%                       |
| SCL (City Light)   | \$91,794,731                 | \$9,830,579               | 11.0%                          | \$8,500,000            | \$91,794,731  | \$9,800,000  |                             |
| SDOT (Seattle<br>Department of<br>Transportation)                | \$30,523,886                 | \$2,479,122               | 8.0%                           | 10.0%                  | \$30,523,886  | \$3,052,388  | 10.0%                       |
| Seattle Center   | \$5,386,159                  | \$1,323,609               | 25.0%                          | 21.0%                  | \$5,386,159   | \$1,131,093  | 21.0%                       |
| SPU (Seattle<br>Public Utilities)                                | \$40,469,445                 | \$6,585,969               | 16.0%                          | 14.0%                  | \$40,469,445  | \$6,879,805  | 17.0%                       |
| Sustainability<br>and<br>Environmental<br>Affairs                | \$160,055                    | \$23,810                  | 15.0%                          | 40.0%                  | \$44,444  | \$20,000   | 45.0%                       |
|  |                              |                           |                                |                        |   |  |                             |
|  |                              |                           |                                |                        |   |  |                             |
|  |                              |                           |                                |                        |   |  |                             |
|  |                              |                           |                                |                        |   |  |                             |
| City Aggregated<br>Total   | \$303,821,086                | \$42,923,753              | 14.1%                          |                        | \$302,177,885   | \$39,961,843   | 13.2%                       |

## **WMBE Report for 2015 Office of Arts and Culture**

### **Introduction**

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

### **Department Representatives**

Jane Morris (Finance & Administrative Manager) and Sheila Moss (Accounting Tech) are the Office's representatives for managing and reporting the department WMBE efforts.

### **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, nor are they likely to apply for state certification as WMBEs. Because this is the reality of the situation, our extensive work to reach out to minority and underserved populations is not captured in 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.

The table below shows expenditures and percentages for our department as shown on the Summit report. The second table to the right shows re-calculated totals and percentages when the non-discretionary and sole source provider exceptions are taken into account, and therefore shows a higher percentage of WMBE use. In 2014, the only exception is a payment to a non-profit organization, Washington Alliance for Arts Education. The payment of \$39,325 in 2014 should be excluded from the total amount paid in Consultant Contracts.

|                     | 2014 Use - Summit Reports |        | 2014 Use Adjusted for Exceptions |        |
|---------------------|---------------------------|--------|----------------------------------|--------|
|                     | Payments                  | WMBE % | Payments                         | WMBE % |
| Consultant Contract | \$176,222.25              | 20.68% | \$136,897.25                     | 26.63% |
| Blanket Contract    | \$61,065.18               | 35.15% | No exception                     |        |
| Direct Voucher      | \$62,598.15               | 10.99% | No exception                     |        |
| Department Total    | \$299,885.58              | 21.60% | \$260,560.58                     | 24.86% |

The WMBE Goals for 2014 have been met.

**2015 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, it is unlikely that we can promise a higher percentage use in 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.

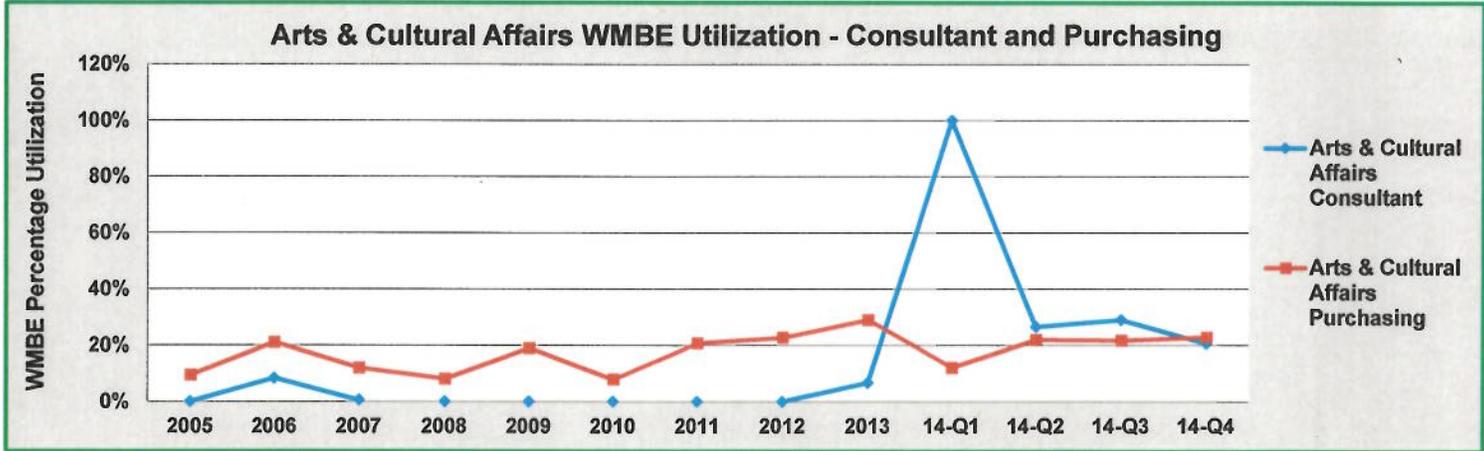


RE WMBE Report for  
2014 docx.msg

Field Code Changed

| Arts & Cultural Affairs |            |         |           |            |         |           |
|-------------------------|------------|---------|-----------|------------|---------|-----------|
| Year                    | Consultant |         |           | Purchasing |         |           |
|                         | 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 |
| 14-Q1                   | \$ 5,000   | 100%    | \$ 5,000  | \$ 38,402  | 12%     | \$ 4,659  |
| 14-Q2                   | \$ 30,271  | 27%     | \$ 8,050  | \$ 69,536  | 22%     | \$ 15,276 |
| 14-Q3                   | \$ 61,997  | 29%     | \$ 18,050 | \$ 98,563  | 22%     | \$ 21,478 |
| 14-Q4                   | \$ 176,222 | 21%     | \$ 36,450 | \$ 123,663 | 23%     | \$ 28,338 |

**2014 GOALS:**  
 Purchasing = 29%  
 Consultant = 11%



1) 2014 year to date spend through 12/31/2014  
 2) Produced by CPCS/FAS on 1/5/2015  
 3) Source: Standard Summit Reports

## Office of City Auditor 2015 Annual WMBE Plan

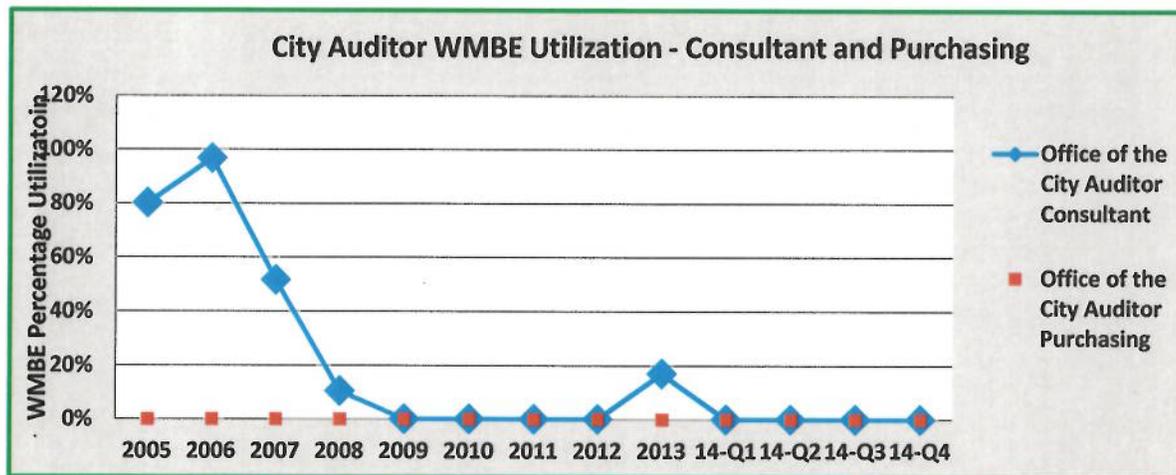
1. **Department Representative.** Melissa Alderson is the WMBE representative for the Office of City Auditor.
2. **Traditional 2015 Goals.**
  - a. **Purchasing Goal:** 10% of \$1,500, equaling \$150; **Note:** because most of the Department's purchases are made with City credit cards, purchases from 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. The Department will continue to identify and use WMBE vendors for purchases, when possible, for those credit card transactions.
  - b. **Consulting Goal:** 5% of approximately \$350,000, equaling \$20,000; **Note:** some of these consulting funds may not be spent in 2015.
3. **Optional 2015 Project-Specific Goals.** None at this time.
4. **Outreach Events.** None at this time.
5. **Plans and Strategies.** We actively seek to do business with WMBE firms on the City's roster. Our office will also participate in citywide training and any other informational exchanges that provide the office with tools to make more informed contracting decisions.

| Office of the City Auditor |            |         |           |            |         |      |
|----------------------------|------------|---------|-----------|------------|---------|------|
| Year                       | Consultant |         |           | Purchasing |         |      |
|                            | 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%      | \$ - |
| 14-Q1                      | \$ 49,435  | 0%      | \$ -      | \$ -       | 0%      | \$ - |
| 14-Q2                      | \$ 57,635  | 0%      | \$ -      | \$ -       | 0%      | \$ - |
| 14-Q3                      | \$ 329,038 | 0.1%    | \$ 325    | \$ 16      | 0%      | \$ - |
| 14-Q4                      | \$ 369,261 | 0.1%    | \$ 325    | \$ 16      | 0%      | \$ - |

2014 GOALS:

Purchasing = 5%

Consultant = 5%



1) 2014 year to date spend through 12/31/2014

2) Produced by CPCS/FAS on 1/5/2015

3) Source: Standard Summit Reports

# SEATTLE OFFICE FOR CIVIL RIGHTS

## 2015 WMBE GOALS AND OUTREACH PLAN

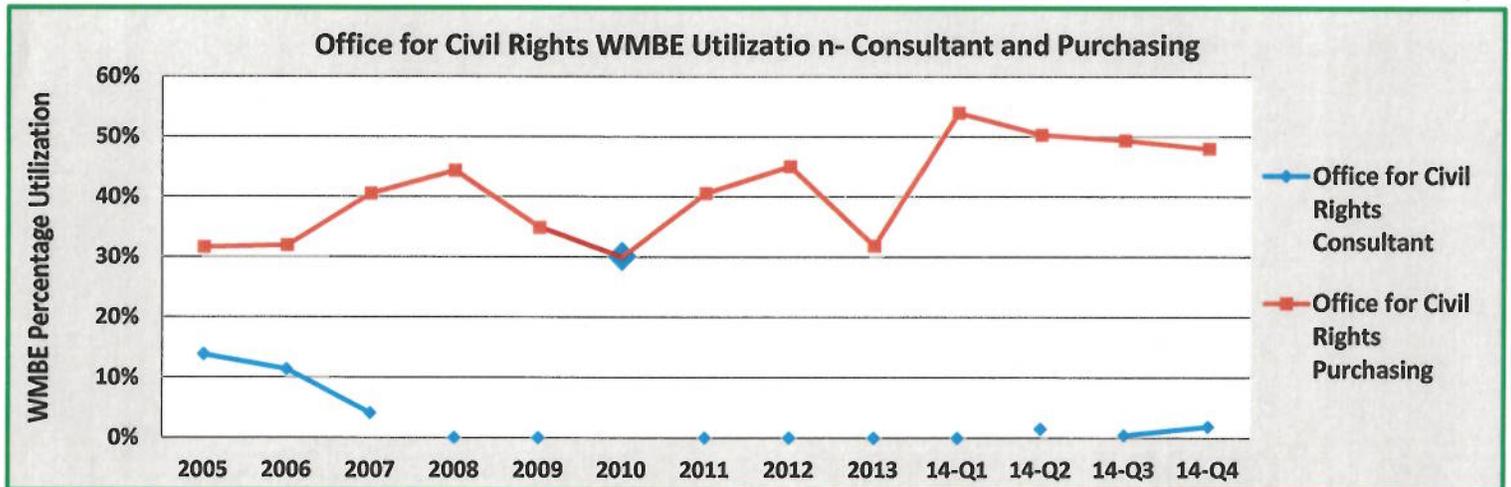
| CONSULTANT TARGET<br>*5%   | PURCHASING TARGET<br>50.00% |
|--|-----------------------------|
| <p>*Due to SOCR's line of business our consultant contracts are typically with non-profit agencies and are not tracked as WMBE vendors, however the principals and staff are usually people of color that service communities of color and/or immigrant and refugee communities.</p>   |                             |
| <p><b>DEPARTMENT REPRESENTATIVES</b></p>   |                             |
| <p>Brenda Anibarro/Latrice yBarra – IDT Contracting Equity Representative<br/>Latrice yBarra - Dept. WMBE Coordinator</p>  |                             |
| <p><b>OUTREACH KEY ACTION PLAN</b></p>   |                             |
| <p><b><u>Training: Annual WMBE Training</u></b></p> <p>SOCR conducts annual WMBE training for the department which consist of these components:</p> <ol style="list-style-type: none"> <li>1. WMBE definition and code definitions.</li> <li>2. Review and discuss the Executive Order,</li> <li>3. SOCR WMBE goals and WMBE resources.</li> <li>4. Distribute WMBE Quick Sheet which includes:               <ul style="list-style-type: none"> <li>• How to look-up vendor and use the Blanket Vendor Contract Search</li> <li>• How to register as a WMBE Vendor</li> <li>• Referrals to contracting and vendor roster page</li> <li>• How to view WMBE Utilization Reports</li> </ul> </li> <li>5. Distribute Quarterly and Annual Reports to the office.</li> </ol>   |                             |
| <p><b><u>Utilization and Outreach</u></b></p> <p>SOCR is a small department with a limited budget and spending needs/opportunities. SOCR takes every opportunity to identify and use WMBE vendors.</p> <p>SOCR will continue to use WMBE Vendor's as follows:</p> <ul style="list-style-type: none"> <li>• Community presentations about SOCR, RSJI and OLS and/or tabling at events and festivals.</li> <li>• Consultants for RSJI, Policy, OLS and Enforcement Divisions trainings and events.</li> <li>• Outreach events SOCR, RSJI, OLS and the Commissions sponsors or co-sponsors.</li> <li>• For routine purchases such as, office supplies, advertising, caterers daycare, and etc.</li> <li>• When appropriate work with vendor's to register as a WMBE vendor.</li> <li>• WMBE Coordinator works directly with people making purchases and negotiating consultant contracts to ensure they seek out WMBE vendors.</li> </ul> |                             |

| 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 |
| 14-Q1                   | \$ 22,876  | 0%      | \$ -      | \$ 40,924  | 54%     | \$ 22,083 |
| 14-Q2                   | \$ 41,302  | 1%      | \$ 613    | \$ 54,662  | 50%     | \$ 27,502 |
| 14-Q3                   | \$ 140,146 | 0.4%    | \$ 613    | \$ 67,602  | 49%     | \$ 33,411 |
| 14-Q4                   | \$ 195,618 | 2%      | \$ 3,675  | \$ 87,626  | 48%     | \$ 42,057 |

2014 GOALS:

Purchasing = 45%

Consultant = 0%



1) 2014 year to date spend through 12/31/2014

2) Produced by CPCS/FAS on 1/5/2015

3) Source: Standard Summit Reports

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 4<sup>th</sup> Avenue, 6<sup>th</sup> Floor  
P.O. Box 94765  
Seattle, WA 98124-7065  
Desk 206-684-5175  
Fax 206-6845360  
[Fe.Lopez@seattle.gov](mailto: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 2015 WMBE GOALS and PLAN

### Policy Statement:

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.

### Department Overview:

Department of Education and Early Learning (DEEL) includes programs from the Families and Education Levy, the Seattle Youth Violence Prevention Initiative program, and other programs funded by the General Fund.

### Department Representative:

Donnie Grabowski – Lead; Nga Nguyen (DON Accounting) – Backup

### 2015 Goals:

| Department of Education and Early Learning |                             |         |             |  |
|--|-----------------------------|---------|-------------|--|
|  | 2014 – Office for Education |         | 2015 - DEEL | 2015 Estimated<br>Total<br>Expenditures* |
|  | Target                      | Actuals | Target      |  |
| Consultant                                 | 75%                         | 86%     | 50%         | <b>\$1,662,000</b>                       |
| Purchasing                                 | 55%                         | 67%     | 35%         | <b>\$115,000</b>                         |

\*Note: DEEL is a new department in 2015. The 2015 Estimated Total Expenditures column is DEEL's best guess as of February 2015 as to the dollar amount to be spent in 2015 on consulting and purchasing. Actual amounts may be very different from what is presented above.

Because DEEL is being established as a new department in 2015, DEEL is modifying goals that were set by OFE in 2014. This will create a baseline to be used in future years. Each year, DEEL will contract with vendors selected through Request for Investment (RFI), Request for Qualifications (RFQ), or Request for Proposals (RFP) processes which are still to be determined and can directly affect WMBE actual performance.

### Optional 2015 Project-Specific Goals:

Currently DEEL does not have any project-specific opportunities identified. In the event of programmatic changes DEEL will recruit and consider WMBE vendors wherever possible.

### Outreach Events:

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

- Attend 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.
- Attend monthly Meet & Greet events sponsored by City Purchasing like the City of Seattle Tabor 100 Meet and Greet where small businesses introduce and promote their businesses to buyers from City departments.

**Plans and Strategies:**

- 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.
- DON Accounting<sup>1</sup>, in teamwork with FAS, will review WMBE reports to ensure accuracy before they are posted in Summit.
- Analyze 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.

---

<sup>1</sup> DEEL is outsourcing accounting to DON in 2015.



**Department of Information Technology**  
Michael Mattmiller, Director and Chief Technology Officer

**Date:** February 26, 2015  
**To:** Forrest Gillette, Senior Advisor for Contract Equity  
Department of Finance and Administrative Services  
**CC:** Carol Wong, FAS  
**From:** Michael Mattmiller, Chief Technology Officer   
**Subject:** DoIT 2015 Annual WMBE Plan

This memorandum responds to the information requested in Nancy Locke's memorandum of November 11, 2014. If you have any questions, please contact 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 guide implementation of your department WMBE initiatives;
- Attend Contracting Equity Interdepartmental Team (IDT) meetings;
  - Attend appropriate trade show events.

*Ann Kelson, DoIT Contracting Manager, will act in this capacity.*

- 2. Traditional 2015 Goals:** On page 1 of your Plan, prominently state your department:
- Purchasing goal (percentage)
  - Consultant goal (percentage)

Do not inflate these goals to anticipate WMBE sub-consultant ("second tier") spend. Consider all department purchases and consultant payments, whether for large projects or traditional expenditures. You can establish goals using any method appropriate to your department, such as a formulaic improvement upon 2014 or detailed analysis of budget, existing contracts, and/or industry composition.

*Purchasing Goal = 2.45%\**  
*Consulting Goal = 8.28%*

*\*The budget year 2015 is very unusual for DoIT, and the department's spending will spike approximately 40% over 2014. This will result in a significant reduction of the department's WMBE goal for Purchase Contracts.*

*The City's Next Generation Data Center Project will be implemented in 2015, and the department will spend approximately \$30 million on the colocation of the City's data centers to primary and secondary services. This includes purchases of colocation services, moving services, networking services, and equipment. A review of the industry demonstrated that there are very few, if any, WMBE firms available in the commodity areas, and there is no guarantee that they would be successful in competitive solicitation.*

- 3. Optional 2015 Project-Specific Goals:** On page 1 of your Plan, prominently state these optional goals *if you chose to have them*. Some capital departments have large, unique projects of such magnitude and complexity that they merit stand-alone goals and/or subconsultant spend goals. If you chose to establish project-specific subconsultant goals, you can expect an FAS on-line tracking system that will receive and track project-specific consultant subcontracting expenditures.

- (optional) *project-specific goal(s)* (including consultant primes and subconsultant)

*DoIT will require WMBE subcontracting inclusion plans from Consultant Primes as appropriate pursuant to the City's/FAS Standard Operating Procedures. DoIT will require Consultant Primes to track subcontracting payments using the new City system as the system becomes fully available.*

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

*DoIT will support and participate in "no-cost" outreach events and will attend and support "low-cost" events when funds are available. The specific events DoIT plans to attend are:*

*Regional Contracting Forum  
City Purchasing Trade Show  
Northwest Minority Business Council Conference  
King County/City of Seattle Joint IT Vendor Show*

- 5. Plans and Strategies:** Identify any department-specific commitments, planning or strategies that department intends for 2015. If you anticipate training, department activities and policy work, or other activities designed to forward your WMBE Inclusion program

- DoIT will continue its commitment to the WMBE community. Every year we challenge ourselves not only to meet the percentage goals, but also to give more WMBE vendors opportunities to do business with the City. As of December 2014, we contracted with a total of 54 WMBE vendors. For 2015, we challenge ourselves to contract with 56 WMBE vendors.*
- The CTO will continue an aggressive WMBE Outreach Program. The directive is when items are available through WMBE businesses, DoIT staff will outreach and provide these vendors with opportunities to meaningfully participate in City business.*
- DoIT executives and staff will continue to outreach to the WMBE community by meeting individually with WMBE vendors. These vendors may or may not hold mandatory-use Blanket contracts with the City. The purpose of the meetings is to provide the vendors with information about doing business with the City, and to explore whether their product offerings would fill particular DoIT business needs.*
- DoIT will continue to search for WMBE firms that are available in the industries used to support the City's data center and communications networks (data, telephone, radio and wireless). We will ask FAS for assistance in this effort.*
- Using the RSJI Toolkit and FAS's Inclusion Plan guidelines, DoIT will examine projects that will allow a prime contractor to provide meaningful subcontracting or employment opportunities. DoIT will structure projects to encourage such participation. DoIT will require an Inclusion Plan as a material submittal whenever subcontracting is considered to be a feasible and commercial useful component of the work.*

f) DoIT will conduct training for its employees:

i) Training by FAS: Annually DoIT will invite FAS Senior Advisor for Contracting Equity to train Directors, Managers and Supervisors on the history and practices of the City-wide WMBE Program.

ii) Training by DoIT Contracting Manager: At least annually, Ann Kelson will present information on the department's WMBE program to Directors, Managers and Supervisors. She will provide specific information on how to find a WMBE vendor using the City's VCR system and how to direct potential vendors to register. She will also discuss the value of one-on-one meetings with WMBE vendors.

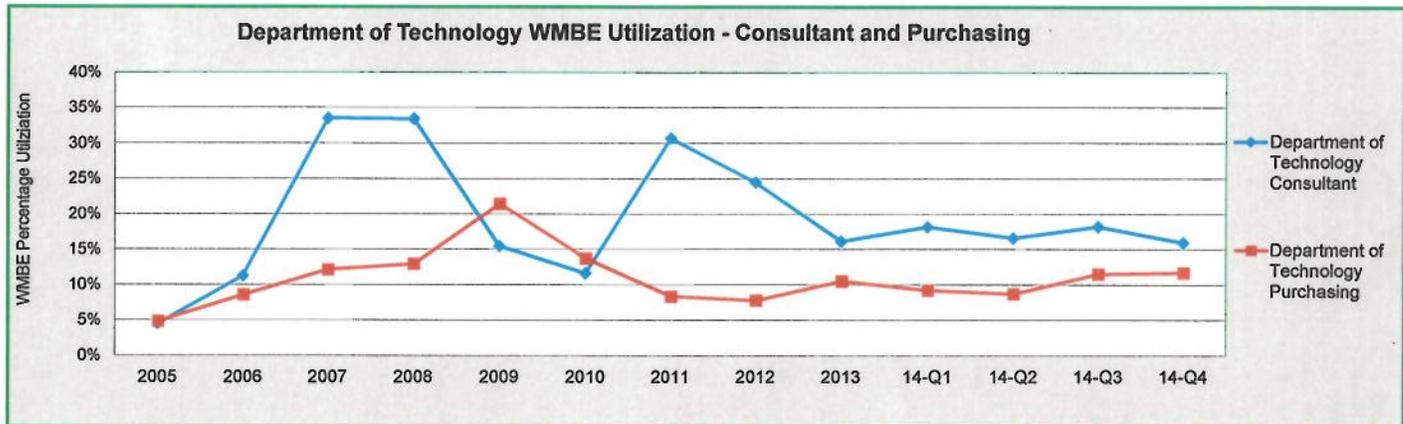
iii) Training of Line Staff: Ann Kelson will continue to provide training to DoIT line-staff involved in purchasing and contracting. Representatives from FAS and SOCR will be invited to assist in this effort.

| 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 |
| 14-Q1                    | \$ 718,976   | 18%     | \$ 130,674 | \$ 5,074,063  | 9%      | \$ 469,238   |
| 14-Q2                    | \$ 1,212,321 | 17%     | \$ 201,324 | \$ 7,330,821  | 9%      | \$ 641,002   |
| 14-Q3                    | \$ 1,640,613 | 18%     | \$ 298,999 | \$ 10,796,818 | 12%     | \$ 1,245,934 |
| 14-Q4                    | \$ 3,182,161 | 16%     | \$ 507,949 | \$ 16,071,919 | 12%     | \$ 1,881,510 |

**2014 GOALS:**

**Purchasing = 2.5%**

**Consultant = 8%**



1) 2014 year to date spend through 12/31/2014  
 2) Produced by CPCS/FAS on 1/5/2015  
 3) Source: Standard Summit Reports

# Office of Economic Development 2015 WMBE ANNUAL PLAN

## DEPARTMENT WMBE REPRESENTATIVE STAFF:

Amanda Allen, Finance & Operations Manager  
Attending Tradeshow Events on OED's behalf: Lance Randall

### 2015 VOLUNTARY TARGETS FOR OED

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

**2014 WMBE Vendor Utilization:** OED's overall total spending with WMBE contractors in 2014 was 35.8%. (Note: This total percentage was adjusted over the published 28.75% in Summit to reflect the fact that a WMBE vendor registered after her consulting work was fully billed.) In 2014, OED achieved 29.3%\* usage of WMBE Consultant Contracts (\*adjusted over the published 15.3% to include OED expenditures made with WMBE vendor, Larisa Ortiz Associates LLC, who did not register right away as a WMBE-W vendor) and 42.34% use of WMBE vendors for Purchasing 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 will continue to use and our goals for diverse business engagement.

#### **Summary of 2015 Outreach and Engagement Strategies**

**Outreach Events:** OED will continue to encourage 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 became a member of Tabor 100 in 2014 and plan to work through that organization to conduct outreach at a meeting annually, as well as conduct individual outreach to 30-40 members. Related, OED staff has been asked by Tabor 100 to be part of their new member orientation moving forward.

**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 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 will provide direct business development assistance to a minimum of 50 WMBE to companies and assist 3 WMBE businesses with financing the expansion of their companies. As well, through our contract relationships, focused assistance will be provided to immigrant and refugee entrepreneurs.

