



WMBE Outreach Plans 2021

Report Date: April 12, 2021
Produced by: Finance and Administrative Services
Purchasing and Contracting
Division Director: Liz Alzeer

prepared by
**PURCHASING AND
CONTRACTING**



Seattle
Finance &
Administrative Services



WMBE Outreach Plans 2021

Produced by: FAS, PC/Alzeer/Beltran

For questions, please call Liz Alzeer (684-4535) or Miguel Beltran (684-4525)

2021 WMBE Goal Spreadsheet Summary

Purchasing
Consulting

2021 Department WMBE Plans and Historical Purchasing and Consultant Spend

1. Arts & Cultural Affairs
2. City Auditor
3. City Budget Office
4. Civil Rights
5. Department of Education and Early Learning
6. Department of Information Technology
7. Economic Development
8. Finance and Administrative Services
9. Fire Department
10. Housing
11. Human Services Department
12. Immigrant and Refugee Affairs
13. Law Department
14. Library
15. Municipal Court of Seattle
16. Neighborhoods
17. Office Intergovernmental Relations
18. Parks and Recreation
19. Planning and Community Development
20. Police Department
21. Seattle City Light
22. Seattle Department of Construction & Inspections
23. Seattle Department of Human Resources
24. Seattle Department of Transportation
25. Seattle Center
26. Seattle Public Utilities
27. Sustainability and Environmental Affairs
28. Waterfront

2021 WMBE GOAL



2021 Citywide WMBE Goals

2021 Citywide WMBE Goals	Consulting	Purchasing
		28.00%

Department/Office	Consulting	Purchasing
	2021 WMBE Goal	2021 WMBE Goal
ACA - Arts and Cultural Affairs	85%	62%
CBO - City Budget Office	25%	30%
CAO - City Auditors Office	33%	8%
DEEL - Dept of Education and Early Learning	45%	75%
DON - Dept of Neighborhoods	77%	66%
FAS - Finance and Administrative Services	24%	19%
FD - Seattle Fire Department	20%	17%
HO - Housing Office	50%	50%
HSD - Human Services	75%	50%
LAW - Law	25%	30%
LEG - Legislative	7%	1%
MC - Municipal Court	18%	20%
MO - Mayor's Office	0%	45%
OED - Office of Economic Development	55%	60%
OIR - Intergovernmental Relations	100%	100%
OIRA - Immigrant and Refugee Affairs	80%	80%
OLS - Office Labor Standards	10%	10%
OPCD - Office of Planning and Community Development	25%	19%
OSE - Sustainability and Environment	10%	75%
OWF - Waterfront	18%	1%
PD - Seattle Police Department	25%	15%
PRK - Parks	30%	25%
RET - Employee Retirement	1%	13%
SCL - Seattle City Light	15%	15%
SDCI - Department of Construction and Inspections	16%	47%
SDHR - Human Resources	20%	3%
SDOT - Seattle Department of Transportation	38%	19%
SEA-CNTR - Seattle Center	40%	25%
SEA-IT - Seattle Information Technology Department	33%	35%
SOCR - Office of Civil Rights	5%	25%
SPL - Seattle Public Library	12%	16%
SPU -Seattle Public Utilities	22%	18%

2021 Departments WMBE Outreach Plans

City of Seattle 2021 WMBE Plans



Inter Office Memo

To: Miguel Beltran
From: Office of Arts and Culture
Date: July 22, 2021
Subject: WMBE Report for 2020 and 2021 Annual Plan

1. Office/department WMBE representative:

Michael Davis, Facilities and Operations Manager. (206) 684-0170

2. Goalsetting: 2020 look-back and 2021 look-ahead:

ARTS WMBE Use Goals and Actuals				
2020	Purchasing Goals	Purchasing Actuals	Consulting Goals	Consulting Actuals
Percentage	60%	46%	75%	3%
WMBE spend	\$N/A*	\$30,764	\$N/A*	\$1,000
Total spend	\$N/A*	\$66,973	\$N/A*	\$80,000
2021 ARTS WMBE Use Goals				
2021	Purchasing Goals		Consulting Goals	
Percentage	60%		75%	
WMBE spend	\$196,000		\$110,000	
Total spend	\$316,000		\$130,000	

3. 2021 Outreach Plan:

- The biggest tactic our department will undertake to meet our WMBE goal is completing a new policy for consultant contracts. This policy will align with citywide practices to ensure that we include WMBE vendors every time our office holds a formal processes to find consultants.