#### **2015 Table of Outreach Activities, Strategies and Goals**

| OED Program Activity                              | Target Population   | Service Mechanism             | Goals/outcomes  |
|---|---|-------------------------------|---|
| Business retention and expansion outreach program | WMBE businesses with 50 employees or less and \$10 million dollars in | Staff and contracted partners | 500 businesses will be targeted for visitation with approximately 250 receiving technical assistance, of those, 20% will be WMBE. |

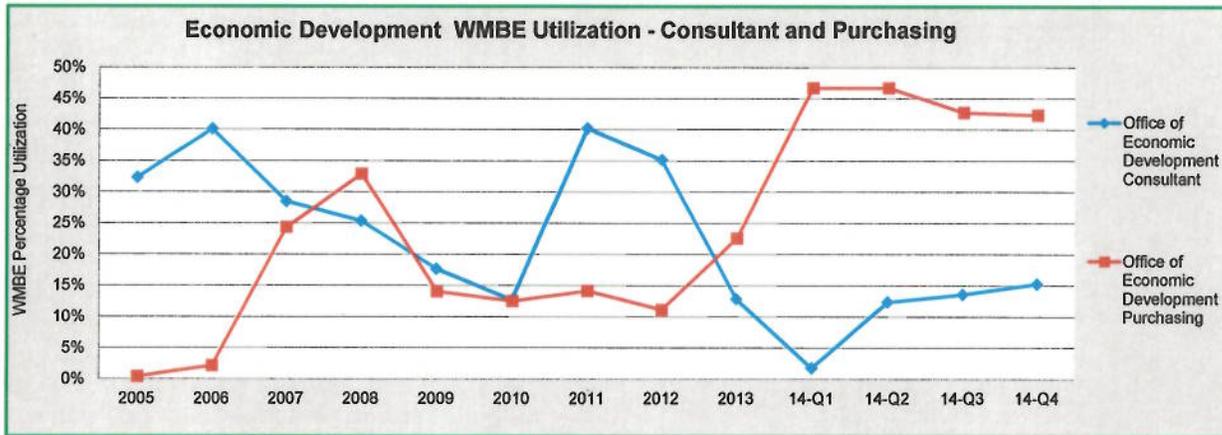
| OED Program Activity  | Target Population  | Service Mechanism   | Goals/outcomes  |
|---|--|---|---|
|   | annual revenue   |   |   |
| Marketing financing products  | WMBE businesses with 50 employees or less and \$10 million dollars in annual revenue | OED staff conduct visits with targeted WMBE businesses  | Assist 3 WMBE businesses with financing the expansion of their companies by helping them to qualify for lending products such as the Grow Seattle Fund, energy efficiency fund, and RVCDF loan programs   |
| Technical assistance - business financial training  | Immigrant owned businesses   | Contracted partners: CCD and Washington CASH  | <ul style="list-style-type: none"> <li>• Trainings and microenterprise development services will serve a minimum of 60 participants</li> <li>• 62% of attendees will start or expand businesses</li> <li>• 8 culturally-appropriate business development workshops will be facilitated targeting underserved populations with a particular focus on East African low-income entrepreneurs.</li> <li>• 40 businesses will receive a minimum 10 hours of services and will complete enrollment forms</li> <li>• At least 40 clients will receive or be referred to broader business support</li> <li>• 40 businesses attend business workshops</li> <li>• 80% completion rate</li> <li>• 4 technical assistance training</li> </ul> |
| Connect directly with the local business community via our tradeshow and community events and membership in Tabor 100       | Seattle business community   | <p>Informal gatherings that provide the Seattle business community with direct access to business-focused city officials, including influential city leaders and key department heads and representatives.</p> <p>Tabor 100 membership and OED staff outreach to individual Tabor 100 members</p> | <ul style="list-style-type: none"> <li>• No less than 10% of attendees to networking events will represent WMBE businesses</li> <li>• Present OED services at one Tabor 100 meeting.</li> <li>• Conduct outreach to 30-40 members</li> <li>• Participate in Tabor 100 new member orientation</li> </ul>   |
| Help businesses enhance their operations and make operational adjustments to meet the expectations of new City regulations. | Ethnic, minority, immigrant and refugee owned businesses                             | Contracted Partners: Ethnic Business Coalition  | • Scope of work being developed   |
| Restaurant Success outreach activities  | Chinese and Spanish speaking business owners and other ethnic business owners        | 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"> <li>• Hold monthly office hours at different ethnically based community partner organizations (e.g. SCIDPDA and El Centro de la Raza)</li> <li>• Serve at least 25 businesses through the office hours</li> </ul>  |

| Office of Economic Development |            | Consultant |            | Purchasing   |         |           |
|--------------------------------|------------|------------|------------|--------------|---------|-----------|
| Year                           | 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 |
| 14-Q1                          | \$ 63,076  | 2%         | \$ 1,135   | \$ 52,481    | 47%     | \$ 24,529 |
| 14-Q2                          | \$ 111,074 | 12%        | \$ 13,730  | \$ 108,796   | 47%     | \$ 50,825 |
| 14-Q3                          | \$ 177,028 | 14%        | \$ 24,057  | \$ 150,380   | 43%     | \$ 64,282 |
| 14-Q4                          | \$ 220,972 | 15%        | \$ 33,732  | \$ 219,399   | 42%     | \$ 92,890 |

**2014 GOALS:**

**Purchasing = 20%**

**Consultant = 20%**



1) 2014 year to date spend through 12/31/2014  
2) Produced by CPCS/FAS on 1/5/2015  
3) Source: Standard Summit Reports

**Seattle Employees Retirement System (SCERS)  
2015 WMBE Plan Summary**

Departmental Representative

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

Traditional 2014 Goals

|                                    | Purchasing | Consulting |
|------------------------------------|------------|------------|
| 2014 Actuals – Amount              | \$27,492   | \$289,575  |
| 2014 Actuals – Percentage of Total | 40.0%      | 6.1%       |
| 2015 Goal – Amount                 | \$25,000   | \$55,000   |
| 2015 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. Additionally, SCERS will undertake a large project in 2015 to select an begin implementing a pension administration system. Given the size of this project (\$6.1M of SCERS' \$22M budget for 2015) we have excluded these expenses from the calculation of WMBE goals for consulting. That said, WMBE considerations have been 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

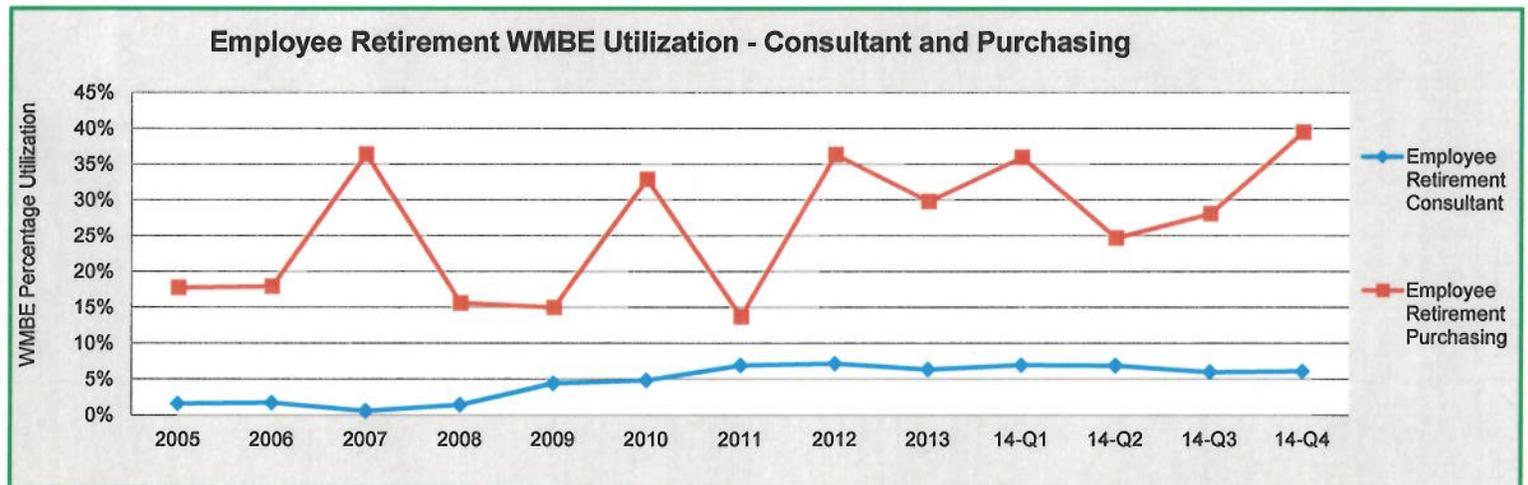
In addition to training at the City level, SCERS staff will seek out best practices for WMBE outreach and inclusion among our peer organizations. SCERS will make use of existing City resources to better track our WMBE utilization.

| 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 |
| 14-Q1               | \$ 1,059,805 | 7%      | \$ 74,007  | \$ 4,976   | 36%     | \$ 1,792  |
| 14-Q2               | \$ 1,441,041 | 7%      | \$ 99,669  | \$ 11,766  | 25%     | \$ 2,907  |
| 14-Q3               | \$ 3,783,968 | 6%      | \$ 227,856 | \$ 21,264  | 28%     | \$ 5,974  |
| 14-Q4               | \$ 4,734,282 | 6%      | \$ 289,575 | \$ 69,556  | 40%     | \$ 27,492 |

**2014 GOALS:**

**Purchasing = 30%**

**Consultant = 7.5%**



- 1) 2014 year to date spend through 12/31/2014
- 2) Produced by CPCS/FAS on 1/5/2015
- 3) Source: Standard Summit Reports



# City of Seattle

Ethics & Elections Commission

## 2015 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 99 percent of the SEEC's 2015 budget is allocated for Personnel Services, leaving less than \$7,000 to purchase other goods and services. Table 1 details the 2015 budget for office supplies, as well as those other services for which the agency's budget exceeds \$1,000.

| Description  | Budget   |
|--|----------|
| Rentals – Data Processing Equipment                | \$ 2,440 |
| Services – Consultants, Professional and Technical | \$ 1,805 |
| 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. Rentals – Data 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.

##### **B. 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.

### **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 approximately 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**

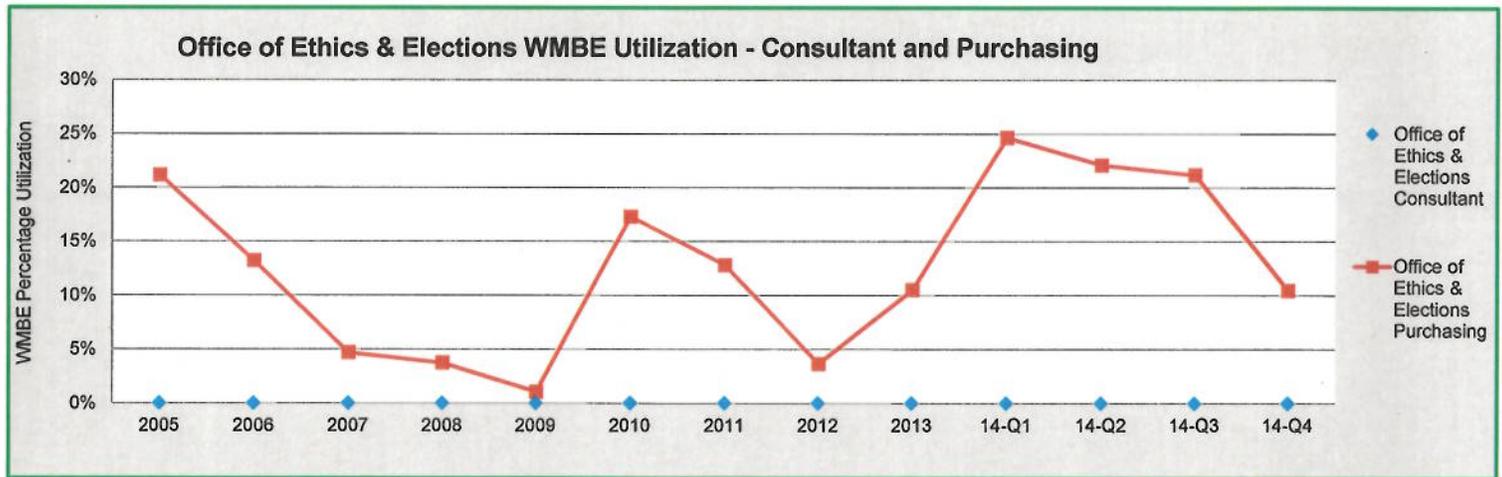
WMBE utilization will be monitored by the Executive Director.

### **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 |  |
| 14-Q1                        | \$ -       | 0%      | \$ - | \$ 12,817  | 25%     | \$ 3,158 |  |
| 14-Q2                        | \$ -       | 0%      | \$ - | \$ 15,293  | 22%     | \$ 3,378 |  |
| 14-Q3                        | \$ -       | 0%      | \$ - | \$ 16,699  | 21%     | \$ 3,539 |  |
| 14-Q4                        | \$ -       | 0%      | \$ - | \$ 34,079  | 10%     | \$ 3,569 |  |

**2014 GOALS:**  
**Purchasing = 20%**  
**Consultant = 0%**



1) 2014 year to date spend through 12/31/2014  
 2) Produced by CPCS/FAS on 1/5/2015  
 3) Source: Standard Summit Reports

Publication date: February 17, 2015  
Department Director: Fred Podesta

Below is the WMBE Work Plan for the Department of Finance and Administrative Services, compliant to the Seattle Municipal Code Chapter 20.42 requirement that each department and office of the City create such a work plan in order to assure optimum WMBE utilization. Below are the initiatives that the department intends to pursue during 2015.

**Department Representative**

Forrest Gillette is the Department representative.

|                  | Purchasing | Consultant |
|------------------|------------|------------|
| <b>2015 Goal</b> | <b>14%</b> | <b>36%</b> |

In addition to our departmental work that supports WMBE utilization in City contracts, FAS has a significant role as the administrator of Citywide contracting initiatives, as directed by Seattle Municipal Code. Through its City Purchasing and Contracting Services (CPCS) Division, FAS introduces initiatives, policies and practices, and works with all City departments and community stakeholders to provide collaborative and continuously improving best practices to achieve WMBE utilization in City contracts. Our role and function as the Citywide WMBE contracting administrator and development agent for creating a welcoming contracting environment allows the City to respond with purpose to emerging needs and issues.

**CITYWIDE PROGRAM ADMINISTRATION.**

This section discusses FAS' role and responsibilities as the Citywide WMBE program administrator for City contracts.

- **WMBE Inclusion Plan:** CPCS, in collaboration with the City Attorney, created the WMBE Inclusion Plan. FAS developed customized plans for the City's three contracting and purchasing methods: Construction, Consultant, and Procurement. CPCS initiates an annual review for any improvements, as well as responds to issues that may benefit from revisions in the WMBE Inclusion Plan approach as they emerge throughout the year.
- **WMBE Subcontractors:** In 2014, FAS implemented new software enhancements to allow all City departments to track their subconsultant expenditures. CPCS also changed City consultant contract boilerplates to mandate that prime consultants enter invoice and payment data into the system. Departments have independent authority to execute consultant contracts and, therefore, are responsible for implementation and enforcement. In that data from each department is not yet fully populated, our 2015 focus is to help departments in their implementation and enforcement work in order to make the subconsultant data meaningful.
- **Worker diversity in construction:** In 2014, CPCS supported the Mayor and City Council in developing and adopting a Priority Hire Ordinance that was passed in January 2015. The ordinance directs FAS to execute a Project Labor Agreement and to prioritize the hiring of disadvantaged workers, women and people of color on City construction projects that have a budget of \$5 million or more. In 2015, FAS will implement the program and associated enforcement activities.

- Community communications: CPCS will continue to publish monthly newsletters about City progress regarding WMBE contracting and distribute it to City staff, WMBE advocates and community associations to update the community about related activities, strategies and achievements.
- WMBE plans and City goals: CPCS coordinates City departments' WMBE Plans for the Mayor's review. CPCS also hosts the WMBE Interdepartmental Team (IDT), the Consultant Contracting Advisory Group (CCAG) and other purchasing and contracting outreach teams. FAS utilizes these teams to increase City awareness of external stakeholder needs and concerns.
- 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 First Thursdays.
- Capital Improvement Projects (CIP) Expo: In 2014, CPCS Seattle created the City's first annual Capital Projects Expo, where each department with public works construction projects shares with contractors and consultants news about upcoming projects.
- 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. In 2015, 30 prime contractors and 30 prime consultants will meet with WMBE firms for "one-on-one" meetings. The event will be on March 10.
- 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.
- Tabor 100 Meet and Greets: CPCS and Tabor 100 host periodic "Meet and Greet" events to promote and match product and service needs with WMBE firms that may be interested in such work.
- Wage Theft: In 2014, the CPCS Compliance Team conducted more than 700 prevailing wage interviews on 30 construction contracts, including Office of Housing and public works projects. Analysis and results show virtually perfect compliance within the public work projects, in particular. CPCS is now collaborating with the new Office of Labor Standards to share monitoring practices and develop collaborative approaches to wage enforcement.

#### **FAS DEPARTMENT-SPECIFIC ACCOMPLISHMENTS IN 2014.**

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

- Facility Operations
- Capital Development and Construction Management
- Fleet Services
- Accounting Services
- Treasury Services
- Economics and Fiscal Management
- Risk Management
- Business Technology

- Revenue and Consumer Protection
- Seattle Animal Shelter
- Risk Management
- Communications and Customer Relations
- City Purchasing and Contracting Services

FAS did well during 2014 in striving toward meeting its internal WMBE utilization goals:

|             | Purchasing | Consultant |
|-------------|------------|------------|
| 2014 Goal   | 16%        | 26%        |
| 2014 Actual | 14%        | 36%        |

FAS came close to meeting its 16% purchasing goal, with WMBE utilization at well above the 10% rate from when the department was first created in 2010. Consultant WMBE expenditures exceeded FAS' greatest levels ever, achieving 36% in WMBE utilization. The department's three largest divisions achieved WMBE percentages that exceeded FAS' overall goals for 2014:

- Capital Development and Construction Management – 23%
- CPCS – 35%
- Facility Operations – 20%

#### **FAS DEPARTMENT-SPECIFIC GOALS FOR 2015**

For 2015, **FAS** seeks to maintain its WMBE expenditures and to continue to improve in the future.

FAS will participate in local or regional outreach events and Vendor Trade Fairs, including:

- Regional Contracting Forum
- CPCS-Hosted Trade Show
- Alliance NW

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.

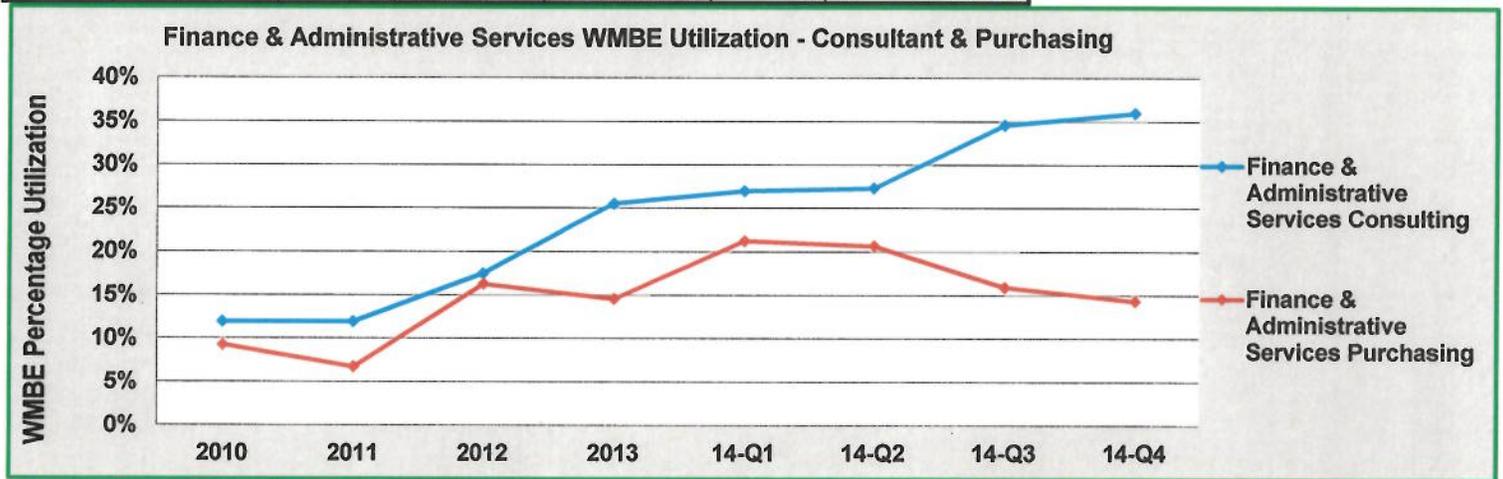
FAS will continue monthly training for vendors at our department-hosted First Friday events.

IN 2015, FAS WILL WORK WITH AND HELP TO SUPPORT THE NEW CITYWIDE WMBE PROGRAM COORDINATOR.

Compliance: An area of vulnerability for City departments is in the consultant contract arena, where there are few centralized controls. FAS has implemented internal controls to assure WMBE utilization is maximized. Most FAS department consultant contracts are routed through CPCS for a review of WMBE opportunities before they are solicited and advertised.

| Finance & Administrative Services |               |         |              |               |         |              |
|-----------------------------------|---------------|---------|--------------|---------------|---------|--------------|
|                                   | Consulting    |         |              | Purchasing    |         |              |
| Year                              | 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 |
| 14-Q1                             | \$ 2,350,802  | 27%     | \$ 633,838   | \$ 12,888,086 | 21%     | \$ 2,734,966 |
| 14-Q2                             | \$ 4,863,697  | 27%     | \$ 1,327,960 | \$ 24,138,629 | 21%     | \$ 4,987,711 |
| 14-Q3                             | \$ 7,996,528  | 35%     | \$ 2,768,034 | \$ 41,536,950 | 16%     | \$ 6,618,322 |
| 14-Q4                             | \$ 11,377,090 | 36%     | \$ 4,092,452 | \$ 61,739,488 | 14%     | \$ 8,859,820 |

**2014 GOALS:**  
Purchasing = 16%  
Consultant = 26%



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

# **2015 Seattle Fire Annual WMBE Plan**

## **1. Department Representative**

A.D. Vickery, Assistant Chief of Resource Management  
Travis Taylor, EEO Officer  
Sheila Kelly, Administrative Staff Assistant

## **2. 2015 Goals**

2015 Purchasing Goals for Fire is 10.5%. This is realistic goal for 2015. Due to ongoing constrained budgets, maintenance and building needs and training, there are two complete drill schools this year, which further constricts purchasing. Fire is spending its budget on a majority of Fire Service services and equipment, this limits the WMBE vendor options significantly.

2015 Consulting Contract Goals for Fire is 11%. There are currently no consultant contracts on the horizon that meet the WMBE status, the contracts that are in place are fire service oriented and driven by federal grant requirements. We are consistently looking at the roster to see how we can further utilize WMBE consultant contracts. Fire will continue to look for Consultants who meet the WMBE criteria and opt for them if the option is viable.

As an ongoing procedure, the department representative goes through annual and ongoing purchases in the department and looks at the WMBE Vendor list, to see what services and product can be accommodated by already existing WMBE Vendors. Fire is also looking at the joint purchasing contracts and government consortiums to see if there are more WMBE vendors under this avenue of purchasing. While this will help with some of the purchases, we are also looking to get more vendors to sign up with City as approved WMBE vendors.

## **3. Outreach Events**

Fire will be attending the City Trade Show that reaches out to WMBE firms, along with the ongoing meetings including the IDT meetings.

Fire also attends at least six fire service related vendor fairs a year, along with meeting with other Fire Departments to work on better purchasing practices. We are constantly trying to recruit vendors for the WMBE project at these events. This is how we recruited our emergency medical supplies vendors.

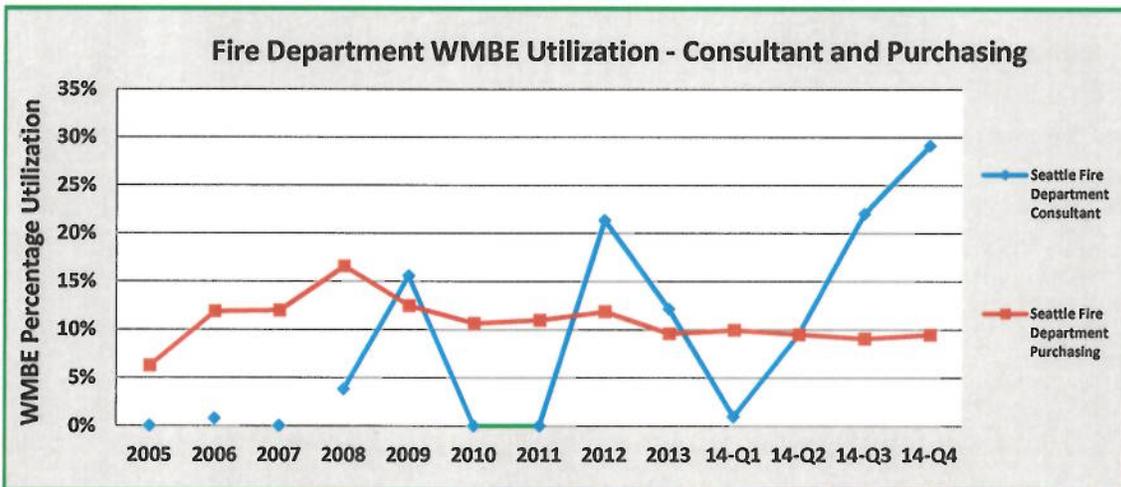
#### **4. Plans and Strategies**

Looking at the major purchases and projects for 2015, they fall under the category of, personal protective gear, training, IT or grant specific purchasing. None of these meet the criteria for WMBE purchasing as blanket contracts are in place as are grant specific vendors. So while looking at the ongoing projects that Fire participates in every year, we are striving to use WMBE vendors in our outreach programs to the public, via using printers, office supply vendors and interpreters.

The department representative is also looking on the State OMBE website to see if there are new additions to the vendor list and service list that will work for Fire. Additionally, anytime a new project and work load is introduced, the WMBE vendor list is looked at closely to see if any of the vendors meet the criteria for the work needed. The department representative also ensured that the City would maintain the current EMS supplier which is a WMBE vendor that provides excellent service. We are currently looking into how to purchase janitorial under a WMBE contract.

| Seattle Fire Department |              |         |            |               |         |            |
|-------------------------|--------------|---------|------------|---------------|---------|------------|
| Year                    | Consultant   |         |            | Purchasing    |         |            |
|                         | 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 |
| 14-Q1                   | \$ 218,238   | 1%      | \$ 2,125   | \$ 3,502,791  | 10%     | \$ 348,525 |
| 14-Q2                   | \$ 672,497   | 9%      | \$ 63,824  | \$ 6,814,143  | 10%     | \$ 648,265 |
| 14-Q3                   | \$ 966,678   | 22%     | \$ 213,098 | \$ 9,045,193  | 9%      | \$ 821,044 |
| 14-Q4                   | \$ 1,101,229 | 29%     | \$ 321,045 | \$ 10,353,608 | 9%      | \$ 981,368 |

2014 GOALS:  
Purchasing = 10%  
Consultant = 10%



- 1) 2014 year to date spend through 12/31/2014
- 2) Produced by CPCS/FAS on 1/5/2015
- 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,

Steven Brown  
Executive Secretary  
Seattle Firefighter's Pension Board

## **2015 WMBE Report 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).

### **2015 Goals**

In 2014, HXM's general fund budget utilized WMBE firms for about 19% of its total spending of \$11,160. There's no data populated for HXM within the WMBE Utilization Reports so this statement is a reflection of HXM's overall spending using our internal calculations, thus, 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.

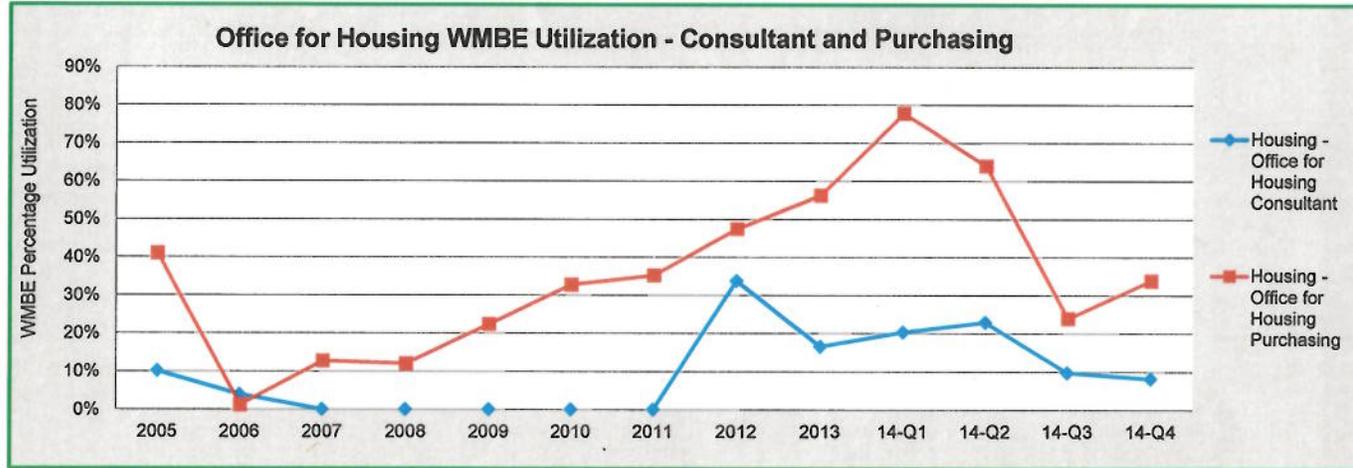
The Hearing Examiner and Executive Assistant will look for opportunities for WMBE participation, both in contracts and direct voucher purchases. Since it is often the case that HXM may not have even one consultant contract per year that can be considered for WMBE opportunities, it is unlikely that we 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**

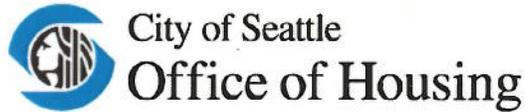
HXM's major challenge that limits WMBE utilization in contracts is the limited pool of budget dollars available. We will continue to look for opportunities to utilized WMBE firms, when the need arises.

| 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  |
| 14-Q1                        | \$ 19,638  | 20%     | \$ 4,000  | \$ 17,254    | 78%     | \$ 13,418  |
| 14-Q2                        | \$ 36,987  | 23%     | \$ 8,500  | \$ 34,376    | 64%     | \$ 22,027  |
| 14-Q3                        | \$ 86,799  | 10%     | \$ 8,500  | \$ 128,206   | 24%     | \$ 30,755  |
| 14-Q4                        | \$ 103,574 | 8%      | \$ 8,500  | \$ 153,184   | 34%     | \$ 51,970  |

**2014 GOALS:**  
**Purchasing = 30%**  
**Consultant = 20%**



1) 2014 year to date spend through 12/31/2014  
2) Produced by CPCS/FAS on 1/5/2015  
3) Source: Standard Summit Reports



February 17, 2015

To: Forrest Gillette, Finance and Administrative Services  
Carol Wong, Finance and Administrative Services

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

Subject: 2015 WMBE Utilization Plan

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### 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 2015 Outreach Plan will propose new strategies that will guide the Seattle Office of Housing (OH) in its inclusion efforts for 2015.

### 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 2015 WMBE Goals:

**Purchasing Goal**

OH ended fiscal year 2014 with 33.93% WMBE utilization for procurement of goods and services, exceeding our goal of 30%. OH has determined that an appropriate 2015 WMBE utilization goal for procurement of goods and basic services is again 30%.

OH's utilization of WMBE firms has increased in total dollars over the last year by \$5,361. OH spent a total of \$60,470 in purchasing, consultant, and non-compliant dollars with WMBE firms in 2014. This is a 17% decrease in overall WMBE spends since 2013.

**Consultant Goal**

In 2014, OH's WMBE utilization for consultant contracts was 8.21%. Though we fell short of our 20% goal in 2014, we are confident that we can reach the goal. In particular, in 2014 we 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 2014. The Office of Housing has a limited regular consultant services budget and generally enters into few consultant contracts in a given year. Generally, OH consultant contracts do not exceed the competitive bid threshold, and due to their size and scope they generally do not include opportunities for using subcontractors for portions of the work.

OH has determined that an appropriate 2015 WMBE utilization goal for consultant contracts is 20%.

The following table summarizes OH's 2014 WMBE performance by contract type.

| <b>2014 Performance Summary</b> |                |               |               |
|---------------------------------|----------------|---------------|---------------|
| <b>Procurement Type</b>         | <b>Total</b>   | <b>WMBE</b>   | <b>% WMBE</b> |
| Blanket Contract                | 51,450         | 43,278        | 84.12%        |
| Purchase Contract               | 73,401         | 0             | 0%            |
| Direct Voucher                  | 28,333         | 8,692         | 30.68%        |
| <b>Purchasing Total</b>         | <b>153,184</b> | <b>51,970</b> | <b>33.93%</b> |
| Consultant Contract             | 103,574        | 8,500         | 8.21%         |
| Consultant Roster               | 0              | 0             | 0%            |
| <b>Consultant Total</b>         | <b>103,574</b> | <b>8,500</b>  | <b>8.21%</b>  |
| <b>Non-Compliant Total</b>      |                |               |               |
| <b>Grand Total</b>              | <b>256,758</b> | <b>60,470</b> | <b>23.55%</b> |

## 2015 Outreach Events:

The Office of Housing traditionally conducts outreach to low-income populations that will most benefit from our programs and partners with other departmental or community organizations to be present at events that connect to communities of color. These outreach efforts will continue in 2015, and be complemented by strategic efforts to connect with WMBE firms related to housing development, home repair and weatherization. We will coordinate with other City departments such as FAS, Seattle City Light, DPD and HSD to identify the most appropriate and effective events to reach contractors. 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.

## **2015 WMBE Utilization Plans and Strategies:**

### Weatherization

In 2014, in the HomeWise program, 56% of all expenditures paid to single-family weatherization contractors were paid to WMBE owned firms. HomeWise would like to seek ways to further increase utilization of WMBE firms for its single-family weatherization and ductless heat pump programs, where OH hires and manages the contractor directly. The first step is to identify good partners and networks to advertise these opportunities.

### Asset Management

1. To encourage our housing providers (owners and property management companies) to use WMBE firms for on-going building equipment service contracts, as well as for capital improvements/building repairs after the project has been placed-in-service.
2. Asset Management has 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

OH staff meets periodically with affordable housing developers and will include in these discussions a more specific conversation on how to encourage and increase WMBE participation; developing inclusion strategies, discuss 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)



City of Seattle  
Edward B. Murray, Mayor

Human Services Department  
John Okamoto, Interim Director

**Date:** February 19, 2015  
**To:** Forrest Gillette  
**From:** Stan Lewis, Director of Finance & Contracts  
Leadership & Administration Division  
**Subject:** 2015 WMBE Utilization Plans

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The purpose of this memorandum is to respond a request from Director of City Purchasing and Contracting Services. Per your instructions, below are HSD's WMBE utilization goals.

**1. Department Representative:**

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

**2. Traditional 2015 Goals:**

For 2015, HSD's purchasing goal is 38% and consultant goal is 50%; we are confident that such goals are realistic. Approximately, \$4,000,000 and \$30,000 is targeted for HSD's 2015 purchasing and consultant goals, respectively.

In 2014, HSD awarded \$22,225 to consultants, of which approximately \$11,750 (53%) was awarded to WMBEs in 2014. 2014 Purchasing was \$4,153,965, of which approximately \$1,522,945 (37%) was awarded to WMBEs. Our Department exceeded its WMBE goals in both categories.

**3. Optional 2015 Project Specific Goals:**

Not applicable

**4. Outreach Events:**

The HSD Finance will prepare and facilitate training(s) for HSD staff in 2015 as part of ongoing staff and department development in terms of contracting and funding opportunities (also known as bidding processes). HSD finance will utilize All Employee Quarterly meetings to remind employees about WMBE plans and goals. In addition, HSD will work 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. 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.

**5. Plans and Strategies:**

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. The greatest challenge for the Department is that most of the contracts are with non-profit agencies and thus are excluded from WMBE computations. As we move forward in streamlining delivery of services and contracts, HSD will continue to explore opportunities to further support WMBE.

Please let me know if you have any questions regarding HSD's WMBE Enterprise Plan for 2015.

Human Services Department  
700 Fifth Avenue, Suite 5800  
PO Box 34215  
Seattle, Washington 98124-4215

Tel (206) 386-1001  
Fax: (206) 233-5119  
[www.seattle.gov/humanservices](http://www.seattle.gov/humanservices)

**Seattle Department of Human Resources (SDHR)  
2015 WMBE Utilization Plan**

**Department Overview:**

The function of Seattle Department of Human Resources (SDHR) is to provide organizational capacity and competence that result in the best quality services delivered to the residents of the City of Seattle. Practically speaking, this means ensuring that the right people are in the right jobs doing the right things at the right time – feeling valued, motivated and respected. SDHR supports this vision by providing human resource services to the City of Seattle in four main capacities:

- Providing functional and administrative support to the City in key areas, such as workers compensation, position classification and benefits, and by creating tools, processes, and practices, that facilitate effective management of people Citywide.
- Engaging with operational leaders within and outside the Department to identify, assess and make recommendations that support and promote an effective City workforce.
- Providing employee relations support to employees and managers and serving as the City's Labor Relations representatives.
- Being facilitators of change to promote, as appropriate, the Executive, Council, and Department Leaders vision and business goals in a safe and cost-effective manner.

**2015 Strategies and Efforts in WMBE Outreach:**

- The Seattle Department of Human Resources Contract Administrator and Finance Manager strategize and work closely to ensure that WMBE firms get the opportunity to compete. The Contract Administrator (CA) provides regular guidance to project managers on how to search vendors in the VCR so potential WMBE vendors can participate in the contracting process. The CA also works closely with DFAS contracting staff, attends meeting, training and WMBE outreach program.
- At the end of 2014, SDHR embarked on an assessment and re-engineering of the current contracting process with the intent of having SDHR E Team members take greater responsibility. As part of this process, E Team members will receive instruction on the new process which will include past WMBE utilization, current WMBE goals, and a WMBE consultant roster for those services frequently contracted out by SDHR.
- The Finance Manger reviews and reports the quarterly WMBE utilization to the Department Director, the Executive Team and the Department RSJI Change Team. The Finance Manager reviews the department purchasing of goods and services to identify potentially missed opportunities and educate staff.

**2015 Goals for Purchase of Goods and Services and Consultants Contracts :**

- The Seattle Department of Human Resources has only few consultant contracts available during the year. SDHR budget is primarily composed of salaries and benefits and our compliance related work requires us to use sole source consultants who are often non-WMBE. SDHR Consultant Contract goal for 2015 will be 15% which is a significant increase from the 2014 goal of 5%.
- For purchases SDHR mostly uses the City blanket contract. The department encourages staff to use WMBE blanket contract vendors to meet purchasing goals. SDHR's purchasing goal in 2014 will continue to be 50%.

|                   | <b>2014 WMBE Goal</b> | <b>2014 Actual WMBE</b> | <b>2015 WMBE Goal %</b> |
|-------------------|-----------------------|-------------------------|-------------------------|
| <b>Consultant</b> | 5%                    | 16%                     | 15%                     |
| <b>Purchasing</b> | 50%                   | 64%                     | 50%                     |

To achieve our goals SDHR will continue to implement strategies within the Department:

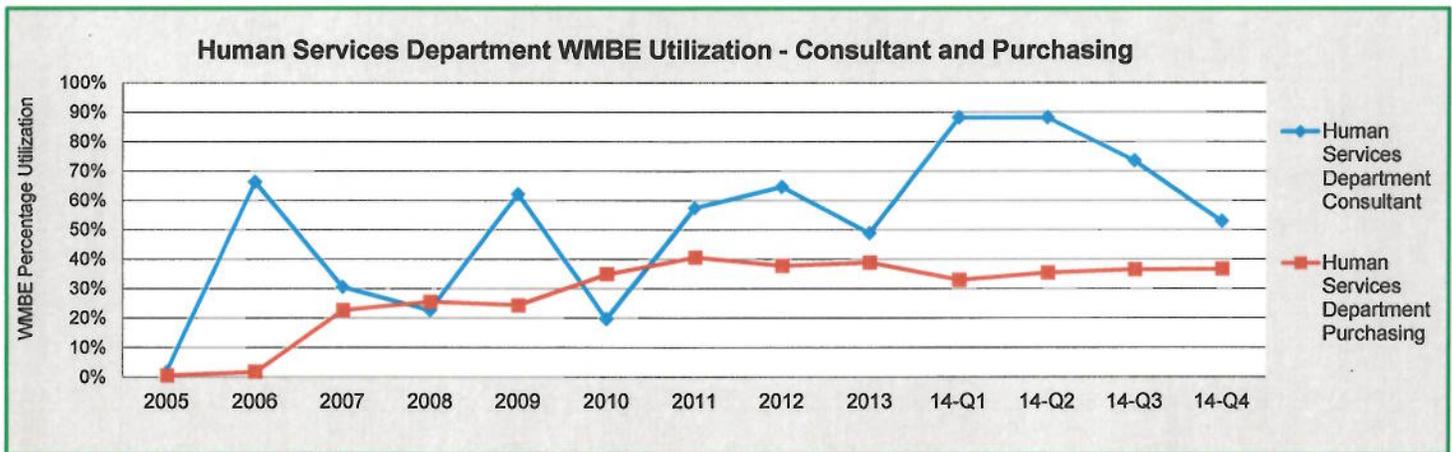
- Participate in networking sessions made available by DFAS.
- When appropriate we will rely on the consultant roster for awarding contracts and award small contracts for WMBEs with a proven track record.
- Continue to provide notices to communities of contracting opportunities
- Employing our RSJI Change Team for assistance

| 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 |
| 14-Q1                     | \$ 6,095   | 88%     | \$ 5,375   | \$ 1,111,818  | 33%     | \$ 366,825   |
| 14-Q2                     | \$ 6,095   | 88%     | \$ 5,375   | \$ 2,014,932  | 35%     | \$ 714,591   |
| 14-Q3                     | \$ 15,970  | 74%     | \$ 11,750  | \$ 3,008,999  | 37%     | \$ 1,099,216 |
| 14-Q4                     | \$ 22,225  | 53%     | \$ 11,750  | \$ 4,153,965  | 37%     | \$ 1,522,950 |

**2014 GOALS:**

**Purchasing = 35%**

**Consultant = 30%**



1) 2014 year to date spend through 12/31/2014  
 2) Produced by CPCS/FAS on 1/5/2015  
 3) Source: Standard Summit Reports



**2015 Annual WMBE Plan  
Office of Immigrant and Refugee Affairs (OIRA)**

**1. Department Representative:**

Sahar Fathi, Policy, Programs & Strategy Lead  
233-2759  
CH-06-01

**2. 2015 Goals:**

WMBE Utilization Goal for Purchasing and Contracting in 2015

**2015 Department WMBE Target for Supplies: \$6750 - 90%**

**2015 Department WMBE Target for Professional Services: \$85,000 - 85%<sup>1</sup>**

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 will purchase 90%, or more, of its supplies and small item purchases from Kenney's Office Supply, a WBE, in 2015. Supplies are under 3% of OIRA's discretionary budget.
- OIRA will use WMBE consultants

**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:**

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<sup>1</sup> OIRA has \$150,000 allocated for consultant services. \$50,000 will be going to "RTI's Center for Evaluation and Equity," a local nonprofit that is well versed in the particular evaluation issues needed for an emerging project. They specialize in education programs and initiatives that have an equity purpose (for example: The English Innovations program at One America, funded by the Gates Foundation). Nonprofits do not qualify for WMBE status at the City. OIRA reached to local WMBEs, but they did not have the capacity for such a large project this year. 85% will be the target for the remaining dollars.

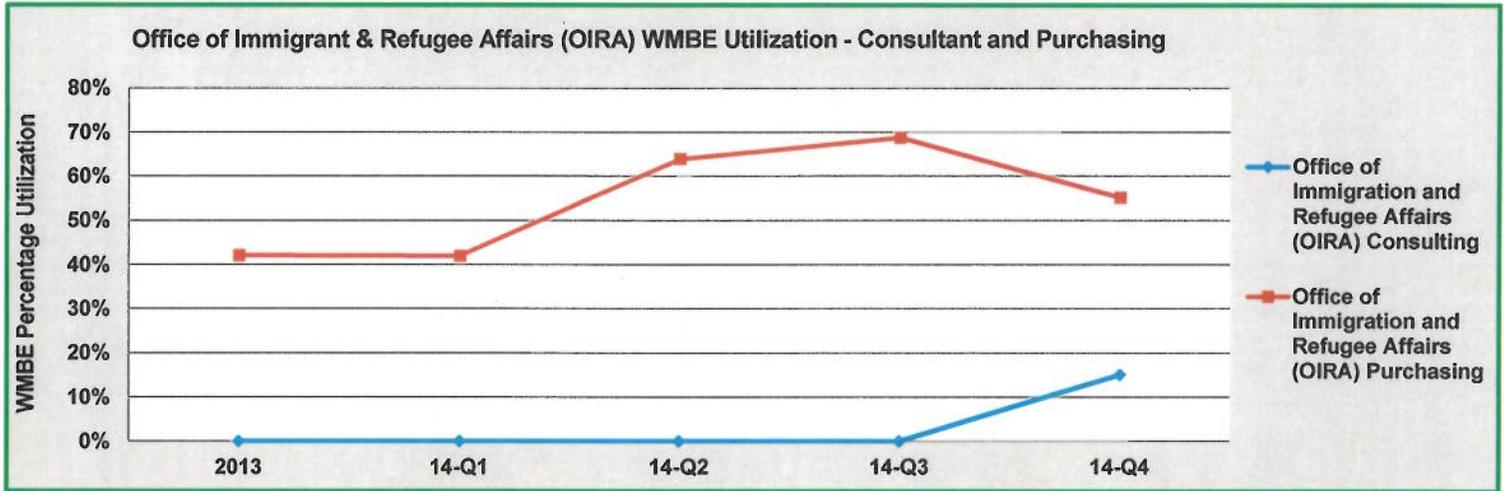
- A key component of the OIRA work plan is to work in conjunction with City departments to improve services for Seattle's immigrant and refugee communities and provide outreach to those communities regarding City services, employment and business opportunities. In the long-term OIRA's work plan will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

| Office of Immigration and Refugee Affairs (OIRA) |              |         |              |              |         |              |
|--|--------------|---------|--------------|--------------|---------|--------------|
| Year   | Consulting   |         |              | Purchasing   |         |              |
|  | Total        | Percent | WMBE         | Total        | Percent | WMBE         |
| 2013   | \$ -         | 0%      | \$ -         | \$ 5,098.04  | 42%     | \$ 2,146.07  |
| 14-Q1  | \$ -         | 0%      | \$ -         | \$ 182.62    | 42%     | \$ 76.66     |
| 14-Q2  | \$ 12,320.00 | 0%      | \$ -         | \$ 1,976.96  | 64%     | \$ 1,263.05  |
| 14-Q3  | \$ 39,620.00 | 0%      | \$ -         | \$ 5,120.65  | 69%     | \$ 3,521.74  |
| 14-Q4  | \$ 95,415.04 | 15%     | \$ 14,400.00 | \$ 34,194.47 | 55%     | \$ 18,853.26 |

**2014 GOALS:**

Purchasing = 90%

Consultant = 100%



- 1) 2014 year to date spend through 12/31/2014
- 2) Produced by CPCS/FAS on 1/5/2015
- 3) Source: Standard Summit Reports



City of Seattle

## City of Seattle Office of Intergovernmental Relations (OIR) 2015 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. **Traditional 2014 Goals:** On page 1 of your Plan, prominently state your department:

- Purchasing goal (percentage)
- Consultant goal (percentage)

Do not inflate these goals to anticipate WMBE subconsultant ("second tier") spend. Consider all department purchases and consultant payments, whether for large projects or traditional expenditures. Establish goals using any method appropriate to your department, such as a formulaic improvement upon 2013 or detailed analysis of budget, existing contracts, and/or industry composition. You may give only a percentage, or only dollars, although we seek both if possible.

OIR is a small department with 11 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 very few consultant contracts. For 2015, our consulting budget is under \$200,000. **In 2015, OIR will strive to use WMBE contractors for at least 20% of consulting contracts.**

### **OIR Purchasing:**

OIR purchases from WMBE businesses whenever possible. In 2015 we aim to achieve a similar purchasing rate as in 2014, 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.

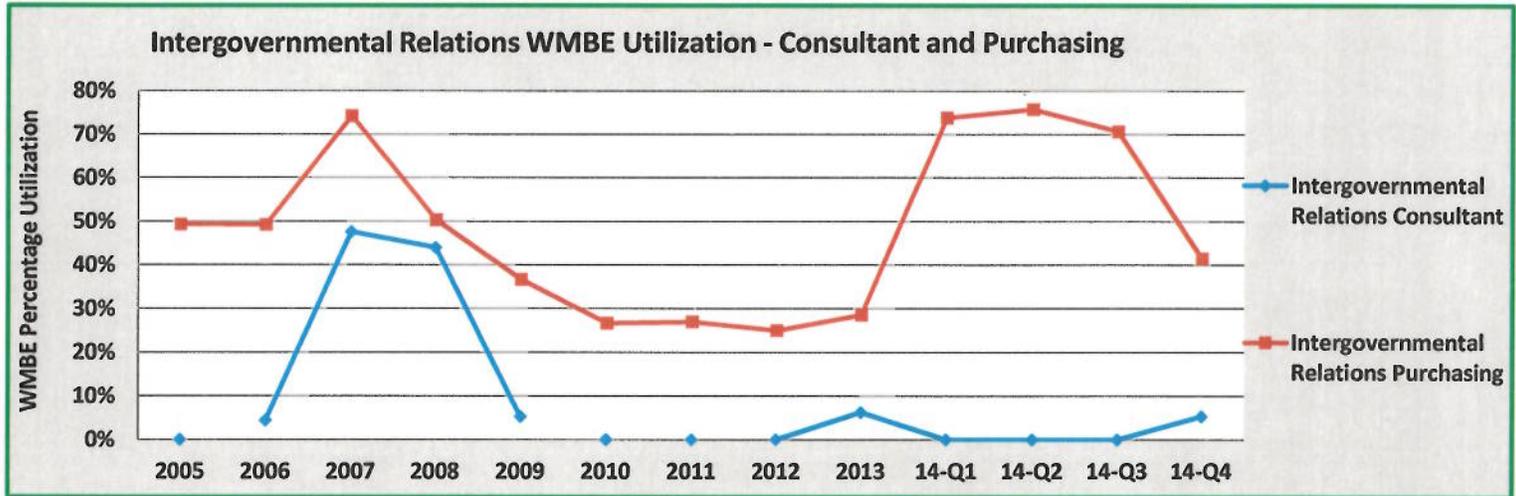
Given OIR's very small size, we have no plans for this in 2015.

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  |
| 14-Q1                       | \$ 32,000  | 0%         | \$ -       | \$ 2,137   | 74%     | \$ 1,577  |
| 14-Q2                       | \$ 78,000  | 0%         | \$ -       | \$ 2,585   | 76%     | \$ 1,958  |
| 14-Q3                       | \$ 94,500  | 0%         | \$ -       | \$ 5,047   | 71%     | \$ 3,565  |
| 14-Q4                       | \$ 113,000 | 5%         | \$ 6,000   | \$ 8,740   | 41%     | \$ 3,621  |

**2014 GOALS:**  
Purchasing = 25%  
Consultant = 0%



- 1) 2014 year to date spend through 12/31/2014
- 2) Produced by CPCS/FAS on 1/5/2015
- 3) Source: Standard Summit Reports

## **2015 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

2015 Goals: The overall goal for 2015 is to raise our WMBE utilization to 30%, which is higher than the City-wide percentage of approximately 15%. In addition, the Law Department will strive to include Hispanic-owned businesses in its ethnicity utilization. Targets in 2015 are based primarily on projected expenditures for office supplies, including computer-related products, printing and furniture.

|                  |                               |
|------------------|-------------------------------|
| Purchasing Goal: | 25% or approximately \$87,500 |
| Consultant Goal: | 5% or approximately \$17,500  |
| TOTAL:           | 30% or \$105,000 of \$350,000 |

### 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 2014, the Law Department WMBE spending on blanket contracts was 72.47% or \$210,440.00, an increase of more than 46% over 2013. Most of this increase can be attributed to a single large purchase of new furniture required for the office move in spring 2015.

Direct Vouchers: The Law Department utilizes direct vouchers for purchases such as legal periodicals. In 2014, our WMBE utilization was 23.43%, an increase from 9.32% in 2013 so this is another area where the department was able to realize a significant increase.

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 2014, we utilized multiple consultants and of the total spent, 57.64% was spent on WMBE firms or vendors. Without knowing what our needs will be this year, it's difficult to assign a projection. However, whenever feasible, we will continue to seek WMBE vendors on consulting contracts. Based on the 2014 reports, we have increased our goal to 5% of consulting contracts in 2015.

2014 Results:

In 2014, the purchasing goal was 24% WMBE utilization. Year-end reports show the Law Department far exceeded that goal, more than doubling the goal and reaching 53.96%.

Vendors utilized throughout 2014 were African-American owned businesses (3.07%), Asian-owned (2.53%), Native American-owned (.41%) and women-owned businesses (47.96%). According to City reports, the Law Department did not utilize any Hispanic-owned businesses so this continues to be an area for attention in 2015.

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.