- The biggest challenge to our WMBE goal is the uncertainty of our budget. At this time, we are not sure how many consultant contracts our department will be able to issue in 2021.
- 2020 was significantly impacted by COVID midyear budget reductions. Much of the anticipated spending was eliminated.

4. Prompt Pay:

In 2020, Arts paid 100% of contractors within 30 days. In 2021, we plan to continue paying all contractors on time by continuing to follow our efficient contract routing process.



2021 Office of City Auditor WMBE Outreach Plan

1. About/Department WMBE Representative

The Office of City Auditor conducts performance audits of City of Seattle programs, departments, grantees, and contracts. It also conducts non-audit studies to provide City of Seattle decision makers with timely information. In addition, our office facilitates and advocates for effective design and rigorous evaluations of City programs.

Representative - Rhonda Lyon, Office Manager

2. Goal Setting: 2020 look-back and 2021 look-ahead

2020 OCA WMBE Use Goals and Actuals

2020	Purchasing Goals	Purchasing Actuals	Consulting Goals	Consulting Actuals
Percentage	10%	0%	10%	2%
WMBE spend	\$150	\$0	\$48,882	\$13,400
Total spend	\$1,500	\$1,850	\$488,882	\$596,129

2021 OCA WMBE Use Goals

2020	Purchasing Goals	Consulting Goals
Percentage	7%	30%
WMBE spend	\$120	\$217,435
Total spend	\$1,500	\$664,553

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

3. 2021 Outreach Plan

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

4. Prompt Pay

Our actual 2020 prompt pay percentage was 66%. Our prompt pay goal for 2021 is to have 95% of our consultant invoices paid within 30 days. To achieve this, we will communicate to project managers the importance of receiving and approving invoices in a timely manner and we will work directly with the Legislative Department's Finance unit (they process our invoice payments) when there are any unique situations needing additional or special instructions.

An equal opportunity employer

David G. Jones, City Auditor

700 Fifth Avenue, Suite 2410 | Seattle, Washington 98124-4729

Phone (206) 233-3801 Fax (206) 684-0900

**2021 Annual WMBE Plan
City Budget Office (CBO)**

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

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

2. **Department common procurement needs:**

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

- CBO has no discretion in vendors for computers or printers, but must use contracts approved by ITD, who does the actual purchasing and maintenance.
- CBO utilizes Zebra Printing, a MBE, for printing the proposed and adopted budgets and the proposed and adopted Capital Improvement Program. These costs will be reduced as CBO continues to move toward electronic production and distribution.
- CBO's primary vendor for its office supplies and small items is Keeney's Office Supply, a WBE business.
- Of the Purchasing controlled by CBO selection, CBO typically purchases 30% or more of its procurement needs from certified WMBE businesses and will continue to do so.

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

- Of the total consultant contracts in 2020, CBO controlled 7% of the total cost. Of this, 65% was for WMBE firms.

3. **Department Representative:**

Shino Fibbs, CBO Executive Assistant/WMBE Lead

4. 2021 Goals:

WMBE Overall Utilization Goal for Purchasing and Contracting in 2021

CBO WMBE Use Goals and Actuals						
2020	Purchasing Goals	Purchasing Actuals		Consulting Goals	Consulting Actuals	Controlled Actuals
Percentage	30%	32%		25%	21%	65%
WMBE spend	\$	\$5,480		\$	\$55,772	\$12,022
Total spend	\$	\$16,421		\$	\$262,176	\$18,522
2021 CBO WMBE Use Goals						
2021	Purchasing Goals			Consulting Goals		
Percentage	30%			25%		
WMBE spend	\$10,500			\$28,000		
Total spend	\$35,000			\$112,000		

5. 2021 Project Specific Goals

We anticipate no special projects at present.

6. Outreach Events:

CBO does not currently have plans for additional contracts in 2021 beyond those already existing or through central City purchasing. Therefore, CBO does not have plans to participate in events focusing on outreach to WMBE vendors and consultants. Should an opportunity arise for us to participate in another department's event, we will do so.

7. Prompt Pay:

CBO is committed to supporting the Prompt Payment Initiative of 95%. Our typical turnaround time to pay invoices is 10 – 12 days unless the project managers require longer time to review and approve invoices. In 2020 during the pandemic, the process required longer than our typical turnaround time due to the employees working remotely. CBO's 2020 actual prompt pay percentage for consultant contacts is 80%. CBO's administrative staff and WMBE representative will be working closely with them approving their invoices within a week of received date. CBO's 2021 goal is to maintain above 95% and strive to reach 100% as a long-term goal.

8. B2Gnow:

CBO does not have consultant contract with inclusion plan in 2021.

Department Representative: Mei-Li Thomas, Sr. Planning and Development Specialist; Nga Nguyen, DEEL Accounting (Alternate)

Department Overview:

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

Common Procurement Needs:

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

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

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

Goal Setting—2020 & 2021

DEEL is proud to report that we exceeded our 2020 goal for purchasing (see table below) and has continued to improve annually in using WMBE vendors. DEEL’s total spending for consulting contracts was impacted by the COVID spending restrictions related to professional services contracts.

DEEL WMBE Use Goals and Actuals				
2020	Purchasing Goals	Purchasing Actuals	Consulting Goals	Consulting Actuals
Percentage	75%	95%	45%	30%
WMBE Spend	\$750,000	\$1,022,439	\$900,000	\$206,013
Total Spend	\$1,000,000	\$1,072,332	\$2,000,000	\$675,945
2021 DEEL WMBE Use Goals				
2021	Purchasing Goals		Consulting Goals	
Percentage	75%		45%	
WMBE Spend	\$750,000		\$900,000	
Total Spend	\$1,000,000		\$2,000,000	

2021 Outreach Plan:

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

- Promote awareness of WMBE with DEEL staff, managers, supervisors, and the department’s WMBE goals during new staff onboarding and annual internal trainings.

Department of Education and Early Learning
2021 WMBE Plan and Goals

- Provide training for new purchasing staff on the importance and role of WMBE purchasing and contracting and the tools and resources available to them, as well as the process for working with vendors to register as WMBE.
- Provide guidance and assistance to purchasing staff on how to use the InWeb WMBE Outreach Resources, particularly the Business and Blanket Vendor Contract Registration (VCR) Search, to search for WMBEs.
- Convene DEEL Finance & Administration Division (FAD) staff quarterly to WMBE utilization reports for any missed opportunities for WMBE usage, or for purchasing and contracting categories that are falling short.
- Implement a proactive communications campaign with existing vendors who qualify as WMBEs but have not registered with the City, encouraging them to register, and providing any assistance and guidance they need in the registration process.

Prompt Pay:

DEEL exceeded the overall Prompt Pay goal and achieved 96%. In 2021, DEEL will continue to meet or exceed this target. The Department is currently reviewing and refining our internal payment process to reduce payment cycle times.

Memo

Date: March 8, 2021
To: Miguel Beltran, City Contracting Compliance Manager, Purchasing and Contracting
From: Jeremy Doane, Seattle IT Procurement Manager
Subject: 2021 WMBE Goals and Outreach Plan

1. Office/Department WMBE representative:

Seattle IT's WMBE representative is Jeremy Doane.