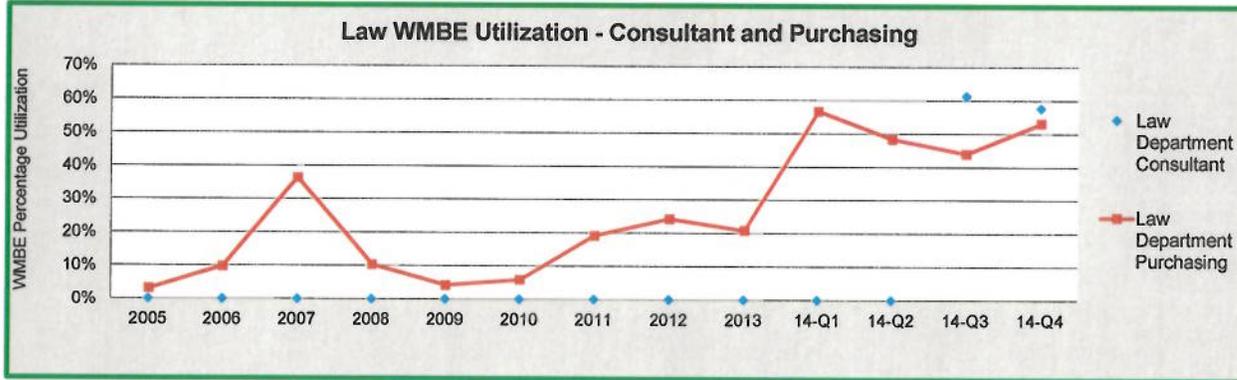
Strategies and actions: The most likely area of focus is in the area of office supplies, where we have several excellent WMBE vendors. Action items for 2015 are:

- Reach 30% goal of WMBE vendor utilization in 2015.
- 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.

| 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  |
| 14-Q1          | \$ 428     | 0%      | \$ -      | \$ 107,036 | 57%     | \$ 60,737  |
| 14-Q2          | \$ 7,928   | 0%      | \$ -      | \$ 214,788 | 48%     | \$ 103,943 |
| 14-Q3          | \$ 64,379  | 61%     | \$ 39,403 | \$ 274,686 | 44%     | \$ 120,898 |
| 14-Q4          | \$ 110,197 | 58%     | \$ 63,518 | \$ 479,755 | 53%     | \$ 254,815 |

**2014 GOALS:**  
**Purchasing = 24%**

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



- 1) 2014 year to date spend through 12/31/2014
- 2) Produced by CPCS/FAS on 1/5/2015
- 3) Source: Standard Summit Reports

**City of Seattle  
Legislative Department  
2015 Women and Minority-Owned Business Enterprise Plan**

The Legislative Department, headed by the Council President, is comprised of three divisions. City Council establishes City laws, approves the City's annual operating and capital improvement budgets, provides oversight to the City's executive operating departments, and ensures the City provides a quality environment for its citizens through its policy-making role. Central Staff provides policy and budget analysis for councilmembers and their staff and finance and budget support to the Department. The Office of the City Clerk supports and facilitates the City's legislative process; maintains and makes publicly accessible the Council's work product; coordinates public records disclosure requests for the Department; oversees and facilitates Citywide compliance with records retention laws; preserves and provides access to the City's official and historical records; maintains the City's Boards & Commissions registry; and provides critical Department infrastructure support.

**Department Representative**

Eric Ishino, Finance Manager

**Traditional 2015 Goals (based on WMBE utilization reports)**

Purchasing goal: 10% (\$15,000; does not include credit card purchases)  
Consulting goal: 20% (\$40,000)

**Outreach Events**

Because most of the Department's consultant contracts require specialized expertise, it is often difficult to identify WMBE vendors. Most of the Department's purchases for goods and services are off of blanket contracts or for conference and training registration fees. Thus, it does not appear meaningful for the Department WMBE representative to participate in general outreach events.

**Plans and Strategies**

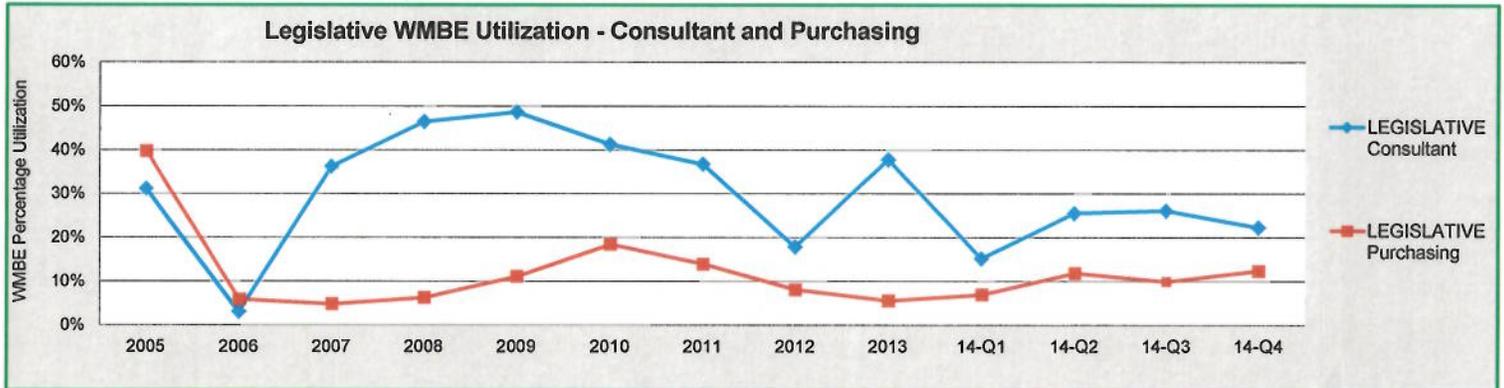
The Department will continue to provide information, training and reminders to Councilmembers, managers, and staff regarding WMBE participation in purchasing and contracting. By continued use of the City's consultant roster, the Department will have more opportunity to use WMBE consultants. Because most of the Department's purchases are made with City credit cards, purchases from WMBE vendors are not included in the WMBE utilization reports. Thus, WMBE participation numbers are grossly understated. For example, the Department made credit card purchases in 2014 totaling \$14,889 with Zebra Print and Copy, a minority owned business; \$10,986 in purchases with Evergreen Technology, a minority owned business; and \$39,327 in purchases with Keeney's Office Supply, a women owned business. The Department will continue to identify and use WMBE vendors for purchases, when possible, for those credit card transactions.

| LEGISLATIVE<br>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   |
| 14-Q1               | \$ 132,289 | 15%     | \$ 20,069  | \$ 41,020  | 7%      | \$ 2,849   |
| 14-Q2               | \$ 294,022 | 25%     | \$ 74,941  | \$ 45,993  | 12%     | \$ 5,448   |
| 14-Q3               | \$ 427,715 | 26%     | \$ 111,524 | \$ 71,744  | 10%     | \$ 7,136   |
| 14-Q4               | \$ 578,492 | 22%     | \$ 128,748 | \$ 133,763 | 12%     | \$ 16,527  |

**2014 GOALS:**

**Purchasing = 10%**

**Consultant = 20%**



1) 2014 year to date spend through 12/31/2014  
 2) Produced by CPCS/FAS on 1/5/2015  
 3) Source: Standard Summit Reports



# The Seattle Public Library

## MEMORANDUM

February 13, 2015

To: Forrest Gillette, Senior Advisor for Contract Equity  
Tim Wolfe, City Budget Office Library Analyst

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 2015 WMBE Plan**

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This memo outlines The Seattle Public Library's 2015 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 2015 WMBE plan representative is Jay Donahue, Capital Finance & Strategic Initiatives Manager.

### **2014 Accomplishments:**

The Library's 2014 WMBE goal for discretionary purchasing expenditures was 12%; we were able to meet and slightly exceed that goal (12.75%). The Library's actual WMBE discretionary purchasing expenditures increased 50% from \$593,095 in 2013 to \$889,186.94 in 2014; the overall discretionary purchasing percentage rose from 10% to 12.75% as total discretionary purchasing expenditures increased from nearly \$5.9 million in 2013 to almost \$7 million in 2014.

The 2014 goal for consulting was 12%; the Summit 2014 year end WMBE report indicated 2.48% of the Library's consulting expenditures were paid to WMBE consultants. However, further analysis shows that three consultant roster WMBE contractors (Theresa Benny, Claudia Levi and Zesbaugh) were listed as both WMBE and non-WMBE contractors in separate transactions; manually correcting that error increases the percentage to nearly 5%. Further, additional vendors who are likely WMBE were not listed as WMBE (while that would not change the consulting percentage, merely manually adding vendors who appear to be owned by women increased the purchasing percentage to 14%).

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 2014 the Library spent nearly \$288,000 with the JOC (the Library's annual share of the JOC is limited by CPCS policy).

### **2015 Goals:**

*2015 discretionary purchasing goal: 14%*

It is difficult to predict the Library's 2015 discretionary purchasing expenditures, as last year's predicted 2014 level (\$5.9 million) was roughly \$1 million short of actual 2014 discretionary purchasing expenditures (nearly \$6.9 million). We estimate the 2015 discretionary purchasing expenditures will be similar to the 2014 level - \$7 million. Thus the goal would result in approximately \$980,000 in WMBE purchases.

*2015 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 2014 the Library spent \$293,242 on consultants. If this level of activity continues in 2015, the consultant contract goal will result in approximately \$23,460 in WMBE consultant activity.

In addition, the Library will attempt to utilize the job order contract as much as feasible in 2015, but actual results will depend on the availability of JOC capacity. Past experience has shown the JOC process to be highly competitive.

**Department Training:**

The Library's Business Office will review 2014 expenditures with Library managers and will work with other Library staff to expand training to assist managers in identifying WMBE options for all types of purchases (blanket contract, direct voucher, consultant contracts, and construction contracts).

**Outreach & Outreach Plans:**

With the completion of the Libraries for All capital program, all of the library facilities are relatively new or newly refurbished. The size and scope of future projects is now smaller, focusing on ongoing major maintenance and routine maintenance/repairs.

The Library will directly solicit bid responses from known WMBE firms. The Library plans to provide information to vendor fair participants about the opportunities for participation in upcoming projects and meeting material supply needs of the Library. Library staff have expressed interest in participating in WMBE trade shows and events.

The Library currently posts construction bid plan information to the city's E-Bid site and advertises in the Daily Journal of Commerce. The Library includes information on forthcoming purchasing, consultant and construction work projects on the Library internet website with links to the City of Seattle internet site.

**Project-specific Aspirational Opportunities:**

No specific projects have been identified.

**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.

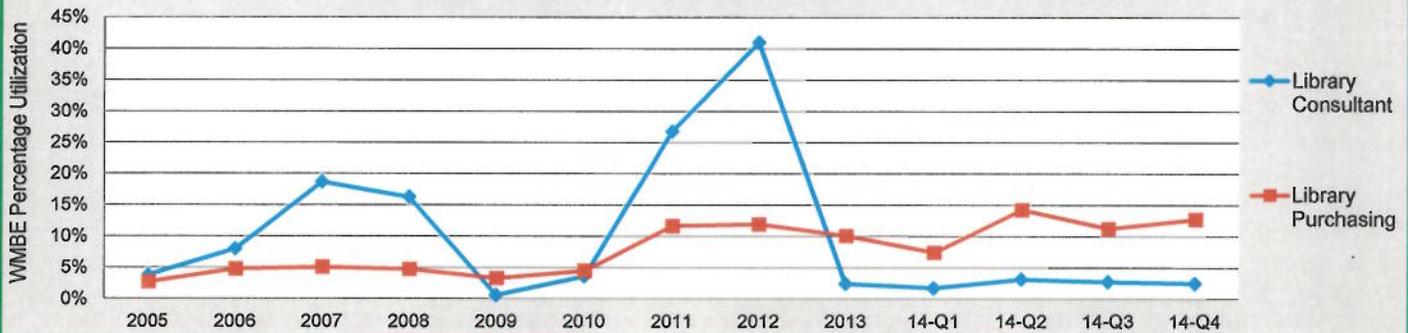
| Library |            |         |           |               |         |            |  |
|---------|------------|---------|-----------|---------------|---------|------------|--|
| Year    | Consultant |         |           | Purchasing    |         |            |  |
|         | Total      | Percent | 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 |  |
| 14-Q1   | \$ 83,707  | 2%      | \$ 1,442  | \$ 1,588,083  | 7%      | \$ 117,641 |  |
| 14-Q2   | \$ 153,210 | 3%      | \$ 4,791  | \$ 3,257,490  | 14%     | \$ 463,906 |  |
| 14-Q3   | \$ 208,823 | 3%      | \$ 5,692  | \$ 5,094,162  | 11%     | \$ 571,821 |  |
| 14-Q4   | \$ 293,242 | 2%      | \$ 7,277  | \$ 6,973,367  | 13%     | \$ 889,187 |  |

**2014 GOALS:**

**Purchasing = 12%**

**Consultant = 12%**

**Library WMBE Utilization**



1) 2014 year to date spend through 12/31/2014

2) Produced by CPCS/FAS on 1/5/2015

3) Source: Standard Summit Reports

March 3, 2015

To: Nancy Locke, Director, Contracting and Purchasing Services Division, FAS  
Fr: Javier Valdez, Special Asst. to the Deputy Mayor on WMBE Programs, Mayor's Office  
Re: **2015 Mayor's Office WMBE Plan**

On behalf of the City of Seattle's Mayor's Office, please find our annual Women and Minority Business Enterprise (WMBE) Plan for 2015, which also includes the Office of Policy and Innovation. 2015 will bring new attention and focus on the City's WMBE initiatives, in particular, my new role in the Executive Branch and the Mayor's Office establishing a City WMBE advisory committee.

### *1. Department Representative*

I will serve as the Mayor's Office representative on WMBE issues. As such, I will participate in the City's monthly WMBE Interdepartmental Team meetings accordingly.

### *2. 2015 Goals*

#### Consulting

In 2013, the previous Mayor's Office administration spent \$228,068 in consulting, with \$45,876 of that to WMBE firms (20.12%). In 2014, the Mayor's Office spent \$247,188 in consulting, with \$70,973 of that to WMBE firms (28.71%). However, the 2014 spend was a combination of the former and current Mayor's Office administrations.

In 2015, currently there is no projected spend in consulting services for the Mayor's Office. Thus, a 2015 WMBE goal is not able to be provided at this time. However, should this change, the Mayor's Office will issue a revised 2015 WMBE plan and provide a WMBE goal accordingly. Additionally, any consultant contracts over the \$280,000 threshold, will utilize the City's WMBE Inclusion Plan, ensuring that WMBE firms are being considered for work as prime or sub-consultants. If applicable, contracts procured through the Consultant Roster, will also be targeted for WMBE utilization.

*2015 Consulting Goal = No commitment/projection at this time*

## Purchasing

In 2013, the previous Mayor's Office administration spent \$62,994 in purchasing, with \$27,119 of that to WMBE firms (43.05%). In 2014, the Mayor's Office overall purchasing spend increased slightly. \$86,300 was spent in purchasing, with \$17,583 of that to WMBE firms (20.37%). As in the 2014 consulting spend, the 2014 purchasing spend was a combination of the former and current Mayor's Office administrations.

Due to the unpredictability of the Mayor's Office purchasing spend, a goal of 25% is proposed in 2015. The Mayor's Office purchasing primarily consists of office supplies and printing needs, which are procured through existing blanket contracts. However, should an extraordinary unplanned major purchasing spend occur in 2015, the Mayor's Office will issue a revised 2015 WMBE plan and provide a revised WMBE purchasing goal accordingly

*2015 Consulting Goal = 25.00%*

### ***3. 2015 Project Specific Goals***

The Mayor's Office is not able to provide project specific goals, due to not being able to predict unforeseen and unbudgeted spending needs.

### ***4. Outreach Events***

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

- 1) Alliance Business Conference (March 2015)
- 2) Northwest Mountain Minority Supplier Development Council Showcase and Awards Dinner (March 2015)
- 3) Regional Contracting Forum (March 2015)
- 4) City of Seattle Reverse Trade Show (July 2015)
- 5) University of Washington Annual Minority Business Awards Dinner (December 2015)
- 6) TABOR 100 Membership Meetings (Monthly)

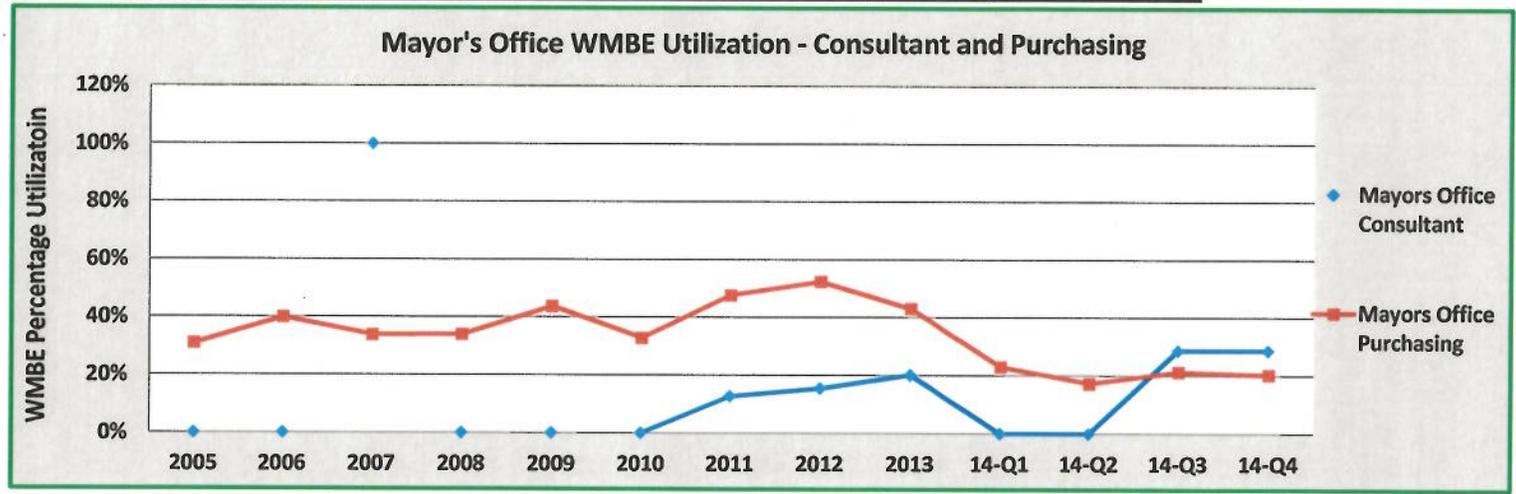
We will also participate at non-routine events/summits/meetings as necessary, pending notification.

### ***5. Plans and Strategies***

The Mayor's Office will be working with external stakeholders and City Departments to ensure that the City is meeting our obligation adhering to Mayor Murray's 2014 WMBE Executive Order. A Citywide WMBE Advisory group will be created to provide guidance and policy direction to the Mayor's Office on WMBE issues and a WMBE metric will be included in the City's online dashboard/performance metrics.

| Mayors Office |            |         |           |            |         |           |
|---------------|------------|---------|-----------|------------|---------|-----------|
| Year          | Consultant |         |           | Purchasing |         |           |
|               | 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 |
| 14-Q1         | \$ 26,000  | 0%      | \$ -      | \$ 11,290  | 23%     | \$ 2,598  |
| 14-Q2         | \$ 104,003 | 0%      | \$ -      | \$ 42,180  | 17%     | \$ 7,310  |
| 14-Q3         | \$ 247,188 | 29%     | \$ 70,973 | \$ 68,823  | 21%     | \$ 14,683 |
| 14-Q4         | \$ 247,188 | 29%     | \$ 70,973 | \$ 86,300  | 20%     | \$ 17,583 |

**2014 GOALS:**  
 Purchasing = pending  
 Consultant = pending



1) 2014 year to date spend through 12/31/2014  
 2) Produced by CPCS/FAS on 1/5/2015  
 3) Source: Standard Summit Reports

THE MUNICIPAL COURT OF SEATTLE



MEMORANDUM

**Date:** February 20, 2015

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

**Via:** Yolande E. Williams, Court Administrator

**From:** Kwan Wong, Finance and Administrative Services Director  
John Kerr, Manager

**Subject:** 2015 WMBE Plan and Goals

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This memo is in response your request for 2015 WMBE Plans and Goals from City agencies. Although Executive Order 2012-05 does not apply to the Judicial Branch, we believe the principles outlined in this order are important to the administration of justice.

In 2014, the Court established WMBE targets of 15% or \$200,000 in Purchasing and 15% or \$30,000 in Consultant Services. According to FAS's reports, our 2014 actual accomplishments were \$1,275,689/25.9% in Purchasing and \$24,768/100% in Consultant Services. Since 2010, the Court continues to increase our business with WMBE firms.

For 2015 we incrementally increased the targets to 20% for our Purchasing expense and 18% for our Consultant Services expense. However, if the City Budget Office finds a need to reduce city agency's budget mid-year, we may eliminate certain purchases.

AllianceOne, our collections vendor, has a subcontract with PMT Solutions, a WMBE qualified firm. However, since the collection vendors are not paid by the Court, this WMBE sub-contract is not included in the "Purchasing" category. Roughly 15% of our collections revenue is generated from the WMBE sub-contractor.

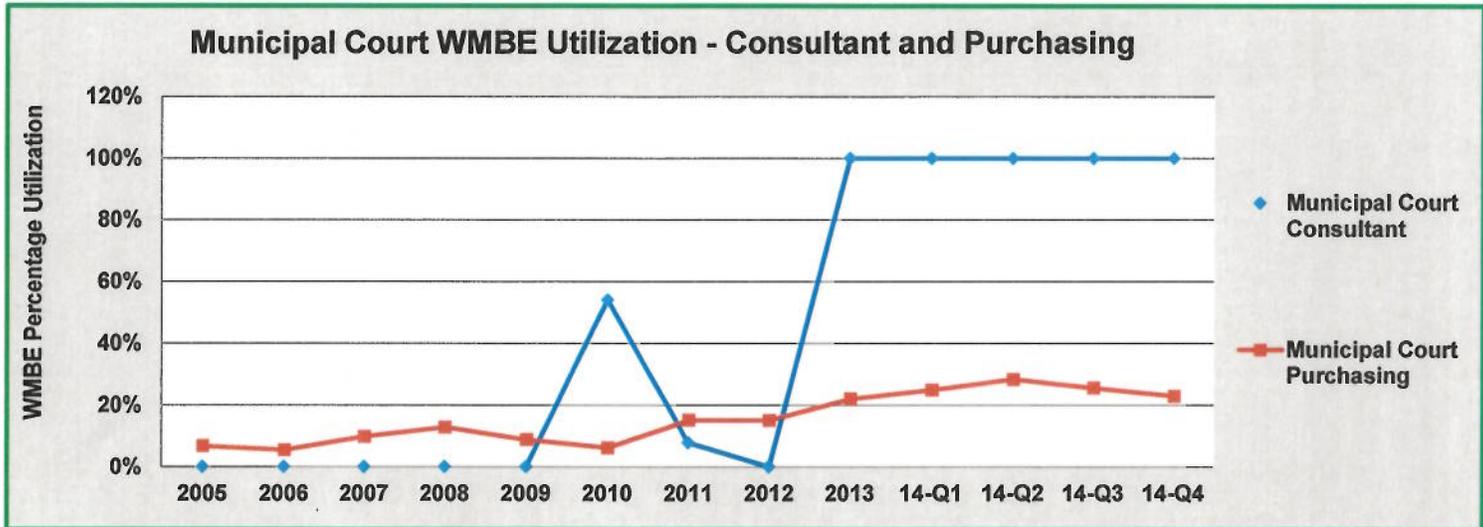
The Court's Budget Manager John Kerr continues to be our WMBE representative. We anticipate making some modest changes to our practices to allow for more comprehensive reporting of actual WMBE participation in Court's business. When adjustment in Summit reporting is in place, we may see a higher percentage of WMBE expenditures in the reports by the second or third quarter.

Thank you for your consideration and assistance.

Cc: Hon. C. Kimi Kondo, Presiding Judge

| Municipal Court |            |         |           |              |         |            |
|-----------------|------------|---------|-----------|--------------|---------|------------|
| Year            | Consultant |         |           | Purchasing   |         |            |
|                 | 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 |
| 14-Q1           | \$ 6,192   | 100%    | \$ 6,192  | \$ 544,004   | 25%     | \$ 135,784 |
| 14-Q2           | \$ 6,192   | 100%    | \$ 6,192  | \$ 1,002,873 | 28%     | \$ 284,159 |
| 14-Q3           | \$ 6,192   | 100%    | \$ 6,192  | \$ 1,478,455 | 26%     | \$ 378,536 |
| 14-Q4           | \$ 6,192   | 100%    | \$ 6,192  | \$ 1,904,260 | 23%     | \$ 437,210 |

**2014 GOALS:**  
Purchasing = 15%  
Consultant = 15%



- 1) 2014 year to date spend through 12/31/2014
- 2) Produced by CPCS/FAS on 1/5/2015
- 3) Source: Standard Summit Reports

## Department of Neighborhoods 2015 WMBE PLAN

### **Policy Statement:**

Executive Order 2010-05 requires City of Seattle departments to increase contracting with, and purchasing from, Women and Minority-owned Business Enterprises (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 WMBE Plan.

### **Department Overview:**

Department of Neighborhoods (DON) programs include Neighborhood Matching Fund, P-Patch Community Gardening Program, Neighborhood District Coordinators, Historic Preservation, Major Institutions and Schools, and Outreach and Engagement.

Beginning 2015 all programs under the Office for Education umbrella will be housed in the Department of Education and Early Learning (DEEL); DEEL will have its own WMBE Plan.

### **Department Representative:**

Grace Dygico will be the WMBE Point of Contact responsible for: leading the development of the annual WMBE Plan; tracking and reporting on progress; promoting use of WMBEs in the Department; and participating in the Citywide WMBE IDT addressing WMBE issues.

### **Traditional 2014 Goals:**

| DON        |        |                   |        |
|------------|--------|-------------------|--------|
|            | 2014   |                   | 2015   |
|            | Target | Actual % and \$\$ | Target |
| Consultant | 41%    | 53%/\$106,650     | 51%    |
| Purchasing | 50%    | 61%/\$120,128     | 51%    |

Given DON's 2014 actual usage in % and \$\$ and 2015 budget availability, DON aspires for a 51% WMBE usage in both procurement categories for 2015.

### **Optional 2015 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:**

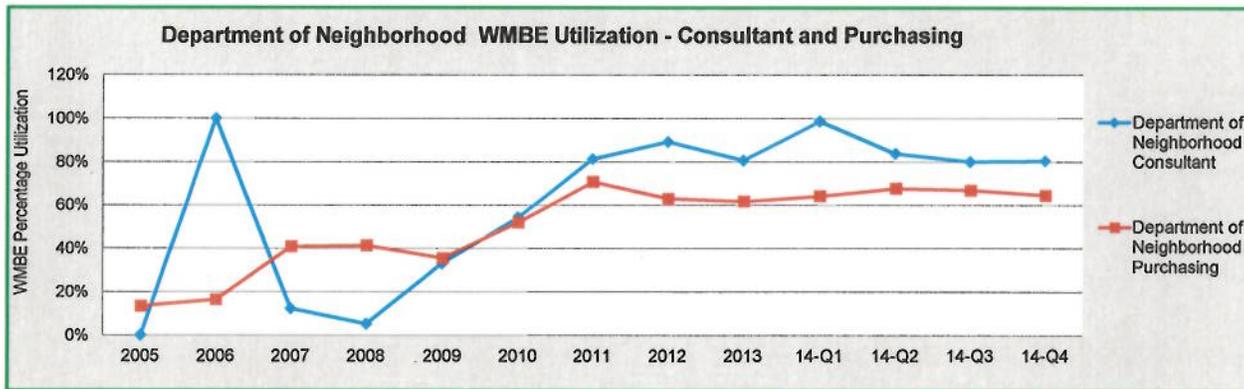
- Promote the WMBE Plan to Program Managers and procurement staff.
- Provide Program Managers and procurement staff a list of WMBE vendors that have been used by DON in the previous year for easier and quicker WMBE search.
- Provide Program Managers and procurement staff assistance on how to use the InWeb WMBE Outreach Resources, particularly the Business and Blanket Vendor Contract Registration (VCR) Search, for searching more WMBE vendors.
- Identify vendors who qualify as WMBEs but have not registered with the City, encourage them to register, and provide any assistance they need in the registration process.
- Analyze WMBE reports, identify strategies to improve and apply such strategies.

| Department of Neighborhood |              |         |            |            |         |            |
|----------------------------|--------------|---------|------------|------------|---------|------------|
| 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 |
| 14-Q1                      | \$ 314,655   | 99%     | \$ 310,655 | \$ 114,883 | 64%     | \$ 73,784  |
| 14-Q2                      | \$ 617,541   | 84%     | \$ 517,915 | \$ 229,288 | 68%     | \$ 155,380 |
| 14-Q3                      | \$ 820,761   | 80%     | \$ 657,325 | \$ 339,800 | 67%     | \$ 227,476 |
| 14-Q4                      | \$ 1,136,559 | 80%     | \$ 914,669 | \$ 497,651 | 65%     | \$ 321,536 |

**2014 GOALS:**

**Purchasing = 55%**

**Consultant = 75%**



1) 2014 year to date spend through 12/31/2014  
 2) Produced by CPCS/FAS on 1/5/2015  
 3) Source: Standard Summit Reports



## Seattle Parks and Recreation 2015 Annual WMBE Plan

Department of Parks and Recreation (Department) works with all residents to be good stewards of the environment, and to provide safe and welcoming opportunities to play, learn, contemplate, and build community. Parks strongly supports and participates in WMBE utilization and will do all we can to continue to move the needle. The Department will continue to research engagement strategies and develop ways to maintain its increasing utilization percentage rates in the area of construction contracting. We 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 newly appointed representative is Sue Goodwin, and Sue will coordinate our Department's WMBE reporting activities and will commit to the following tasks in 2015:

- Communicate with all Department Units, actively support the Department's WMBE plans and track our progress through quarterly utilization reports; and
- Act as the representative to the Contracting Equity Interdepartmental Team (IDT), coordinated by the Department of Finance and Administrative Services (DFAS) and attend IDT meetings; and
- Attend appropriate retreats/forums/events related to contracting issues, as available; and
- Coordinate the Department's participation in the annual Regional Contracting Forum and Reverse Vendor Fair; and
- Maintain the one-pager forms submitted to FAS/CPCS which announce upcoming large-projects; and
- Receive and stay current on the City WMBE list-serve of upcoming news and events; and
- Coordinate departmental WMBE training sessions, as needed; and
- Share the Department's plan, efforts, strategies and results with key staff including the Parks Superintendent, as needed, to directly support them in their efforts to increase WMBE use the Department.

### 2. Goals for 2015

#### ➤ **Purchasing and Consulting Overview**

#### Purchasing

The WMBE utilization goal for 2014 purchasing was 16%. However, we have achieved a level of 32.07%, which is substantially higher than expected, mainly because of the 16% of total blanket contract spending attributable to Launchpad Technologies, the Asian-owned company, who installed the key card control system that was implemented park-wide. Additionally, 63% of the total purchase contract spending went to NetServices LLC, a woman-owned firm that is providing the fencing for the Jackson

Golf Driving Range. These high purchasing contracts skewed the overall results and aren't expected to be repeated in 2015. In 2014, the Department spent \$12.95 million dollars on purchases. The Hispanic vendor share is \$15,708K or 12%; African American \$160K or 1.23%; and the Department has bought \$3K from Native American firms this year, or .02%. Additionally, the ending of the current Levy and a new Metropolitan District Tax coming into play for the Department will make 2015 a transition year. **Without the two significant contracts to WMBE firms that were developed this past year, our percentage figure would be much closer to the purchasing goal of 16% and therefore, our 2015 purchasing goal remains the same, 16%.**

**Consulting**

The overall 2014 goal for consulting (inclusive of both consulting contracts and the consultant roster) is 12%. For 2014, our overall rate is 15.66%. The overall consulting participation rate is driven primarily by the achievement of white female-owned businesses which were utilized at a rate of 10.79%, versus the combined rate of 5% for minority firms. Parks Divisions are encouraged and expected to use city employees as a first option to complete work that would usually have been contracted out to consultants in prior years. Often this work is very Parks-specific and we have talent staff internally that have worked on these projects and often, depending on the expertise needed, the number of WMBE firms available is limited. As a result, lower WMBE utilization percentages are achieved in these subcategories that need to be reflected in consulting partners to bring them to a more realistic level. **Expecting no new changes in how we conduct business, our targets for 2015 will therefore remain at 12% for consulting.**

**Parks 2014 Purchasing & Consulting Combined Results:**

|                             | 2014 Total \$       | 2014 Total WMBE & %   | 2015 Goal     |
|-----------------------------|---------------------|-----------------------|---------------|
| <b>Grand Total \$</b>       | <b>\$16,750,824</b> | <b>\$4,738,407</b>    |               |
| <b>Total %</b>              |                     | <b>28.29%</b>         | <b>14.00%</b> |
| <b>Blanket Contract</b>     |                     |                       |               |
|                             | \$7,631,400         | \$2,682,968<br>35.16% |               |
| <b>Direct Vouchers</b>      |                     |                       |               |
|                             | \$3,203,969         | \$316,819<br>9.89%    |               |
| <b>Purchase Contract</b>    |                     |                       |               |
|                             | \$2,116,987         | \$1,153,949           |               |
| <b>Purchasing \$</b>        | <b>\$12,952,356</b> | <b>\$4,153,736</b>    |               |
| <b>Total Purchasing %</b>   |                     | <b>32.07%</b>         | <b>16.00%</b> |
| <b>Consultant Contracts</b> |                     |                       |               |
|                             | \$1,807,864         | \$309,372<br>17.11%   |               |
| <b>Consultant Roster</b>    |                     |                       |               |
|                             | \$1,925,282         | \$275,299<br>14.30%   |               |
| <b>Consulting \$</b>        | <b>\$3,733,146</b>  | <b>\$584,671</b>      |               |
| <b>Total Consulting %</b>   |                     | <b>15.66%</b>         | <b>12.00%</b> |

➤ **Parks 5-year Participation Summary:**

| <b>WMBE %</b> | <b>Purchasing</b> | <b>Consultant Contracting</b> |
|---------------|-------------------|-------------------------------|
| <b>2009</b>   | 16.4              | 17.1                          |
| <b>2010</b>   | 14.8              | 14.2                          |
| <b>2011</b>   | 15.2              | 13.7                          |
| <b>2012</b>   | 16.1              | 11.6                          |
| <b>2013</b>   | 11.6              | 16.7                          |
| <b>2014</b>   | <b>32.1*</b>      | 15.7                          |

\* (We have achieved a level of **32.07%** in Purchasing, which is substantially higher than expected, mainly because of the 16% of total blanket contract spending attributable to Launchpad Technologies, the Asian-owned company who installed the key card control system that was installed in 2014. Additionally, 63% of the total purchase contract spending in 2014 went to NetServices LLC, a woman-owned firm that is provided the fencing for the Jackson Golf Driving Range. This level is not usual and not expected in 2015 and skews our overall performance).

**3. Parks Public Works Results (i.e. Construction Contracts)**

Though not tracked as a part of the city's traditional goals, the Departments construction contract expenditures represent a significant opportunity for WMBE utilization. Virtually all Public Works construction contracts are executed and managed by the Planning and Development Division, which maintains a high level of WMBE participation as is reflected in high performance in 2013 and 2014 respectively, though not expected to be repeated this year \*.

|             | <b>CONTRACT TYPE</b>   | <b>WMBE PAYMENTS MADE</b> | <b>TOTAL PAYMENTS MADE</b> | <b>PERCENT WMBE UTILIZATION</b> |
|-------------|------------------------|---------------------------|----------------------------|---------------------------------|
| <b>2013</b> | CONSTRUCTION CONTRACTS | \$2,857,516               | \$ 8,687,503               | 33%                             |
| <b>2014</b> | CONSTRUCTION CONTRACTS | <b>\$9,176,767*</b>       | \$ 36,377,752              | <b>25%</b>                      |

\* Construction projects are measured by invoices paid during a year and by totals for projects completed during the year. 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.

WMBE participation in completed construction contracts through December, 2014, based on 30 completed contracts, is at 25% total, i.e. 8% higher than the target. This high WMBE % in 2014 is the result of three very significant construction projects, which have been in process for the last two to three years, but as they were fully completed in this last quarter of 2014, were reported fully in the last quarter. Hence, we see a 25% WMBE participation rate in 2014 and this rate is not expected in 2015. While we reached 33% in 2013, which surpassed its goal of 17%, it was much lower than the 44% rate achieved in 2012. These results are due to the relative reduction in large landscaping projects underwritten by the original 2008 Pro-Parks Levy and the ongoing Parks and Green Spaces Levy which afforded Department many opportunities to use WMBE contractors for much of the specialized work in 2013 and 2014. The

levy is mostly completed and only a few projects are still to be finished in 2015, though not at the scale we've seen the last few years. This will be a transition year for Parks, so we will keep our Construction Contracts WMBE percentage @ 17%. We look to build on that number in 2016, and with our new Metropolitan Parks District, 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.

#### 4. Outreach efforts

The Department was well represented by employees from most of its operating divisions at the Regional Contracting Forum and Reverse Vendor Fair 2014 and we anticipate nothing less in 2015. Ongoing department representation at Tabor 100 and similar events has provided a consistent conduit for WMBE firms to get their marketing materials distributed to the appropriate department staff. Supporting WMBE utilization and the WMBE outreach plan continues to be part of Seattle Parks and Recreation's performance expectations as well as in current workplans for 2015. Additional work with the Race and Social Justice Initiative (RSJI) Change Team has been included to assure we outreach to underrepresented communities and encourage those eligible to register as WMBE's with the city. The following table lists opportunities for Parks representation to promote our Department's visibility in the community as well as our commitment to the City's WMBE utilization Initiative. Firm dates for these and other events will be added as information is received.

| Organizer                                  | Events                            | Dates                  | Event Location                                |
|--|-----------------------------------|------------------------|---|
| City Of Seattle                            | City Meet and Greets              | 3rd Fridays - TBD      | Seattle Municipal Tower 4050/60               |
| City Of Seattle                            | Consulting CIP Show               | February 25 - Time TBD | Bertha Landes Knight, Seattle City Hall       |
| City Of Seattle                            | Regional Contracting Forum        | March 10 - 8 - 3:30 PM | Washington State Convention Center            |
| Alliance Northwest                         | Business to Government Conference | March 5 - 7:30 - 4 PM  | Sleep Country Complex, State Fair in Puyallup |
| Other events included will be as scheduled |                                   |                        |   |

#### 5. 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 might 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 greets on the first Fridays with the intention of establishing new WMBE business contacts for the Department.

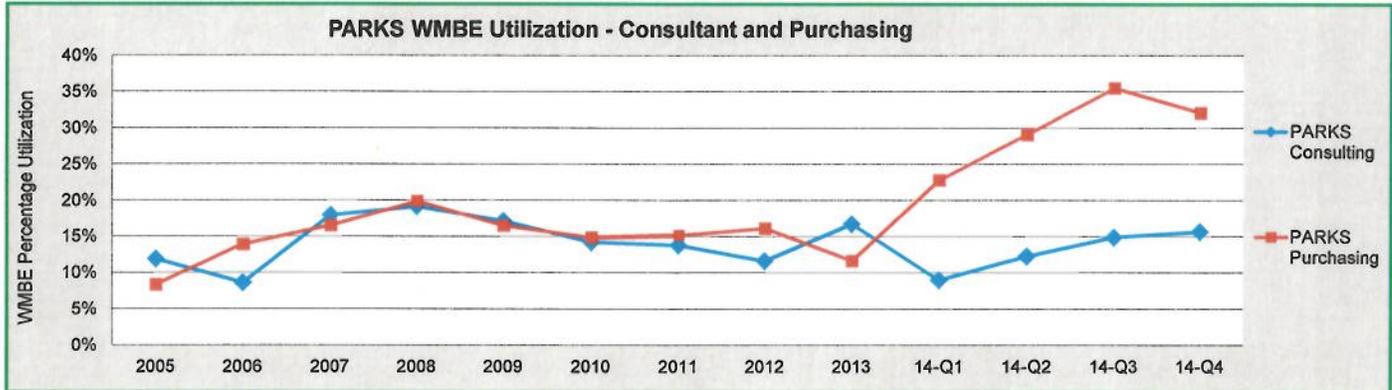
The Planning and Development (P&D) division continues to work on establishing a relationship with Washington chapters of the American Institute of Architects and the American Society of Nescape Architects. The results of these relationships will allow our department to get a more informed idea of the number of licensed minorities, including women, who are members of these organizations and then personally invite them to attend project manager meetings to introduce themselves to Park staff and become more familiar with parks projects and bidding processes. This is the first step to developing

stronger relationships with these previously underrepresented groups and will help us in the long run to engage these new and emerging WMBE businesses and better help new vendors connect with opportunities that parks has in the future. 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, and 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 |              |         |            |               |         |              |       |         |      |
|-------|--------------|---------|------------|---------------|---------|--------------|-------|---------|------|
| Year  | Consulting   |         |            | Purchasing    |         |              |       |         |      |
|       | Total        | Percent | WMBE       | 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 |       |         |      |
| 14-Q1 | \$ 769,949   | 9%      | \$ 69,154  | \$ 2,979,269  | 23%     | \$ 679,658   |       |         |      |
| 14-Q2 | \$ 1,662,829 | 12%     | \$ 204,063 | \$ 5,715,377  | 29%     | \$ 1,662,622 |       |         |      |
| 14-Q3 | \$ 2,540,363 | 15%     | \$ 378,464 | \$ 9,763,715  | 35%     | \$ 3,465,215 |       |         |      |
| 14-Q4 | \$ 3,733,146 | 16%     | \$ 584,671 | \$ 12,952,356 | 32%     | \$ 4,153,736 |       |         |      |

**2014 GOALS:**  
**Purchasing = 16%**  
**Consultant = 12%**



1) 2014 year to date spend through 12/31/2014  
2) Produced by CPCS/FAS on 1/5/2015  
3) Source: Standard Summit Reports

**Seattle Department of Human Resources (SDHR)  
2015 WMBE Utilization Plan**

**Department Overview:**

The function of Seattle Department of Human Resources (SDHR) is to provide organizational capacity and competence that result in the best quality services delivered to the residents of the City of Seattle. Practically speaking, this means ensuring that the right people are in the right jobs doing the right things at the right time – feeling valued, motivated and respected. SDHR supports this vision by providing human resource services to the City of Seattle in four main capacities:

- Providing functional and administrative support to the City in key areas, such as workers compensation, position classification and benefits, and by creating tools, processes, and practices, that facilitate effective management of people Citywide.
- Engaging with operational leaders within and outside the Department to identify, assess and make recommendations that support and promote an effective City workforce.
- Providing employee relations support to employees and managers and serving as the City's Labor Relations representatives.
- Being facilitators of change to promote, as appropriate, the Executive, Council, and Department Leaders vision and business goals in a safe and cost-effective manner.

**2015 Strategies and Efforts in WMBE Outreach:**

- The Seattle Department of Human Resources Contract Administrator and Finance Manager strategize and work closely to ensure that WMBE firms get the opportunity to compete. The Contract Administrator (CA) provides regular guidance to project managers on how to search vendors in the VCR so potential WMBE vendors can participate in the contracting process. The CA also works closely with DFAS contracting staff, attends meeting, training and WMBE outreach program.
- At the end of 2014, SDHR embarked on an assessment and re-engineering of the current contracting process with the intent of having SDHR E Team members take greater responsibility. As part of this process, E Team members will receive instruction on the new process which will include past WMBE utilization, current WMBE goals, and a WMBE consultant roster for those services frequently contracted out by SDHR.
- The Finance Manger reviews and reports the quarterly WMBE utilization to the Department Director, the Executive Team and the Department RSJI Change Team. The Finance Manager reviews the department purchasing of goods and services to identify potentially missed opportunities and educate staff.

**2015 Goals for Purchase of Goods and Services and Consultants Contracts :**

- The Seattle Department of Human Resources has only few consultant contracts available during the year. SDHR budget is primarily composed of salaries and benefits and our compliance related work requires us to use sole source consultants who are often non-WMBE. SDHR Consultant Contract goal for 2015 will be 15% which is a significant increase from the 2014 goal of 5%.
- For purchases SDHR mostly uses the City blanket contract. The department encourages staff to use WMBE blanket contract vendors to meet purchasing goals. SDHR's purchasing goal in 2014 will continue to be 50%.

|                   | 2014 WMBE Goal | 2014 Actual WMBE | 2015 WMBE Goal % |
|-------------------|----------------|------------------|------------------|
| <b>Consultant</b> | 5%             | 16%              | 15%              |
| <b>Purchasing</b> | 50%            | 64%              | 50%              |

To achieve our goals SDHR will continue to implement strategies within the Department:

- Participate in networking sessions made available by DFAS.
- When appropriate we will rely on the consultant roster for awarding contracts and award small contracts for WMBEs with a proven track record.
- Continue to provide notices to communities of contracting opportunities
- Employing our RSJI Change Team for assistance

**2014 SDHR WMBE Utilization Details\***

|                   | 2014 WMBE Utilization | 2014 WMBE SPEND  | 2014 NON-WMBE SPEND | 2014 TOTAL         |
|-------------------|-----------------------|------------------|---------------------|--------------------|
| <b>Consultant</b> | 16%                   | \$497,435        | \$2,533,831         | \$3,031,266        |
| <b>Purchasing</b> | 64%                   | \$163,215        | \$92,955            | \$256,170          |
| <b>TOTAL</b>      | <b>100%</b>           | <b>\$660,650</b> | <b>\$2,626,786</b>  | <b>\$3,287,436</b> |

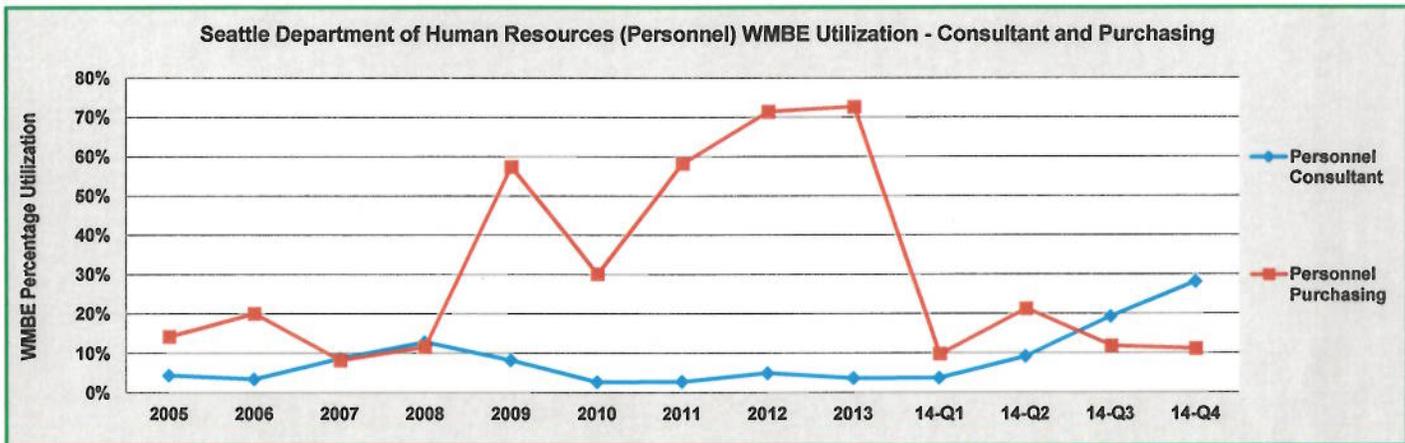
\*The 2014 SDHR WMBE Utilization detail does not agree with the Summit report. We have moved \$1.6 million non-WMBE spend from purchasing to consultant contract to correctly reflect the transactions.

| 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 |
| 14-Q1 | \$ 238,949   | 4%      | \$ 8,713   | \$ 188,641   | 10%     | \$ 18,422  |
| 14-Q2 | \$ 443,394   | 9%      | \$ 40,423  | \$ 294,138   | 21%     | \$ 62,547  |
| 14-Q3 | \$ 662,436   | 19%     | \$ 127,482 | \$ 971,329   | 12%     | \$ 115,183 |
| 14-Q4 | \$ 1,104,035 | 28%     | \$ 310,660 | \$ 1,347,433 | 11%     | \$ 150,512 |

**2014 GOALS:**

**Purchasing = 50%**

**Consultant = 5%**



- 1) 2014 year to date spend through 12/31/2014
- 2) Produced by CPCS/FAS on 1/5/2015
- 3) Source: Standard Summit Reports



## City of Seattle

Department of Planning and Development

Diane M. Sugimura, Director

### MEMORANDUM

**TO:** Nancy Locke, Director, City Purchasing and Contracting Services

**FROM:** Diane M. Sugimura 

**DATE:** February 23, 2015

**SUBJECT:** DPD 2014 WMBE Goals and Outreach Plan

DPD is committed to ending racial disparities in contracting and purchasing. We will attempt to improve upon our WMBE utilization rate for purchasing and repeat or improve our rate for consultant contracting from last year. Below, pursuant to the Mayor's Executive Order and SMC 20.42.60, we have identified DPD's 2015 purchasing and consulting goals and annual workplan.

**Department Representative:** DPD's representatives for managing the department's WMBE initiatives will be Denise Campbell and Bob Laird, DPD's Operations Director.

**2015 Goals:** Our 2014 WMBE utilization rates were 24% for purchasing and 47% for consulting. DPD's 2015 aspirational goals are 25% for purchasing and 47% for consulting. Dollar amounts would be approximately \$.5M for purchasing and \$1M for consultant contracting if we reach our goals and if total spending remains similar to 2014.

**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 DPD's purchasing inweb page.

**Outreach Events:** DPD will continue its participation in outreach events. DPD will have a table at events. As we did last year, we will have a mix of both managers and staff in attendance. We will also look to participate in any other trade show or events relevant to our department's operations.

Since DPD 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 the Citywide IDT and any relevant Purchasing groups or meetings.

Please contact Denise Campbell(386-4035) or Bob Laird (615-1312) if you need additional information from DPD. Thank you.

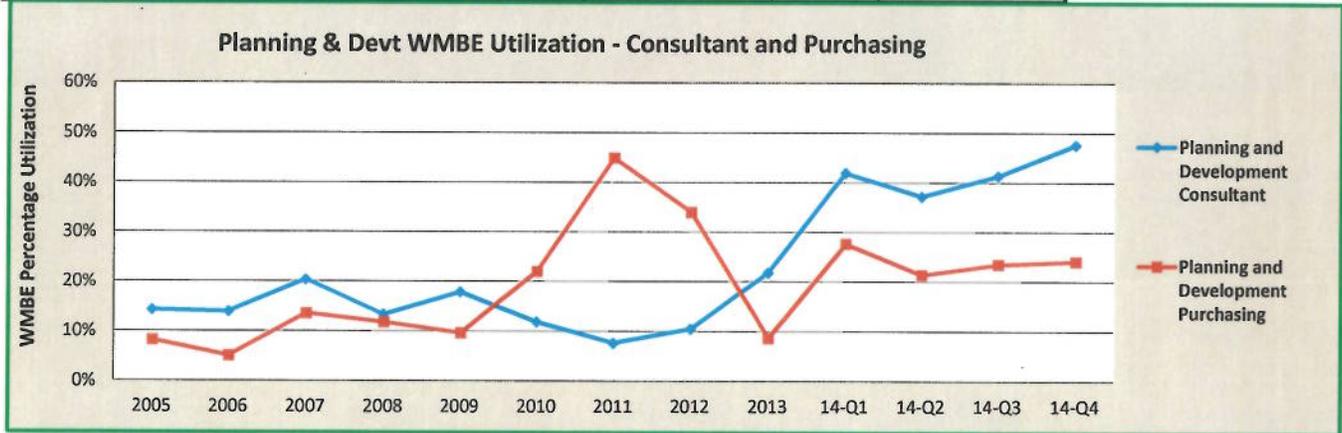


City of Seattle, Department of Planning and Development  
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| Planning and Development |              |         |              |              |         |            |
|--------------------------|--------------|---------|--------------|--------------|---------|------------|
| Year                     | Consultant   |         |              | Purchasing   |         |            |
|                          | 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 |
| 14-Q1                    | \$ 679,829   | 42%     | \$ 285,030   | \$ 443,360   | 28%     | \$ 122,606 |
| 14-Q2                    | \$ 1,203,027 | 37%     | \$ 447,100   | \$ 1,131,134 | 21%     | \$ 242,229 |
| 14-Q3                    | \$ 1,650,496 | 41%     | \$ 683,106   | \$ 1,430,892 | 24%     | \$ 337,116 |
| 14-Q4                    | \$ 2,332,424 | 48%     | \$ 1,110,758 | \$ 1,921,764 | 24%     | \$ 463,717 |

**2014 GOALS:**  
Purchasing = 18%  
Consultant = 25%



1) 2014 year to date spend through 12/31/2014  
2) Produced by CPCS/FAS on 1/5/2015  
3) Source: Standard Summit Reports

# 2015 SEATTLE POLICE DEPARTMENT OUTREACH PLAN

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

## 2015 Goals

Seattle Police Department's (SPD) 2014 WMBE utilization goals were 18% for Purchasing and 10% for Consulting. SPD's actual 2014 WMBE usage was 15.13% (\$2,437,941.70) for Purchasing and 30.31% (\$558,210.83) for Consulting.

SPD's Goals for 2015 are 18% 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 will conduct VCR training for staff who frequently make purchasing decisions for the Department.

### Outreach Events

1. Refer WMBE vendors to SPD staff to contact for quotes.
2. SPD representatives will attend the Regional Contracting Forum on March 10, 2015.
3. SPD representatives will attend City Annual Trade Show in July 2015.

### 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 insure departmental adherence to the Mayor's recommended Consultant Inclusion Plan.

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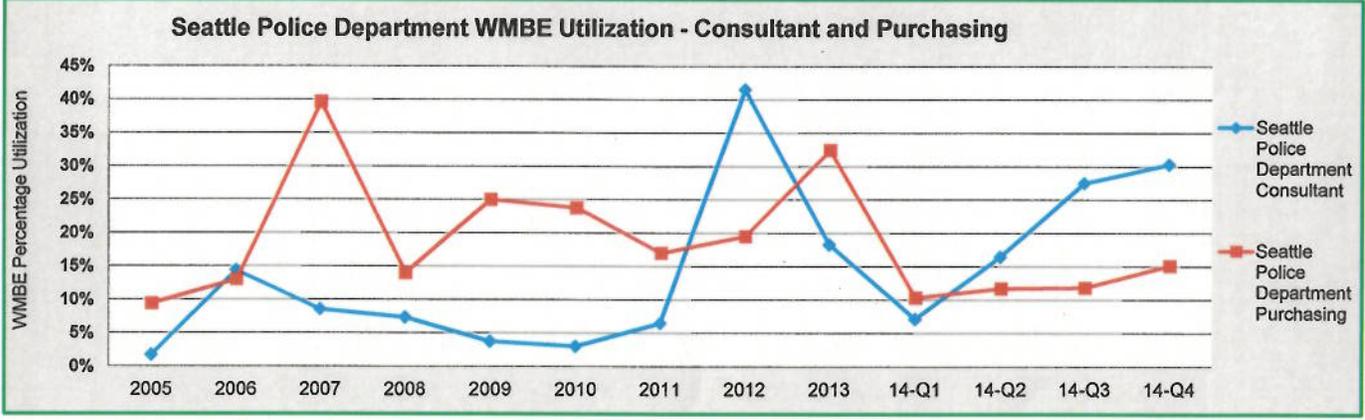
Kathleen M. O'Toole, Chief of Police  
Seattle Police Department

| 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 |
| 14-Q1                     | \$ 403,005   | 7%      | \$ 28,604  | \$ 5,249,667  | 10%     | \$ 541,090   |
| 14-Q2                     | \$ 957,052   | 16%     | \$ 157,372 | \$ 8,449,150  | 12%     | \$ 989,024   |
| 14-Q3                     | \$ 1,456,567 | 28%     | \$ 400,719 | \$ 12,535,982 | 12%     | \$ 1,483,143 |
| 14-Q4                     | \$ 1,841,394 | 30%     | \$ 558,211 | \$ 16,108,756 | 15%     | \$ 2,437,942 |

**2014 GOALS:**

**Purchasing = 18%**

**Consultant = 10%**



1) 2014 year to date spend through 12/31/2014  
 2) Produced by CPCS/FAS on 1/5/2015  
 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,

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.

## 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  
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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. Approximately ninety-five percent (95%) of the Department's budget is allocated toward personnel expenses including salaries and benefits. The remaining five percent (5%) 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.



DATE: February 13, 2015

TO: Nancy Locke, Contracting and Purchasing Director

FROM: Carol Butler, Corporate Performance Director

SUBJECT: 2015 HUB/WMBE Program

Seattle City Light ("City Light") remains committed to providing opportunities to women and minority-owned businesses seeking to do business with the utility. City Light's spending with WMBE firms increases each year while the utility's efforts to build relationships with consultants, suppliers, and construction firms also continues to improve. The sections that follow explain City Light's 2015 HUB/WMBE projects and activities.

**City Light WMBE Representative**

City Light will be hiring a new HUB/WMBE Program Manager. The position reports to the Corporate Performance Director and serves as the utility's dedicated WMBE representative. This individual will represent City Light at internal events, contract walkthroughs, conference calls, and other events or meetings where the utility's WMBE message and expectations need to be delivered and reinforced.

**2015 Goals for Consulting and Purchasing**

City Light develops spending targets 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 be \$13.0 Million in 2015.

FAS included a requirement in its directions to City departments that each should provide a percentage of spending in addition to forecast spending levels in dollar terms. To comply with this requirement, City Light's best estimate of how the dollar amount above translates into a percentage goal is 10%.

*Consulting Goal - \$3.2 Million*

The 2015 WMBE consulting expenditure target is equal to the 2014 goal and, as stated in the prior discussion, is based on planned committed expenditures from City Light's Officers and

Directors. The \$3.2 M goal is lower than 2014 performance, as Integral Consulting, a WMBE firm was purchased by a non-WMBE company in mid-2014.

Consulting contracts over \$277,000 will continue to contain the WMBE Inclusion Plan as part of mandatory bidding requirements. In 2013, City Light began to include the Inclusion Plan for contracts that were close to the threshold of \$277,000 as well as others where the utility saw the potential to use WMBEs. City Light continued that practice in 2014 and will do so again in 2015.

#### *Purchasing Goal - \$9.8 Million*

City Light's purchases from WMBE firms in 2014 exceeded the goal of \$8.5 million. In 2014, City Light lost several WMBE vendors for large ticket items purchased through blanket contracts. Because City Light is taking steps to address losing these vendors, and hopes to do so with FAS's assistance, a decision was made to set the goal to match 2014 actual purchasing spending or 15% above the 2014 target.

In total, City Light proposes to increase the 2015 consulting and purchasing goals an average of more than 11% above the 2014 targets to reach the \$13 million total expenditures with WMBE firms.

### **Public Works and Job Order Contracting**

#### Public Works

Although City Light will not propose specific a public works WMBE goal, the utility expects the following projects to be out for bid in 2015. Note that anticipated dates for initiating these projects are subject to change:

- Blue Ridge Conduit Replacement (\$4 - \$5 million) - First Quarter 2015
- Ross Barge Landing (\$1 million) - First Quarter 2015
- Technical Training Center (\$9 million) - First Quarter 2015
- Aurora Bridge Lighting Rehab (\$1 million) - Second Quarter 2015
- Denny Network (\$60 million) - Second Quarter 2015
- Delridge Way Street Lighting Conduit Replacement (\$1 million) - Third Quarter 2015
- Denny Substation (\$45-\$55 million) - Third Quarter 2015
- Diablo/Skagit Sewer System Rehab (\$5 million) - Third Quarter 2015
- Boundary Dam West Access Road Realignment (\$1.6 million) - Fourth Quarter 2015

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 advertisements 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 work to ensure that the utility complies with the ordinance.

### Job Order Contracting

In 2014, City Light and FAS finalized a new small works roster for the Joint Use and Streetlight Engineering Division. Prior to this happening, JOC contractors were unable to provide the kind of services needed by that Division. The scope includes installing and repairing wireless telecommunications equipment; working with copper, coax and fiber optic communication connections; and major maintenance of street light/utility poles and associated site restoration. Each project, as the case with other JOC contracts, is limited to \$300,000 with no annual limit. City Light will continue to utilize this roster in 2015.

City Light will also continue to utilize JOC on opportunities when necessary and deemed the best fit for a particular project. The JOC prime is obligated by contract to meet WMBE subcontractor requirement and responsibilities.

### **Plans and Strategies**

#### 1. Utility Specific Product and Service Efforts

In 2014, City Light completed a contract with the Northwest Mountain Minority Supplier Development Council (NMMSDC) to identify products the utility purchases regularly but for which there has been existing contract. NMMSDC provided research on six products as deliverables in the 2014. NMMSDC, as one deliverable, identified a local woman-owned business in Skagit County with the capacity and experience to bid on the Skagit Tour Boat RFP, a \$1.6 million project. The company competitively submitted a proposal and was selected as the winning bidder on the RFP.

In 2015, the utility is considering issuing another RFP through a competitive solicitation to find an organization or firm able to work with procurement to identify additional products and to find WMBE firms able to provide the products or services.

#### 2. Benchmarking

City Light contracted with Jan Keiser and Associates (a WMBE firm) to benchmark and provide best practices against other utilities in the country and other local private corporations in 2014. The findings and report will be finalized in February 2015. City Light will review the findings and determine which applicable recommendations can be implemented in 2015 or should be considered for future implementation

### 3. Training

City Light offers training several times each year on the procurement of consultant contracts and purchasing needs. In the past, the HUB/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 2015.

### 4. 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. In addition, the utility will look for other opportunities to leverage outreach in 2015 including through a consulting contract should that prove to be appropriate.

### 5. Tracking Subcontract Work on Consulting Contracts

In 2013, FAS implemented a system to track consulting payments made to subcontractors with SDOT adopting the lead in 2013 and 2014 to pilot the system.

The Asset Management group has volunteered to pilot the implementation for City Light in 2015. As Asset Management shares data from the pilot, City Light plans to expand the project to other contracts with a focus on those consulting contracts that require a WMBE Inclusion Plan as a part of the RFP/RFQ process.

### 6. Tracking Consultant Usage by Zip Code

In 2015, City Light will 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. This information will be reported to the Mayor's Office of Policy and Innovation in response to their request. Geographic statistics on contracts that are competitively bid will be reported quarterly.

7. 2015 Options

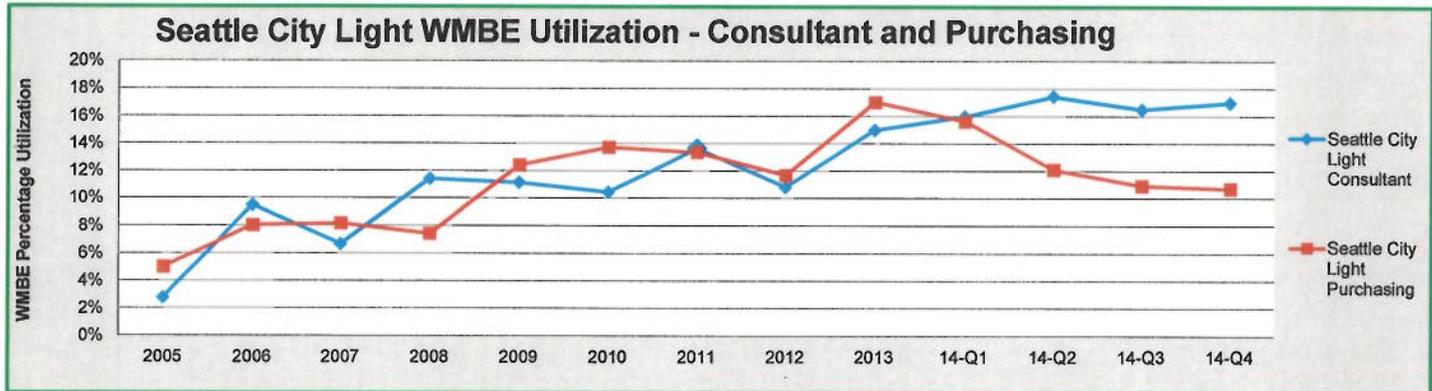
With the loss of the former HUB/WMBE program manager to a position as a policy advisor to the Deputy Mayor, City Light will undertake a comprehensive assessment of the program with the intent to determine how best to modify the current program to ensure future improvements. This assessment will include investigating alternatives for program delivery, evaluation of the best practice study recommendations, and reviewing the responsibilities listed for the position.

| 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 |
| 14-Q1              | \$ 8,579,326  | 16%     | \$ 1,370,759 | \$ 21,690,740 | 16%     | \$ 3,390,264  |
| 14-Q2              | \$ 16,537,809 | 17%     | \$ 2,881,039 | \$ 41,488,057 | 12%     | \$ 5,019,734  |
| 14-Q3              | \$ 23,444,751 | 16%     | \$ 3,867,739 | \$ 63,717,864 | 11%     | \$ 6,964,506  |
| 14-Q4              | \$ 31,297,335 | 17%     | \$ 5,314,716 | \$ 91,794,731 | 11%     | \$ 9,830,579  |

**2014 GOALS:**

**Purchasing = 9.7%**

**Consultant = 13.9%**



1) 2014 year to date spend through 12/31/2014

2) Produced by CPCS/FAS on 1/5/2015

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 \$573,049.56 paid to Integral, not previously reported

2015 SEATTLE DEPARTMENT OF TRANSPORTATION  
WMBE OUTREACH PLAN

**Department Representative for 2015:**  
**Edson Ives Zavala**

**2015 Voluntary Target for Seattle Department of Transportation:**

For 2015, Seattle Department of Transportation (SDOT) has established a voluntary Woman and/or Minority Business Enterprises (WMBE) utilization goal of twelve percent (12%) for Consulting and ten percent (10%) for Purchasing.

SDOTs Large Projects – previously referred to as Major Projects - will now be tracked for WMBE subcontractor participation as part of the department’s overall compliance process. These projects feature their own WMBE inclusion goals, but were previously tracked separately for a shared sixteen percent (16%) WMBE goal since no formal subcontractor utilization monitoring was in place for SDOT to monitor WMBE subcontractor utilization on all projects.

Since Quarter 4 2014, SDOT implemented an internal system to capture, track and monitor subcontractor inclusion commitments as denoted in Inclusion Plans. First Hill Streetcar, Seawall, Waterfront, and the Mercer West projects are now regularly tracked per their pertinent WMBE subcontracting goal as part of the department-wide SDOT Compliance Report.

| Voluntary 2015 WMBE Targets |     |
|-----------------------------|-----|
| Consulting                  | 12% |
| Purchasing                  | 10% |

## 2015 SDOT WMBE OUTREACH PLAN

### **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 2015 Outreach Plan summarizes the past performance and new 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 serve as the department's representative for the City's WMBE Initiative.**

#### **SDOT's 2014 WMBE Utilization Performance**

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 for FY2014. FY 2014 marked an increase in consultant and purchasing dollars and WMBE utilization.

2015 SDOT WMBE OUTREACH PLAN

| 2014 Performance Summary   |                        |                       |              |                        |                       |               |
|----------------------------|------------------------|-----------------------|--------------|------------------------|-----------------------|---------------|
| Procurement Type           | 2013 Performance       |                       |              | 2014 Performance       |                       |               |
|                            | Total                  | WMBE                  | % WMBE       | Total                  | WMBE                  | % WMBE        |
| Consultant Contract        | \$48,139,446.66        | \$2,582,042.56        | 5.14%        | \$50,025,689.28        | \$3,836,357.24        | 7.14%         |
| Consultant Roster          | \$2,080,815.28         | \$482,430.89          | 0.96%        | \$3,690,059.07         | \$1,744,642.70        | 3.25%         |
| <b>Consultant Total</b>    | <b>\$50,220,261.94</b> | <b>\$3,064,473.45</b> | <b>6.10%</b> | <b>\$53,715,748.35</b> | <b>\$5,580,999.94</b> | <b>10.39%</b> |
| Blanket Contract           | \$21,798,086.98        | \$1,663,935.41        | 6.43%        | \$25,906,305.04        | \$2,122,726.63        | 6.95%         |
| Purchase Contract          | \$2,875,878.81         | \$59,971.56           | 0.23%        | \$3,213,785.00         | \$245,525.73          | 0.80%         |
| Direct Voucher             | \$1,221,474.15         | \$184,747.21          | 0.71%        | \$1,403,795.46         | \$110,869.90          | 0.36%         |
| <b>Purchasing Total</b>    | <b>\$25,895,439.94</b> | <b>\$1,908,654.18</b> | <b>7.37%</b> | <b>\$30,523,885.50</b> | <b>\$2,479,122.26</b> | <b>8.12%</b>  |
| <b>Non-Compliant Total</b> | <b>\$145,932.12</b>    | <b>\$35,296.93</b>    |              | <b>\$139,086.76</b>    | <b>\$30,706.54</b>    |               |
| <b>Grand Total</b>         | <b>\$76,261,634.00</b> | <b>\$5,008,424.56</b> | <b>6.57%</b> | <b>\$84,378,720.61</b> | <b>\$8,090,828.74</b> | <b>9.59%</b>  |

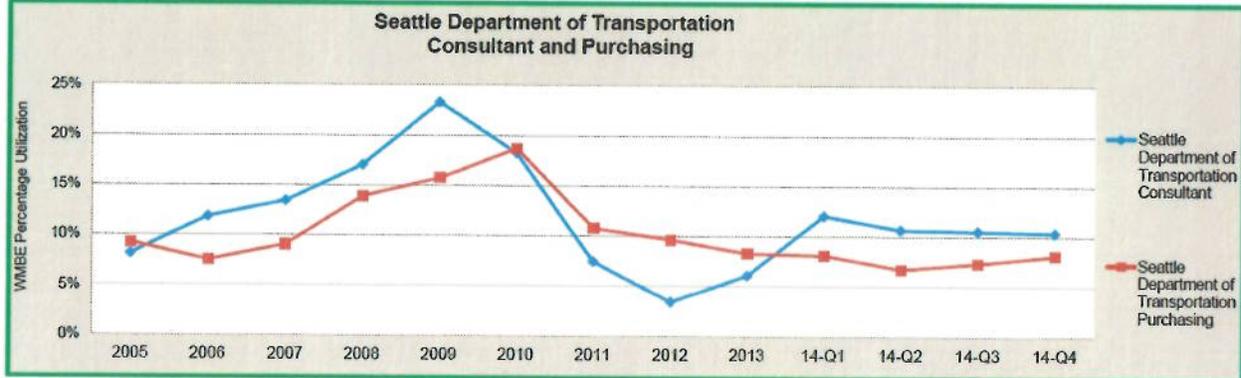
Figures two (2) and three (3) below illustrate SDOT's consultant and purchasing expenditures over the past ten (10) years.

Figure 2

| 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 |
| 14-Q1                                | \$ 7,480,996  | 12%     | 901,728   | \$ 9,300,044  | 8%      | \$ 757,273   |
| 14-Q2                                | \$ 21,153,410 | 11%     | 2,257,526 | \$ 19,596,295 | 7%      | \$ 1,322,625 |
| 14-Q3                                | \$ 35,897,974 | 11%     | 3,784,923 | \$ 26,710,418 | 7%      | \$ 1,963,460 |
| 14-Q4                                | \$ 53,715,748 | 10%     | 5,581,000 | \$ 30,523,886 | 8%      | \$ 2,479,122 |

## 2015 SDOT WMBE OUTREACH PLAN

Figure 3



**Footnotes:**

**\*Federally Funded Projects:** The Consultant Contract total includes contracts containing federal funds (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. SDOT held 14 federally-funded contracts in 2014 totaling \$7,305,012 in payments. 20% of those payments went to WMBE firms.

**\*\*Subcontractor Payments:** The above data is representative of dollars paid to firms engaged in a Prime consultant capacity. However, SDOT separately monitored 17 consultant contracts with Inclusion Plans in 2014, which attributed \$5,862,386 in sub-consultant payments to WMBE firms.

- 1) 2014 year to date spend through 12/31/2014
- 2) Produced by CPCS/FAS on 1/5/2015
- 3) Source: Standard Summit Reports

### 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 WMBE subcontractor dollar participation is tracked and monitored but is not presently reflected or denoted toward the Consultant WMBE inclusion goal.

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.

Beginning in quarter 4 2014, SDOT implemented an internal system to manually capture, track and monitor subcontractor commitments as denoted in Inclusion Plans. Moving into 2015, SDOT will continue to explore reporting mechanisms to capture and convey this information.

## 2015 SDOT WMBE OUTREACH PLAN

| Results for 2014 in Sub-Consultant Utilization   |  |        |
|--|--|--------|
| Total Dollars Paid on Monitored Contracts  | Total Dollars to WMBE Sub-Consultants on Monitored Contracts | % WMBE |
| \$27,419,421   | \$6,548,278*   | 24%    |
| <p>*The Seattle Department of Transportation monitored the Women- and Minority- Owned Business sub-consultant utilization on 15 consultant contracts with Inclusion Plans in 2014. Data on sub-consultant utilization was obtained from invoices from Prime consultants and pertain to payment received in 2014. Three contracts were held by WMBE primes. Additionally, SDOT monitored 2 contracts without Inclusion Plans and with high sub-consultant utilization: Mercer West and the Central Waterfront Project. Note, subcontractor spend is presently not readily available to incorporate into the departmental performance tracking due to lack of tools to accurately reflect prime and subcontractor certified participation.</p> |  |        |

### *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.

### *Large Projects/Purchases*

SDOT explores 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.

## 2015 SDOT WMBE OUTREACH PLAN

### **Change Management**

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

### **Inclusion Plan Monitoring**

FY 2014 marked the implementation of revisions for the City's Inclusion Plan utilized in Public Works, Consulting, and Purchasing contracts. Since Quarter 4 of FY 2014, SDOT has been using new tracking mechanisms to monitor and measure performance on consultant Inclusion Plan contracts.

Notably, the WMBE Advisor instated a monthly "Compliance Report" summarizing the status of all active consulting contracts with an Inclusion Plan goal for distribution to department leadership. This endeavor also entailed development and implementation of standardized processes to prompt prime contractors, project managers, and the WMBE advisor to align contract performance with predetermined WMBE Inclusion parameters.

### **Standardization of Procedures & Practices**

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

### **Information & Transparency**

A common challenge in the engagement of WMBEs has been the availability of information. Specifically, community firms often cite lack of information on upcoming work opportunities, goals, and tools available for inclusion in procurements. Aside from an increased presence in vendor/community events, SDOT has implemented the following measures to help close the gap on information availability.

#### ***SDOT WMBE Website***

The SDOT WMBE website was launched in July of 2014 and continues to build with upcoming project information, program goals and updates.

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

#### ***WMBE Stakeholder Group***

The WMBE Stakeholder Group was formed in the Fall of 2014. SDOT works closely with the group for feedback, insight, and opportunities for the development of a strong and useful WMBE Program.

### **Training**

SDOT has committed to improve and expand technical assistance, business development, training, and mentoring programs for WMBE firms by greater coordination with organizations, businesses,

## 2015 SDOT WMBE OUTREACH PLAN

individuals, and public agencies as well as other City departments and offices. Moreover, SDOT 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*

Aside from participation in community events, SDOT has launched the **Working With SDOT 101** training series to help WMBE firms connect with department staff, learn about procurement methods and the products and services the department purchases.

### *Internal SDOT Staff Training*

SDOT has established and launched the **WMBE Advocate Program** curriculum to train staff on WMBE inclusion. Specifically, staff is informed of program vision and available tools.

## **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. The new SDOT WMBE Advisor implemented the following initiatives in Quarter 4 of FY 2014:

### *Revision of Consultant Contract Request Form*

A significant challenge identified in promoting WMBE Inclusion within consultant contracting is the limited potential for impact on procurement vehicles aside from formally solicited consultant contracts that enable the incorporation of an Inclusion Plan.

With the collaboration of the SDOT Consultant Contract Unit, the WMBE Advisor prompted the revision of the Consultant Contract Request Form to capture WMBE due-diligence for Direct Select and Informal Solicitations. Given that the pivotal point in influencing Direct Select and Informal Solicitation expenditures 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.

### *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, the WMBE Advisor shifted to an active role in scoring the Inclusion Plans in order to promote standardization and stability for the process.

## 2015 SDOT WMBE OUTREACH PLAN

### *Pre-submittal Standardization*

With the introduction of the revised Inclusion Plan, the WMBE Advisor shifted into an active role in disseminating WMBE Inclusion information and expectations to prospective respondents at pre-submittals.

## Strategies and Outreach Efforts to Achieve Goals

### Consulting

SDOT 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 2014, 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 twelve percent (12%) aspirational goal through the following measures:

### *Consultant Procurement Inclusion Strategies*

- **WMBE Availability Assessment at Procurement Request**

SDOT will modify policy and practice to require WMBE availability assessment at the beginning of a purchase request. For 2015, the Consultant Contract Request form has been updated to require evaluation of WMBE availability in the request for formal, informal, and sole source procurement creations or amendments. Aside from providing an opportunity at the most influential point in procurements, this will enable the department to identify service areas that lack WMBE representation thereby providing direction and focus for engagement.

- **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.

- **Notification of Upcoming Opportunities**

SDOT will 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

## 2015 SDOT WMBE OUTREACH PLAN

firms that can potentially fill those needs. This will be incorporated into the *Working with SDOT 101* quarterly events.

### Purchasing

SDOT purchases a variety of goods and services through the following methods: Blanket Contracts, Purchasing Contracts and Purchasing Direct Vouchers. For FY 2014, Blanket Contract dollars accounted for approximately thirty-one percent (31%) of monitored payments while Purchasing Contracts and Direct Vouchers accounted for approximately four percent (4%) and two percent (2%) respectively.

#### *Purchasing Procurement Inclusion Strategies*

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

SDOT is looking at ways to capture a WMBE Availability assessment at the beginning of a purchase request. SDOT will pilot the use of a Purchasing WMBE Participation Opportunity Review Form with divisions in Quarter 1 of 2015. 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 WMBE firms and SDOT staff to facilitate connections between department purchasing needs and firms that can potentially fill those needs. This will be incorporated into the *Working with SDOT 101* 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 2015, SDOT will

## 2015 SDOT WMBE OUTREACH PLAN

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 which will make such work more accessible to the WMBE contracting community.

- **Outreach for Upcoming Opportunities**

As with Consulting, SDOT will coordinate matchmaking events between community WMBE firms and SDOT staff to provide advanced notification of upcoming Public Works projects in order to promote and encourage WMBE inclusive teaming. Such outreach efforts will commence prior to project release and will be incorporated into the **Working with SDOT 101** quarterly 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.

### **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.

- **Information Availability**

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

- **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

## 2015 SDOT WMBE OUTREACH PLAN

procurements. (In coordination with Finance Administrative Services (FAS) and SDOT's Consultant Contracts Unit CCU)

### Community Outreach Efforts

In 2015, SDOT will continue to have a presence in community organizations such as TABOR 100, NAMC, 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 101 (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.

#### **A/E Consulting Show Feb. 25, 2015**

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

#### **Alliance Northwest Vendor Trade Show March 5, 2015**

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

#### **Regional Contracting Forum March 10, 2015**

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.

#### **Reverse Trade Show (July 2015)**

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

#### **Construction Management Meet & Greet (Quarter 2-3)**

City discusses upcoming needs in areas including but not limited to: Construction Management and Inspection Services, Constructability Re-view, Cost Estimating, Contract Documentation, Material Testing & Conformance, and Claims Resolution.

#### **IT Meet and Greet (Quarter 2-3)**

WMBE technology experts and software providers will meet with City decision-makers. An area

## 2015 SDOT WMBE OUTREACH PLAN

of specific emphasis will be Project Quality Assurance Oversight of large, complex City IT projects.

### **2015 Capital Improvements Project Expo – Construction Preview (Quarter 4)**

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

### **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.

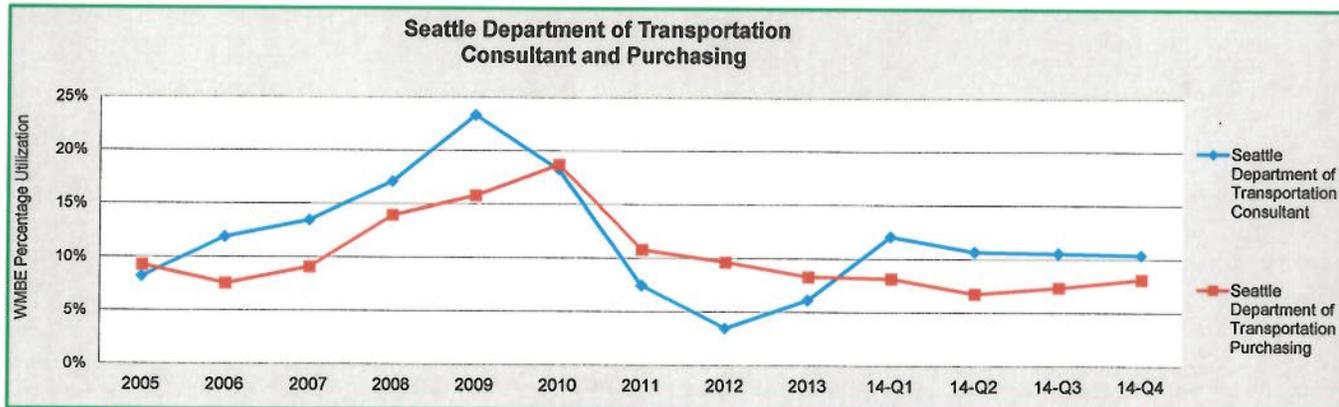
|  |
|--|
| <b><u>DEPARTMENT OUTREACH STAFF:</u></b> |
| Edson Ives Zavala –DBE/WMBE Advisor      |
| <b><u>DEPARTMENT DIRECTOR:</u></b>       |
| Scott Kubly- Director-SDOT               |

| 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 |
| 14-Q1                                | \$ 7,480,996  | 12%     | 901,728   | \$ 9,300,044  | 8%      | \$ 757,273   |
| 14-Q2                                | \$ 21,153,410 | 11%     | 2,257,526 | \$ 19,596,295 | 7%      | \$ 1,322,625 |
| 14-Q3                                | \$ 35,897,974 | 11%     | 3,784,923 | \$ 26,710,418 | 7%      | \$ 1,963,460 |
| 14-Q4                                | \$ 53,715,748 | 10%     | 5,581,000 | \$ 30,523,886 | 8%      | \$ 2,479,122 |

**2014 GOALS:**

**Purchasing = 10%**

**Consultant = 10%**



Footnotes:  
**\*Federally Funded Projects:** The Consultant Contract total includes contracts containing federal funds (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. SDOT held 14 federally-funded contracts in 2014 totaling \$7,305,012 in payments. 20% of those payments went to WMBE firms.  
**\*\*Subcontractor Payments:** The above data is representative of dollars paid to firms engaged in a Prime consultant capacity. However, SDOT separately monitored 17 consultant contracts with Inclusion Plans in 2014, which attributed \$5,862,386 in sub-consultant payments to WMBE firms.



## Seattle Center 2015 WMBE Plan

### Seattle Center Purchasing/Consultant Contracting 2012-2015

|                        | <u>2012 Goal</u> | <u>\$ Spent</u> | <u>2012 Actual</u> |
|------------------------|------------------|-----------------|--------------------|
| Purchasing             | 19%              | \$4.28M         | 21.0%              |
| Consultant Contracting | 19%              | \$556,246       | 12.3%              |
|                        | <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> |                 |                    |
| Purchasing             | 21%              |                 |                    |
| Consultant Contracting | 20%              |                 |                    |

**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 Contracting Equity Interdepartmental Team.

**2015 Goals:** In 2015, Seattle Center has increased its WMBE utilization goal for Consulting from 15% to 20%. The Purchasing goal remains at 21%, based on 2014 WMBE utilization of 17.8% on \$2.96M in operating purchases in 2014. One-time CIP-related purchases lifted department-wide WMBE utilization for Purchasing to 24.6% in 2014, but this is not expected to repeat itself in 2015.

**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 2015. 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.

**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. Seattle Center's WMBE Action Plan Team's accomplishments in 2014 include:

- Creation of a monthly WMBE Utilization report by work group which is updated and distributed each month.
- Creation of a WMBE information/resource tool on the Seattle Center intranet for easy access by department staff.
- Presentation on WMBE utilization, and how it aligns with both Seattle Center and City goals, at a Seattle Center All-staff meeting.

Seattle Center's WMBE Action Plan Team will continue to lead the department's efforts to meet or exceed WMBE utilization goals in 2015.

In addition, Seattle Center's Redevelopment section, the work group responsible for carrying out capital projects, was successful in incorporating the following strategies for 2014 to support WMBE utilization, and will continue these strategies in 2015 where possible:

- 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.

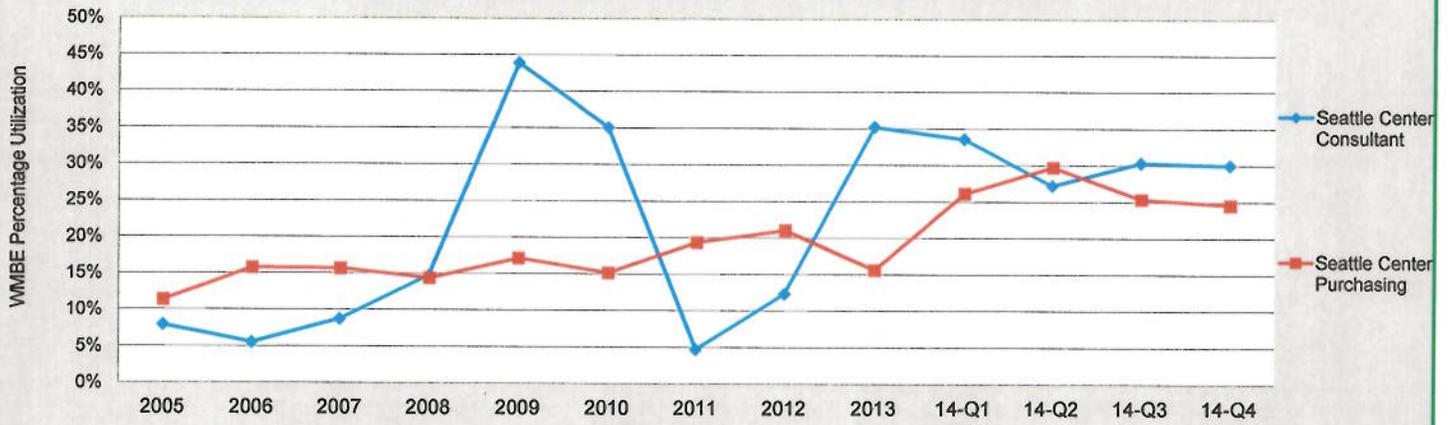
| Seattle Center |              |         |            |              |         |              |
|----------------|--------------|---------|------------|--------------|---------|--------------|
| Year           | Consultant   |         |            | Purchasing   |         |              |
|                | 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   |
| 14-Q1          | \$ 100,245   | 34%     | \$ 33,644  | \$ 1,567,408 | 26%     | \$ 409,474   |
| 14-Q2          | \$ 209,530   | 27%     | \$ 57,030  | \$ 2,701,653 | 30%     | \$ 803,466   |
| 14-Q3          | \$ 382,283   | 30%     | \$ 116,073 | \$ 4,124,479 | 25%     | \$ 1,046,320 |
| 14-Q4          | \$ 528,434   | 30%     | \$ 158,635 | \$ 5,386,159 | 25%     | \$ 1,323,609 |

**2014 GOALS:**

**Purchasing = 21%**

**Consultant = 15%**

**Seattle Center WMBE Utilization - Consultant and Purchasing**



1) 2014 year to date spend through 12/31/2014  
 2) Produced by CPCS/FAS on 1/5/2015  
 3) Source: Standard Summit Reports

# 2015 Annual WMBE Plan Seattle Public Utilities (SPU)

## Introduction

Seattle Public Utilities (SPU) provides high-quality drinking water, recycling, garbage pickup, sewer and stormwater drainage services that protect public health and promote city livability. Our purpose is to meet essential community needs while taking into account the triple bottom line of financial, environmental, and social costs. Our mission or core business:

We provide reliable, efficient, and environmentally conscious utility services to enhance the quality of life and livability in all communities we serve.

One of our goals is ongoing work towards equitable women and minority-owned business (WMBE) participation in our procurement, in accord with Seattle Municipal Code (SMC) 20.42, Mayor's Executive Order 2014-03, and City's Race and Social Justice Initiative.

The three major required components of the 2015 SPU WMBE Plan are:

- a. The Environmental Justice and Service Equity (EJSE) Division Director and Strategic Advisor - WMBE Coordination are the designated Department Representatives. The Strategic Advisor serves as the primary attendee for Contracting Equity Interdepartmental Team (IDT) meetings and appropriate events.
- b. SPU 2015 WMBE goal for prime consultants is 8.0% and purchasing is 17.0%; approximately a 10% increase above 2014 WMBE prime utilization.
- c. Optional 2015 contract-specific aspirational goals for sub-consultants (contracts over \$285,000 with WMBE sub-consultant inclusion opportunities):
  - i. Architecture/engineering services and design sub-consultant work is 19.0%
  - ii. Customer Programs sub-consultant work is 14.0%

Significant financial investment in Combined Sewer Overflows (CSO) control is necessary for the City to achieve its environmental objectives of complying with regulatory requirements and improving water quality in the City's surrounding receiving waters. These features were adopted by the City through City Council Resolution No. 31201 dated May 3, 2010.

Over the remaining year, the City will make significant investment, including the Delridge, Genesee and Henderson CSO projects, green solutions, CSO retrofits, and the development of the Long-Term Control Plan (LTCP). The total cost of these projects from 2010 to 2015, including overall program management, is currently estimated at \$193 million.

## **SPU Department Representative**

The Seattle Public Utilities Director ultimately is responsible for equity in City contracting initiatives within the Department:

- Pursue progressively bold and challenging goals for WMBE utilization;
- Pursue directives on WMBE and social equity contracting and integrate progress on those directives into the Department's annual work program and performance priorities throughout the organization and its programs;
- Prepare specific goals in the Annual WMBE Plan that includes utilization of WMBE consultants and sub-consultants of any tier, in addition to distinguishing those in the prime tier;
- Integrate the Department's Annual WMBE Plan and aspirational goals into the Department's annual work program and performance priorities throughout the organization and its programs; and
- Report to the Mayor on performance and attainment of the goals in the Annual WMBE Work Plan and related directives set forth in the Executive Order.

The Seattle Public Utilities Director has identified the Environmental Justice and Service Equity (EJSE) Division Director and Strategic Advisor for WMBE Coordination as responsible executive and WMBE expert for SPU's WMBE initiatives, respectively.

The Strategic Advisor for WMBE coordination, serving as the department representative, will:

- Guide implementation of SPU's WMBE initiatives and manage department progress
- Engage at monthly Contracting Equity Interdepartmental Team (IDT) meetings hosted by the Department of Finance and Administrative Services (FAS)
- Share SPU's initiatives, efforts, strategies, and implementation results to the IDT or others as requested
- Ensure key SPU staff participate at the City of Seattle Annual Reverse Vendor Trade Show
- Ensure key SPU staff participate at relevant 'Meet and Greet' events sponsored by SPU and City Purchasing and Contracting
- Ensure key SPU staff participate at the Regional Contracting Forum on March 10, 2015
- Participate in and/or organize other Citywide WMBE related activities
- Lead EJSE's internal WMBE Teams

The SPU Strategic Advisor for WMBE Coordination will also develop and implement other strategies and measurable activities appropriate to our department.

## 2014 Aspirational WMBE Goal Attainment for SPU

### A. Summary

| Class of Contract | 2014 Aspirational Goals | 2014 WMBE Spend |
|-------------------|-------------------------|-----------------|
| Consulting        | 8%                      | 7.16%           |
| Purchasing        | 14%                     | 16.17%          |

| Class of Sub-consulting | 2014 Aspirational Goals | 2014 WMBE Audited Spend |
|-------------------------|-------------------------|-------------------------|
| A/E and Design          | 17.0%                   | 17.35%                  |
| Customer Programs       | 14.0%                   | 11.75%                  |

### B. Consultant Contracts

*This table summarizes SPU's year-end contract payment to the prime consultant. Sub-consultants are paid directly by the prime-consultant and are not included in the table.*

| Branch                           | Total Payments      | Total WMBE Payments | WMBE %        | 2013 Goal |
|----------------------------------|---------------------|---------------------|---------------|-----------|
| Customer Service                 | \$1,738,987         | \$213,617           | <b>12.28%</b> | 8%        |
| Director's Office                | \$2,900,171         | \$718,967           | <b>24.79%</b> | 8%        |
| Field Operations & Maintenance   | \$1,757,630         | \$105,428           | 6.00%         | 8%        |
| Finance & Administration         | \$1,401,071         | \$171,637           | <b>12.25%</b> | 8%        |
| Human Resources & Service Equity | \$84,020            | \$82,263            | <b>97.91%</b> | 8%        |
| Project Delivery                 | \$17,751,931        | \$613,380           | 3.46%         | 5%        |
| Utility Systems Management       | \$8,984,087         | \$571,957           | <b>6.37%</b>  | 5%        |
| <b>Department Total</b>          | <b>\$34,617,897</b> | <b>\$2,477,248</b>  | <b>7.16%</b>  | <b>8%</b> |

(1) Payments rounded to nearest dollar.

**C. WMBE Participation by Consultant Procurement Option**

*This table summarizes SPU's year-end payments made by procurement methods.*

| Branch                           | WMBE Full-Solicitation Contract <sup>(1)</sup> | WMBE %        | WMBE Consultant Roster <sup>(2)</sup> | WMBE %        |
|----------------------------------|--|---------------|---------------------------------------|---------------|
| Customer Service                 | \$82,632                                       | 5.21%         | \$130,986                             | <b>85.92%</b> |
| Director's Office                | \$578,749                                      | <b>26.93%</b> | \$140,218                             | <b>18.67%</b> |
| Field Operations & Maintenance   | \$8,684  | 0.60%         | \$96,743                              | <b>32.28%</b> |
| Finance & Administration         | \$25,215                                       | 4.57%         | \$146,422                             | <b>17.24%</b> |
| Human Resources & Service Equity | \$67,100                                       | <b>97.45%</b> | \$15,163                              | <b>100.0%</b> |
| Project Delivery                 | \$327,796                                      | 1.98%         | \$285,584                             | <b>23.48%</b> |
| Utility Systems Management       | \$460,782                                      | 5.36%         | \$111,175                             | <b>28.19%</b> |
| <b>Department Total</b>          | <b>\$1,550,957</b>                             | <b>5.01%</b>  | <b>\$926,291</b>                      | <b>25.18%</b> |

(1) Full-Solicitation contracts are competitively bid and are generally greater than \$285K.

(2) Consultants are selected using the City's Consultant Roster processes and are for contracts less than \$285K. Contracts less than \$47K using the direct selection process are included in this column.

(3) Payments rounded to nearest dollar.

**D. Performance Level/Service Measure**

SPU's 2014 goal for WMBE consulting is 8%. The department closed 2014 at 7.16% WMBE spend. This data does not include sub consultant data, which is currently collected internally. 2014 Architectural/engineering (A/E) services sub-consultant goal is 17%. 2014 Customer service sub-consultant goal is 14%. All branches use Consultant Roster categories in an extremely effective manner, regardless of scope of work and industry. SPU met its sub-consultant goals by 3<sup>rd</sup> quarter.

*Special mention:*

- Director's Office - Corporate Strategies & Communications and Human Resources & Service Equity continue to exceed WMBE consulting goals for both Consultant Contracts and Consultant Rosters.
- Customer Service and Finance & Administration (F&A) exceeds the consulting goal due to Consultant Roster category use.
- Field Operations & Maintenance (FOM) WMBE spend reflects old engineering services contracts.
- Project Delivery (PDB) and Utility Systems Management (USM) exceed the consulting goal for Consultant Roster categories (23% and 28%, respectively). The 5% goal reflects architectural/engineering services industry having a limited number of WMBEs ready, willing, and able to formally compete as primes for work over \$285,000. See *E. Consultant Outreach and Inclusion Plans – Prime and Sub-consultant Opportunities* below.

The two remaining challenges are 1) using an alternative sub-consultant tracking method until FAS sub-consultant data matches SPU's and 2) determining how to affect WMBEs' capacity building to improve their ability to compete for contracts over \$285K for architectural/engineering services.

***E. Consultant Outreach and Inclusion Plans – Prime and Sub-consultant Opportunities***

Outreach Plans - SPU has 18 open contracts in Architecture/Engineering services and 4 open contracts in Other Consultant Contracts that contain the City's original WMBE Outreach Plan. When amendments are considered, Outreach Plans are converted into an Inclusion Plans, which requires identifying the WMBE firms that will perform the work.

Inclusion Plans - SPU has 35 open contracts in Architecture/Engineering services and 7 open contracts in Other Consulting Contracts that have a WMBE Inclusion Plan. WMBE utilization is established in the Plan by the Consultant and is evaluated as a part of the consultant selection process. WMBE sub-consultant utilization and expenditures for these contracts are summarized in the table below.

82.5% of the number of open full-solicitation consultant contracts is for engineering services. 95% of the open full-solicitation consultant contracts dollars spent are with engineering services consultants. \$3,342,308 was paid to WMBE architectural and engineering services sub-consultants during 2014 through third quarter.

WMBE Primes - Prior to 2011, there was one WMBE engineering consultant that competed for full solicitation engineering services consultant contracts. Since 2011 to today, there are five additional WMBE engineering consultants that competed for full-solicitation engineering services consultant contracts.

Eight (12.5%) of the 64 open full-solicitation consultant contracts audited by SPU have WMBE primes. Three additional contracts have been awarded to WMBE primes during 2014 but invoices will not be submitted until after 3rd quarter 2014.

**F. Sub-consultant Contract Summary**

*This table summarizes SPU's audited open full-solicitation consultant contracts through 3<sup>rd</sup> Quarter.*

| Open Contract Project Totals by Contract Category                  | Project Totals Invoiced To-Date | Invoiced To-Date WMBE Subs | WMBE Subs Spend Project Goal | WMBE Subs Project Spend % | # WMBE Subs. |
|--|---------------------------------|----------------------------|------------------------------|---------------------------|--------------|
| Architecture/Engineering Services with Outreach Plans (Pre 2011)   | \$42,272,812                    | \$1,995,931                | 0.0%                         | 4.72%                     | 28           |
| Architecture/Engineering Services with Inclusion Plans (Post 2011) | \$45,001,249                    | \$7,805,716                | 17.0%                        | 17.35%                    | 165          |
| All Other Consultants  | \$4,045,964                     | \$1,376,982                | 14.0%                        | 34.03%                    | 38           |

- (1) WMBE Designations = W/MBE: women and minority -owned businesses
- (2) Payments rounded to the nearest dollar.
- (3) WMBE sub-consultant goals set separately for architecture/engineering and customer services consultant contracts by project. The 34.03% represents all other full-solicitation consultant contracts.
- (4) Projects are multiple year in duration and are phased (i.e., options analysis, design, construction management)
- (5) Reporting forms used with invoices to collect sub-consultant payment information were audited during 2014.
- (6) The number of WMBE sub-consultants is for each contract and may contain duplicate firms working on multiple contracts.

**G. Purchasing**

*This table summarizes SPU's year-to-date payments made using direct voucher, blanket contracts or purchase contract procurement methods.*

| Branch                           | Total Payments      | Total WMBE Payments | WMBE %        | 2014 Goal  |
|----------------------------------|---------------------|---------------------|---------------|------------|
| Customer Service                 | \$955,053           | \$430,165           | 45.04%        | 14%        |
| Director's Office                | \$83,294            | \$45,378            | 54.48%        | 14%        |
| Field Operations & Maintenance   | \$13,687,474        | \$2,946,723         | 21.53%        | 14%        |
| Finance & Administration         | \$14,472,580        | \$1,567,844         | 10.83%        | 14%        |
| Human Resources & Service Equity | \$65,808            | \$26,197            | 39.81%        | 14%        |
| Project Delivery                 | \$4,946,708         | \$942,947           | 19.06%        | 14%        |
| Utility Systems Management       | \$6,349,514         | \$599,048           | 9.43%         | 10%        |
| <b>Department Total</b>          | <b>\$40,560,433</b> | <b>\$6,558,302</b>  | <b>16.17%</b> | <b>14%</b> |

(1) Payments rounded to nearest dollar.

#### **H. WMBE Participation by Purchase Procurement Option**

*This table summarizes SPU's year-to-date payments made by procurement method.*

| Option                  | Total Payments      | Total WMBE Payments | WMBE %        | 2014 Goal  |
|-------------------------|---------------------|---------------------|---------------|------------|
| Blanket Contract        | \$33,674,347        | \$6,219,574         | 18.47%        | 14%        |
| Direct Voucher          | \$2,996,100         | \$288,706           | 9.64%         | 14%        |
| Emergency Contract      | \$0                 | \$0                 | 0%            | 14%        |
| Purchase Contract       | \$3,889,986         | \$50,022            | 1.29%         | 14%        |
| <b>Department Total</b> | <b>\$40,560,433</b> | <b>\$6,558,302</b>  | <b>16.17%</b> | <b>14%</b> |

- (1) *Payments rounded to nearest dollar.*
- (2) *Purchase Contracts = Full Solicitations*
- (3) *Blanket Contracts = Contracts established for purchases that will exceed \$47K in a year.*
- (4) *Direct Vouchers = A one-time purchase less than \$8K, not to exceed \$47K in a year.*
- (5) *Emergency Contracts = An immediate need to resolve a threat to public safety, health, welfare or repair, preserve or prevent damage to property.*

#### **I. Performance Level/Service Measure**

SPU's 2014 goal for WMBE purchase spending is 14%. The department closed 2014 at 16.17% WMBE spend. Data does not include credit card purchases.

Special mention:

- Director's Office - Corporate Strategies & Communications and Human Resources & Service Equity continue to exceed WMBE purchasing goals for both Blanket Contracts and Direct Voucher purchases.
- Customer Service exceeds WMBE purchasing goals due to Blanket Contract and Direct Voucher use. However, it does not have any WMBE prime vendors for its Full-Solicitations (Purchase Contracts).
- Project Delivery and Field Operations & Maintenance (FOM) exceed WMBE purchasing goals due to Blanket Contract use.
- Finance & Administration (F&A) did not meet the WMBE purchasing goal for any purchasing method.

- Utility Systems Management (USM) has a branch specific goal of 10%. USM exceeded its goal for Blanket Contracts but not Direct Voucher or Full Solicitation Contracts.

SPU continues to do well with WMBE spend through Blanket Contracts. SPU also improved its WMBE spend through the Direct Vouchers (approximately a 2% increase from 2013). For 2015, WMBE inclusion using Direct Vouchers will remain a focus.

No full solicitation purchasing contracts have any WMBE Inclusion Plans.

#### **J. 2014 Year-end Impacts on 2015 WMBE Inclusion Results**

Effective January 1, 2015 the Utility began its implementation of its Mayor's Office and City Council approved Strategic Business Plan. As part of this implementation, the Utility will go through a significant realignment of branches, divisions, sections, and staff roles. This realignment will impact our 2015 WMBE inclusion results as reported internally. The Utility anticipates that the realignment will not negatively impact or prevent successful WMBE inclusion attainment overall.

## **2015 Aspirational WMBE Goal Attainment for SPU**

### **Detailed strategies and actions to support SPU's aspirational WMBE goal attainment**

Pursue directives on WMBE and social equity contracting and integrate progress on those directives into the Department's annual work program and performance priorities throughout the organization and its programs.

Prepare specific goals in the Annual WMBE Plan that includes utilization of WMBE consultants and sub-consultants of any tier, in addition to distinguishing those in the prime tier.

Use the City's WMBE Inclusion Plan for appropriate purchasing, consultant, and public works procurement in order to sustain and improve participation of women and minority owned business in City contracts.

Provide training and assistance to WMBE firms so they can successfully bid, administer and perform on SPU contracts in compliance with Policy FIN-110, Use of Enterprise Funds. Encourage WMBE firms to use available technical assistance and business development services. Improve and expand technical assistance, business development and mentoring programs for WMBE firms through partnerships and collaboration with organizations, businesses and public agencies

Enforce SPU contract provisions that require contractors of any tier to pay and release retainage promptly to subcontractors and suppliers of any tier, for properly invoiced, authorized and approved work.

Further develop internal mechanisms to improve report spend for primes, sub-consultants, subcontractors, and suppliers at all tiers.

Attend outreach events for WMBE firms and pursue aggressive outreach strategies to sustain and improve WMBE participation in SPU contracts;

Minimize the burdens on WMBE firms applying for certification while being stringent enough to weed out "false fronts" and minimize paperwork and create reciprocal certifications with other contracting agencies.

Provide annual reports on use and effectiveness of the WMBE Inclusion Plan in achieving WMBE participation goals.

Develop and implement policies, practices, and processes that can change the culture of City contracting and provide a more responsive environment for all businesses and contractors of all tiers, including WMBE firms, working on City contracts.

Ensure all policies, practices and processes are consistent and complementary and do not make it more difficult for firms to pursue SPU contracts including considering availability of WMBE firms at all tier levels with contracts size and scopes of work with increased lead time.

Ensure department prompt payment policies and practices expedite invoice payments for all work performed, and expedite Change Order approvals by City departments and contractors, while ensuring the integrity of the City payments being made.

Enforce SPU contract provisions that require Prime contractors of any tier to pay and release retainage promptly to WMBE subcontractors and suppliers of any tier, for properly invoiced, authorized and approved work performed by the WMBE subcontractor and suppliers.

Identify a method to regularly monitor and measure the City's WMBE program, including its satisfaction by contractors, subcontractors, consultants and vendors.

Track and report the Department's expenditures on public works, purchasing and consulting contracts for WMBE utilization beyond year-to-year trends to ensure the utilization of best practices.

SPU will primarily focus on engineering services consultant contracts. SPU will also focus on evaluating and tracking Direct Voucher Purchasing expenditures across the Utility to develop future strategies to increase WMBE spend in this contracting method. For greater detail see the section concerning Plans and Strategies below.

Additional WMBE focus includes:

- Improved tracking of department-wide sub-consultant spend for A/E & Customer Service
- Develop contracting strategies for WMBE prime/sub-consultant inclusion
- Analyze inclusion barriers on SPU projects
- Pull public engagement & community outreach out of engineering contracts
- Customize WMBE outreach to SPU lines of business and operations
- Track department-wide Direct Voucher use
- Improve the SPU supply chain and supply chain management with WMBE manufacturers and suppliers
- Develop WMBE purchasing plans for 2015
- Collect credit card purchase data from FAS
- Collaborate with the Contracts Division to develop and SPU Purchasing Manual with WMBE inclusion and training

**Proposed 2015 Aspirational WMBE Prime Spend Goals by type for SPU**

- Consulting: 8.0%
- Purchasing: 17.0%

These goals were set based on an in depth analysis of WMBE spend by class of contract, contract methods, and availability. The 2014 goal for prime Consultants remains the same as 2014 WMBE goal and represents the 10% increase over 2014 WMBE actual spend. The 2014 goal for Purchasing Vendors represent approximately a 10% increase over 2014 WMBE actual spend.

**Proposed 2015 Aspirational WMBE Sub-consultant Spend Goals by type for SPU**

- Architecture/Engineering and Design Sub-consulting: 19.0%
- Customer Programs Sub-consulting: 14.0%

The sub-consulting goals were developed based on an analysis of all full solicitation contracts with WMBE Inclusion Plans.

## **SPU Branch Specific Strategies and Objectives**

SPU proposes aspirational WMBE spending goals in the Utility Systems Management and the Project Delivery Branches of the Utility. Combined, these two branches spend a majority of (engineering services and design) consultant dollars and have also historically struggled to meet SPU department-wide WMBE aspirational goals. SPU proposes continuing to set branch-specific aspirational WMBE goals for these two Branches in 2015. Both these branches will participate in monitoring specific projects for WMBE sub-consultant spend for specific engineering services and design projects.

SPU is adding Field Operations and Maintenance Branch, Planning and System Support Division, and Customer Service Branch, Customer Programs Division in 2015 for monitoring specific WMBE sub-consultant spend.

### **Project Delivery Branch (PDB)**

PDB spends the most in total expenditures, including consultant and public works procurement. PDB ranks fourth for the most purchasing expenditures. PDB spent 30.19% of the Utility's consultant and purchasing spend. PDB spent over \$1.5 million with WMBE prime consultants and vendors during 2014.

#### **PDB Consulting: 5% aspirational WMBE spending goal for 2015**

#### **PDB Sub-Consulting: 19% aspirational WMBE A/E spending goal for 2015**

- In 2014, PDB did not meet its prime consultant spend goal, but did exceed its 17.0% sub-consultant projects goal. PDB's 2015 aspirational prime consultant branch goal remains 5.0%.
- In 2015, PDB will support SPU's 19.0% sub-consultant goal based on past performance and the percentage of available WMBE sub-consultants that perform engineering services and design work.
- PDB will analyze spending data of available WMBE firms in the City's Business Directory and consultant roster categories as supplied by the Strategic Advisor for WMBE coordination.
- PDB will require consultant and project managers to invite all available WMBEs on the appropriate roster category to submit proposals for consultant work under \$285,000.
- PDB will require prime consultants to report sub-consultant spend on specific projects and PDB will track this spend on all engineering services and design consultant contracts with sub-consultants.

- Our PDB Branch Deputy will meet quarterly with PDB Division Directors to identify areas in which WMBE's can be utilized, and set specific WMBE spending goals for each division.
- The PDB aspirational WMBE consultant and sub-consultant goals will be part of the Branch and Division Directors' performance contracts.
- Integrate the Annual Plan and aspirational goals into performance priorities for all tiers of Department and/or branch management, staff and programs.
- Pursue directives on WMBE and social equity contracting and integrate progress on those directives into the Department's annual work program and performance priorities throughout the organization and its programs
- The existing list of opportunities for consulting spending will be reexamined, updated, and prioritized.

### **PDB Purchasing**

- In 2014, the PDB's purchase spending comprised 12.19% of the overall utility spend in this category, of which 19.04% was with WMBE firms.
- PDB will participate in the Utility's department-wide review of Direct Voucher spending.

### **Additional PDB Construction Contract Strategies for 2015**

- *Design-Bid-Build Public Works Contracts*: Construction contracts over \$300,000 will continue to contain Inclusion Plans.
- *Job Order Contracting (JOC)*: JOC will continue to be a contracting method available for Project Managers for small public works projects.
- *GC/CM Public Works Contracts*: For larger, complex projects, Project Managers with Strategic Advisor for WMBE Coordination will continue to work with the selected prime GC/CM contractors to provide bidder and subcontracting opportunities to WMBEs through piloting new and innovative methods.

### **Finance & Administration Branch (F&A)**

F&A ranks first for the most spend for purchasing (35.68%) within the Utility. F&A ranks second for the most consultant and purchasing expenditures, comprising of 21.12% of the Utility's spend. F&A spent over \$1.7 million with WMBE prime consultants and vendors during 2014.

## **F&A Consulting**

- In 2014 F&A consultant spending comprised 4.05% of the overall utility spend in this category, of which 12.25% was contracted with WMBE primes. Since F&A continues to exceed its consulting goal, it does not set a separate branch consulting goal.
- The Facilities and Real Property Division hires architects and engineering services. In 2015, Facilities and Real Property Division will support SPU's 19.0% A/E sub-consultant goal based on past performance and the percentage of available WMBE sub-consultants that perform engineering services and design work.
- Integrate the Annual Plan and aspirational goals into performance priorities for all tiers of Department and/or branch management, staff and programs.
- Pursue directives on WMBE and social equity contracting and integrate progress on those directives into the Department's annual work program and performance priorities throughout the organization and its programs

## **F&A Purchasing**

- In 2014, the F&A branch's purchase spending comprised 35.68% of the overall utility spend in this category, of which 10.83% was from WMBE firms. F&A did not meet its purchasing goal, but does not have a historic pattern of failing to meet the department's goal so it does not warrant setting a separate branch purchasing goal for 2015.
- F&A Branch and the Strategic Advisor for WMBE Coordination will evaluate Direct Voucher and Blanket Contracts purchasing to determine where F&A Branch can increase its WMBE spend.

## **Field Operations and Maintenance Branch (FOM)**

FOM ranks third for the most consultant and purchasing expenditures, comprising of 20.55% of the Utility's spend. FOM spent over \$3 million with WMBE prime consultants and vendors during 2014. At the beginning of 2015, this branch will be merged with Utilities Systems Management, split into the three lines of business. It is unknown how this reorganization will impact WMBE spend and utilization.

### **FOM Consulting**

#### **FOM Sub-Consulting: 19% aspirational WMBE A/E spending goal for 2015**

- FOM consultant spending comprises 5.08% of the overall utility spend in this

category, of which 6.00% was contracted with WMBE primes. Of special note is FOM's high WMBE utilization from Consultant Rosters (32.28% WMBE primes spend). FOM's 2015 aspirational goal remains 12.0%.

- In 2014, FOM will support SPU's 19.0% A/E sub-consultant goal based on past performance and the percentage of available WMBE sub-consultants that perform engineering and design work.
- Integrate the Annual Plan and aspirational goals into performance priorities for all tiers of Department and/or branch management, staff and programs.
- Pursue directives on WMBE and social equity contracting and integrate progress on those directives into the Department's annual work program and performance priorities throughout the organization and its programs

### **FOM Purchasing**

- In 2014, the FOM branch's purchase spending comprised 33.76% of the overall utility spend in this category, of which 21.52% was with WMBE firms.
- FOM Branch and the Strategic Advisor for WMBE Coordination will evaluate Direct Voucher purchasing to determine where FOM Branch can increase its WMBE spend.

### **Utility Systems Management Branch (USM)**

USM spends the most in consulting and purchasing expenditures, comprising of 25.95% of the Utility's spend. USM spent over \$1.1 million with WMBE prime consultants and vendors during 2014.

### **USM Consulting**

- In 2014 USM consultant spending comprised 25.95% of the overall utility spend in this class of procurement, of which 6.37% was contracted with WMBE primes. Within this class of procurement, USM continues to make significant strides using the Consultant Roster method. During 2014, USM spent 28.19% with WMBE primes. With the merger with FOM, no branch goal will be set during 2015.
- USM will analyze spending data of available WMBE firms in the City's Business Directory and consultant roster categories as supplied by the Strategic Advisor for WMBE coordination.
- USM will require contract and project managers to invite additional WMBEs on the appropriate roster category to submit proposals for consultant work under \$285,000.

- USM will require prime consultants to report sub-consultant spend on specific projects and USM will track this spend on all engineering and design consultant contracts with sub-consultants.
- Our USM Branch Deputy will meet quarterly with USM Division Directors to identify areas in which WMBEs can be utilized, and set specific WMBE spending goals for each division.
- The USM aspirational WMBE consultant and sub-consultant goals will be part of the Branch and Division Directors' performance contracts.
- Integrate the Annual Plan and aspirational goals into performance priorities for all tiers of Department and/or branch management, staff and programs.
- Pursue directives on WMBE and social equity contracting and integrate progress on those directives into the Department's annual work program and performance priorities throughout the organization and its programs
- The existing list of opportunities for consultant spending will be reexamined, updated, and prioritized.
- In 2015, USM will support SPU's 19% aspirational A/E projects sub consultant goal based on past performance and the percentage of available WMBE sub-consultants that perform engineering services and design work.

### **USM Purchasing**

- In 2014, the USM branch's purchase spending comprised 15.64% of the overall utility spend in this category, of which 9.44% was with WMBE firms. With the merging with FOM, there will no longer be a branch goal.
- The Purchasing and Contracting Services Division, Department of Finance and Administrative Services, and the Strategic Advisor for WMBE Coordination regularly provide staff with information about available vendors, including WMBE vendors.
- USM Branch and the Strategic Advisor for WMBE Coordination will evaluate Direct Voucher purchasing to determine where USM Branch can increase its WMBE spend.
- The existing list of categorical opportunities for purchase spending will be reexamined, updated, and prioritized.

### **Additional USM Combined Sewer Overflow (CSO) Project WMBE Consulting Strategies**

- In order to comply with the federal Clean Water Act, Combined Sewer Overflows (CSO) reduction projects will continue to be a high level priority for SPU. As a result, multiple consultative partnership opportunities will continue to occur over the next decade. The majority of this work is engineering services and engineering support services consulting. Analysis based on business census, City of Seattle Business Directory, and roster category data is currently being updated to determine aspirational WMBE prime consulting and sub-consultant goals for CSO projects. The long-term WMBE aspirational goal for total spend is 18 percent and will be evaluated over multiple years.

### **Director's Office, Corporate Strategies & Communications Branch (DCSC)**

DCSC spends the third most in the Utility's spend in consultant procurement. DCSC ranks fifth for the most consultant and purchasing procurement, comprising of 3.97% of the Utility's spend. DCSC spent over \$764,000 with WMBE prime consultants and vendors during 2014. During the beginning of 2015, this branch will be separated into Utilities Services, Communications, and Policy.

#### **DCSC Consulting**

- In 2014 DCSC consultant spending comprised 8.38% of the overall utility spend in this category, of which 24.79% was contracted with WMBE primes. Since DCSC continues to exceed its consulting goal, it does not set a separate branch consulting goal.
- Integrate the Annual Plan and aspirational goals into performance priorities for all tiers of Department and/or branch management, staff and programs.
- Pursue directives on WMBE and social equity contracting and integrate progress on those directives into the Department's annual work program and performance priorities throughout the organization and its programs

#### **DCSC Purchasing**

- In 2014, the DCSC branch's purchase spending comprised 0.21% of the overall utility spend in this category, of which 53.80% was with WMBE firms. DCSC's WMBE spend through Direct Voucher method was the second highest amongst the branches within the Utility. Since DCSC continues to exceed its purchasing goal, it does not set a separate branch purchasing goal.
- DCSC will participate in the Utility's department-wide review of Direct Voucher

spending.

### **Customer Service Branch (CSB)**

CSB spends the fourth most in the Utility's spend in consultant procurement. CSB ranks sixth for the most consultant and purchasing procurement, comprising of 3.58% of the Utility's spend. CSB spent over \$645,000 with WMBE prime consultants and vendors during 2014.

#### **CSB Consulting**

- In 2014 CSB consultant spending comprised 5.02% of the overall utility spend in this category, of which 12.28% was contracted with WMBE firms. Of special note is CSB's high WMBE utilization from consultant rosters (85.92% WMBE primes spend).
- Under the Customer Programs Division are a number of large resource conservation and other customer program consultant contracts that exceed \$285,000 and require WMBE Inclusion Plans. In 2015, CSB will support SPU's aspirational 14.0% Customer Programs sub-consultant goal based on past performance and the percentage of available WMBE sub-consultants that perform this work.
- Integrate the Annual Plan and aspirational goals into performance priorities for all tiers of Department and/or branch management, staff and programs.
- Pursue directives on WMBE and social equity contracting and integrate progress on those directives into the Department's annual work program and performance priorities throughout the organization and its programs

#### **CSB Purchasing**

- In 2014, the CSB's purchase spending comprised 2.36% of the overall utility spend in this category, of which 45.18% was with WMBE firms. Since CSB continues to exceed its purchasing goal, it does not set a separate branch purchasing goal.
- CSB will participate in the Utility's department-wide review of Direct Voucher spending.

### **Human Resources & Service Equity Branch (HRSE)**

HRSE spends the least in procurement, comprising of 0.20% of the Utility's spend. HRSE spent over \$108,000 with WMBE prime consultants and vendors during 2014.

### **HRSE Consulting**

- In 2014 HRSE consultant spending comprised 0.24% of the overall utility spend in this category, of which 97.91% was contracted with WMBE primes. HRSE's WMBE spend was the highest amongst the branches within the Utility both by Consultant Contract and Consultant Roster methods. Since HRSE continues to exceed its consulting goal, it does not set a separate branch consulting goal.
- Integrate the Annual Plan and aspirational goals into performance priorities for all tiers of Department and/or branch management, staff and programs.
- Pursue directives on WMBE and social equity contracting and integrate progress on those directives into the Department's annual work program and performance priorities throughout the organization and its programs

### **HRSE Purchasing**

- In 2014, the HRSE branch's purchase spending comprised 0.16% of the overall utility spend in this category, of which 40.11% was from WMBE firms. HRSE's WMBE spend through the Blanket Contract method was the second highest amongst the branches within the Utility. Since HRSE continues to exceed its purchasing goal, it does not set a separate branch purchasing goal.
- HRSE will participate in the Utility's department-wide review of Direct Voucher spending.

## **Outreach Events and Activities**

SPU will strengthen relationships between SPU Project Managers, City Purchasers and other related staff with business communities, community associations, industry organizations, etc. The Strategic Advisor for WMBE coordination develops and maintains professional relationships with the above mentioned groups and ensures that SPU staff members participate in outreach events and activities through:

- Participating in various other Department-sponsored and SPU generated 'Meet and Greet' type forums and engagement of staff by connecting them with the relevant business communities.
  - Annual SPU Engineering Services and Design Consultant Workshop for major engineering and design projects – February 25, 2015
  - Annual Regional Contracting Forum – March 10, 2015
  - City and Tabor 100 sponsored Meet and Greet sessions with SPU staff responsible for that particular business area – throughout 2015.
  - City of Seattle Reverse Vendor Trade Show – late summer/early fall 2015
  - Northwest Minority Supplier Development Council's Annual WMBE Vendor Trade Show – March 12 - 13, 2015
  - Annual SPU Contractor Workshop for major construction projects – TBD 2015
  - Meetings with prime consultants and contractors to share SPU core values and procurement expectations throughout 2015 as needed – 'Coffees'.
- Maintaining and expanding relationships with other City departments, interlocal jurisdictions, higher education institutions, and state and federal government entities that provide business support, grants and financing to WMBEs and small businesses. Maintaining and expanding relationships with local and ethnic chambers of commerce, for-profit WMBE businesses, and business support organizations:
  - Tabor 100
  - Northwest Mountain Minority Supplier Development Council Board
  - National Association of Minority Contractors Washington Chapter (NAMC-WA)
  - Washington State Office of Minority and Women's Business Enterprises (OMWBE) Advisory Committee

- Win with Washington
- SCORE
- Small Business Development Centers
- Community Capital Development
- PTAC and Native PTAC
- City's Consultant Roster of WMBE Experts
- Disseminating information gathered from events to appropriate SPU staff, conducting follow up, and evaluating the progress.
- Developing and utilizing an up-to-date contact list by business industry or category to notify communities of SPU business opportunities through email and regular mail.
- Adjusting/improving the time frame for notifying the business community of opportunities so there is a reasonable amount of time for applications to be completed.
- Submitting opportunity notices and articles in community business organization newsletters regarding upcoming projects that have consultant and purchasing opportunities.
- Continued support of pre-submittal bid and proposal events between potential prime contractors, consultants, and vendors, and subcontractors.

## **SPU WMBE Inclusion Training**

### **WMBE related training that SPU will provide to employees in 2015**

- During 2015 the WMBE support team will make at least two presentations to the SPU Leadership Forum (all SPU supervisors) on updates, highlighted actions, and current strategies for reaching 2015 aspirational goals.
- SPU in partnership with FAS will provide training for project managers and other key SPU staff who hold or are planning to secure the services of a consultant or contractor. The focus of this training will include adhering to I-200 guidelines, Inclusion Plans, and how to partner and best utilize FAS Purchasing and Contracting support services.
- Contract managers, project managers, supervisors, and managers will continue to receive training about the SPU consultant contracting manual through classroom instruction and coaching. Staff also will participate in outreach events and learn how to search for WMBE firms.
- Contract and project managers will receive orientation about job order contracting and other alternative public works methods, how to score WMBE Inclusion Plans for both construction and consulting, how to calculate and set WMBE goals for bid packages, and how to collect and analyze WMBE data from consultants and contractors.
- Training will be developed and provided to staff with purchasing authority needing assistance to learn how to conduct vendor searches using both the State and City WMBE business search tools.

## **WMBE Tools**

### **Consultant Inclusion Plans and Consultant Contracting Processes**

All consulting contracts over \$47,000 are reviewed by the Strategic Advisor for WMBE Coordination (or designee) for WMBE business opportunities before solicitation as part of a face-to-face strategy session. The Strategic Advisor for WMBE coordination also attends the initial Consultant Strategy Session with our Contracts Division staff to determine the appropriate class of contract and contract method.

- If the contract is less than \$285,000 and the Strategic Advisor for WMBE coordination determines on a case-by-case basis there are meaningful subcontracting opportunities, then an Inclusion Plan will be included in the selection and contracting process.
- For contracts under \$285,000, the Strategic Advisor for WMBE coordination advises the contract and project managers from branches that have not met their aspirational consulting goal to contact at least two WMBE firms from the Consultant Roster for solicitation, including WMBE firms that have not been hired by the Utility before. In some cases, all the WMBEs on the consultant roster are contacted for solicitation.
- Contract and project managers are expected to participate at specific outreach events as determined by the Strategic Advisor for WMBE Coordination.
- WMBE inclusion is always discussed at all pre-submittal meetings with networking at the conclusion. Primes must demonstrate at the pre-submittal meeting sincere outreach efforts.
- If the contract is for more than \$285,000, the Strategic Advisor for WMBE Coordination either participates on the Consultant Evaluation Committee or coaches and advises the committee on what constitutes a successful WMBE inclusion plan, how to score the Plan, and how to ensure the selected prime successfully meets its commitments.
- SPU uses the WMBE Inclusion Plan as a tool to emphasize new sub-consultants and subcontractors being introduced to the primes and SPU primes developing innovative and meaningful sub-consultant mentoring and coaching; and expanding known sub-consultants' bandwidth and capacity in a safe environment.

## **Additional Strategies and Efforts**

### **Scope and Scale of Projects**

SPU considers innovation, cost, schedule, WMBE inclusion, and community engagement when determining the scale and scope of projects while adhering to competitive bid requirements. SPU uses its Stage-Gate process for asset development and management. WMBE inclusion considerations are considered at the options analysis, design, construction, and maintenance phases, impacting all classes of contracts (consulting, construction, and purchasing goods and services).

### **Use of Additional Resources**

SPU pursues the help and assistance of various business support organizations and government agencies for outreach to WMBEs to support the Utility's contracting goals. SPU through the Strategic Advisor for WMBE Coordination is a Board member of the Northwest Mountain Minority Supplier Development Council and member of the Washington State Office of Minority and Women's Business Enterprises (OMWBE) Advisory Committee; Tabor 100; National Association of Minority Contractors (NAMC) Washington Chapter; Win With Washington; and CrearPoder.

SPU has worked with the City's WMBE experts, Office of Economic Development, U.S. Small Business Administration, SCORE, PTAC, Native PTAC, Washington Cash, El Centro de la Raza, Casa Latina, ethnic chambers, Community Capital Development, Small Business Development Centers, University of Washington Consulting & Business Development Center, state ethnic commissions, and other business support groups to ensure SPU has a sufficient pool of competitive WMBE firms.

### **Continued Support of Customer Interests**

SPU continues to support customer interests by increasing the pool of consultants, product and service providers, and contracting firms. Increased competition and bid participation in the contracting process enables SPU to have a broader, more diverse pool of consultants, vendors and contractors which can result in lower costs to SPU. In 2015, SPU will begin to explore ways to quantify potential cost savings from increased competition.

### **WMBE Branch Action Team Strategies**

WMBE Branch Action Teams are members selected from their respective Branch who have profound knowledge of the business practices of the branch, analytical skills to determine spending habits, and the ability to make decisions and influence change in WMBE branch spending.

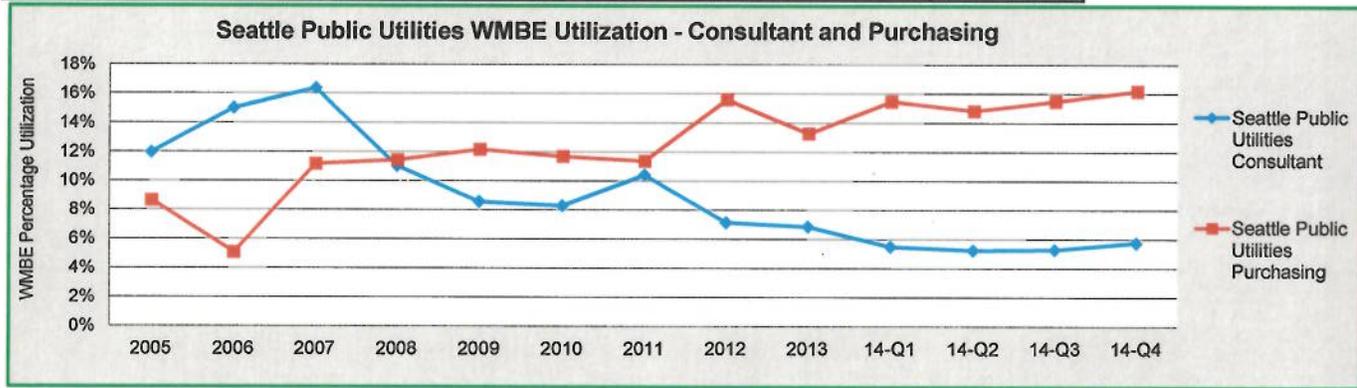
- The SPU Department Director and Executive Team have directed their staff, following the lead of the WMBE Branch Action Teams, to develop and implement 2015 inclusion strategies to increase WMBE utilization.
- Branch Action Teams have been successful in implementing change in spending habits for their respective branches and we intend that this continue in 2015.
- Teams will work with the Strategic Advisor for WMBE coordination to identify and create additional WMBE utilization strategies, including tailored training and building WMBE business relationships.
- The teams have developed working relationships with City Purchasing and Contracting Services Division (Department of Finance and Administrative Services), Seattle City Light and Seattle Department of Transportation to continue to identify barriers, share and develop successful strategies, and deepen the teams' knowledge of the WMBE selection processes and parameters.
- The Branch Action Teams and the EJSE WMBE Team will implement a campaign supporting WMBE purchasing strategies throughout 2015.

| 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 |
| 14-Q1                    | \$ 12,539,728 | 5%      | \$ 685,870   | \$ 9,002,495  | 15%     | \$ 1,392,336 |
| 14-Q2                    | \$ 22,500,859 | 5%      | \$ 1,173,764 | \$ 18,421,016 | 15%     | \$ 2,732,475 |
| 14-Q3                    | \$ 30,851,666 | 5%      | \$ 1,626,455 | \$ 27,711,775 | 15%     | \$ 4,291,948 |
| 14-Q4                    | \$ 40,170,423 | 6%      | \$ 2,307,313 | \$ 40,699,176 | 16%     | \$ 6,585,969 |

**2014 GOALS:**

**Purchasing = 14%**

**Consultant = 8%**



1) 2014 year to date spend through 12/31/2014  
 2) Produced by CPCS/FAS on 1/5/2015  
 3) Source: Standard Summit Reports

# OSE 2015 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 2015 Goals

Our aspirational goals for **OSE's 2015 General Fund budget** are:

- Consultant contracting goal: 16% (\$58,000)
- Purchasing goal: 45% (\$20,000)

Note on consultant contracting goal:

While the percentage of spending goal for consultants is reasonably high, it doesn't translate to significant dollars. There are several reasons for this. OSE's discretionary budget in 2015 is smaller than it has been in many years (about 10% fewer dollars). This is due to the absorption of pilot programs previously funded by grants that now require general fund dollars to maintain. As a result, a larger percentage of our budget is going to staffing and associated costs. In addition, about 50% of the remaining discretionary dollars for consulting are earmarked for programs that have vendor contracts established as part of their operations (Fresh Bucks contracts with farmers market organizations, Community Power Works partners with Clean Energy Works, etc.). Those vendors are primarily non-profits so are not included in our expenditure reporting.

In order to achieve the above goals, each program has a minimum goal of 10% WMBE spending which will be 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, and we will have a specific project goal as outlined in #3. See #5 for more detail on specific strategies.

## 3. Project Specific Strategies and Objectives

OSE will be working with several other City departments to launch a new Equity & Environment Initiative that will examine the City's environmental efforts and progress through an RSJI lens. A significant percentage (about a third) of the non-earmarked consultant budget is to be used on facilitation and engagement activities related to this new Initiative. We anticipate that while most of this budget will be a contract with a non-profit community partner, we are aiming to spend at least 20% on WMBE consultants. It may be more, but not enough is known about the specific services and expertise needed to better estimate at this time. OSE will track this on its own, not through FAS's tool, as we do not have a specific project/activity code assigned to this work (OSE rarely uses program-level tracking codes in our single BCL budget).

#### **4. Outreach Events**

OSE's WMBE representative will attend the IDT meetings as often as possible and trade shows where feasible (i.e., public works, engineering, etc. are not applicable to our general fund work). One staff person hopes to attend the regional contracting forum as he works closely with capital departments on facility energy efficiency improvements and would like to understand the WMBE vendors in that arena.

#### **5. Plans and Strategies**

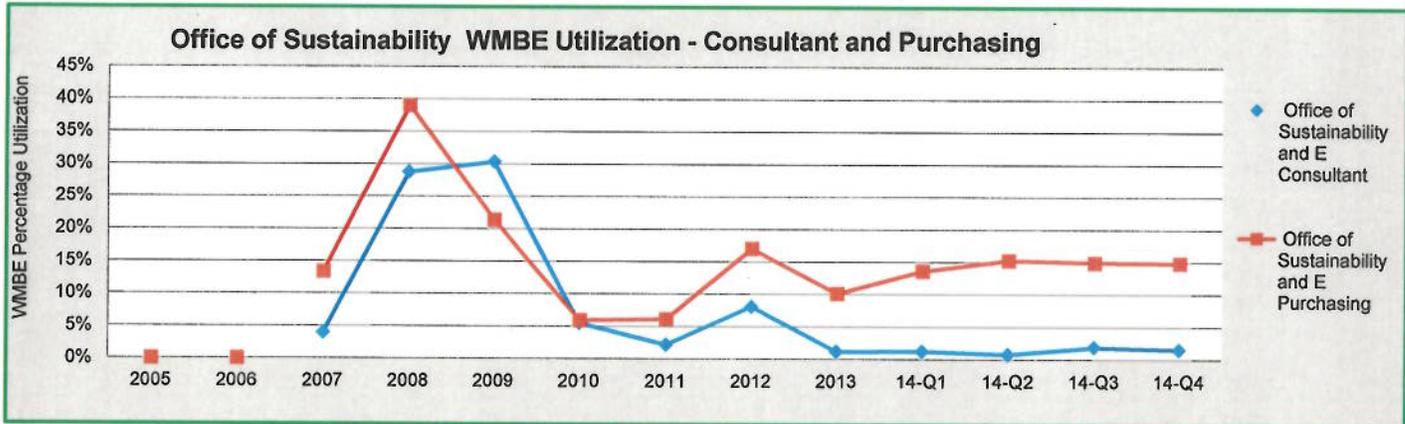
Last year, we piloted some specific program-area training on vendor searches and engagement. Project managers were briefed on WMBE spending in their areas, but not given a specific goal for their spending; this year each PM has a goal, and is being asked to provide a spending plan with specific expenditures highlighted for WMBE potential well ahead of moving forward with procurement. This will not only identify areas for more focus and assistance from the finance manager, but help avoid missed opportunities with vendors who have not registered as WMBE. In 2014, the office had two vendors who never registered in spite of our request to do so, so that is another area we will work on.

| 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 |
| 14-Q1                          | \$ 1,172,020 | 1%      | \$ 14,264  | \$ 93,614  | 14%     | \$ 12,715 |
| 14-Q2                          | \$ 1,817,078 | 1%      | \$ 14,264  | \$ 133,451 | 15%     | \$ 20,360 |
| 14-Q3                          | \$ 2,326,315 | 2%      | \$ 43,784  | \$ 149,153 | 15%     | \$ 22,304 |
| 14-Q4                          | \$ 2,824,790 | 2%      | \$ 43,784  | \$ 160,055 | 15%     | \$ 23,810 |

**2014 GOALS:**

**Purchasing = 40%**

**Consultant = 15%**



1) 2014 year to date spend through 12/31/2014  
 2) Produced by CPCS/FAS on 1/5/2015  
 3) Source: Standard Summit Reports