2. Goal Setting: 2020 look-back and 2021 look-ahead

2a. (Table)

Seattle IT WMBE Use Goals and Actuals				
2020	Purchasing Goals	Purchasing Actuals	Consulting Goals	Consulting Actuals
Percentage	27%	35%	36%	33%
WMBE spend	\$16,470,000	\$28,849,787	\$8,280,000	\$8,506,458
Total spend	\$43,000,000	\$83,451,077	\$23,000,000	\$25,641,032
2021 Seattle IT WMBE Use Goals				
2021	Purchasing Goals		Consulting Goals	
Percentage	35%		33%	
WMBE spend	\$28,849,787		\$8,506,458	
Total spend	\$83,451,077		\$25,641,032	

3. 2021 Outreach Plan

Traditionally the Seattle IT Procurement team attends 4 outreach events per year:

- KCIT and Seattle IT Vendor Forum
- Regional Contracting Forum
- City of Seattle Reverse Vendor Trade Show
- U.S. Small Business Association Trade Show

Due to COVID, we will not attend all of these events, if any at all. We are working with King County to offer the KCIT and Seattle IT Vendor Forum virtually in 2021.

The biggest challenge Seattle IT faces in outreach is identifying Black-Owned consulting

firms that offer IT services. To help with that challenge, Seattle IT has created a DEI/WMBE/RSJI subcommittee aimed at assisting the IT WMBE representative with outreach. This subcommittee is actively searching for Black-Owned consulting firms so we can increase our utilization in that category.

Finally, Seattle IT would like to utilize Local WMBE Associations such as Tabor 100 and NWSDC to locate WMBE consulting firms in the IT space.

The biggest success for Seattle IT in 2020 was the increase on Purchasing WMBE spend. This was mostly due to utilizing a WMBE reseller for all of our Oracle spend. In 2021 we will continue to search for WMBE options in the IT arena.

4. Prompt Pay

Consultant Prompt Pay Actual 2020: 90%

2021 Consultant Prompt Pay Goals	
Consulting Roster	95%
Consulting Non-Roster	95%

To increase our prompt pay goal to 95% in 2021, Seattle IT has implemented the following:

- a) On a weekly basis, IT Procurement will meet with Accounts Payable to identify any issues that may cause invoices to be paid late.
- b) On a monthly basis, Seattle IT Finance Director will provide oversight and take action as appropriate.
- c) Provide an Invoice Cover Sheet (Sheet) to all consultant contracts and purchase orders. The Sheet provides prompting to contracts and purchase orders to increase timely submissions and accurate paying of invoices.



Memo

Date: March 10, 2021

To: Miguel Beltran, Finance & Administrative Services

From: Amanda Allen, Finance and Operations Director and Sasha Gourevitch, Strategic Advisor

Subject: OED's 2020 WMBE Report & 2021 WMBE Goals

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

For 2021, the Office of Economic Development has identified two resources to accomplish the duties outlined for an Office WMBE representative, Deputy Director Tina Inay and Small Business Development Business Advocate, Yonas Seifu; Tina will act as OED's lead.

Yonas Seifu, Small Business Advocate will be responsible for:

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

Tina Inay, OED Deputy Director will be responsible for:

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

- 2. Goal setting: 2020 look-back and 2021 look-ahead**

Please fill out the table below. 2021 goals should be in both percentage and dollar estimates. Because 2021 budgeting may not be complete, use your best projections. 2021 goals should be either equal to or higher than 2020 goals. If a department cannot meet this expectation, please explain.

OED assumed that, in 2020, nonprofit and government spending will not be included in the Departments' reported vendor spending and will be backed out of the calculation for the percentage of overall WMBE spending. The table below reflects the WMBE goals and actual spend *not* accounting for this removal.

OED 2020 WMBE Use Goals and Actuals				
2020	Purchasing Goals	Purchasing Actuals	Consulting Goals	Consulting Actuals
Percentage	60%	25%	55%	10%
WMBE spend	\$120,000	\$86,240	\$275,000	\$374,111

The table below reflects 2020 actual WMBE spend, removing nonprofit vendor spending.

OED 2020 WMBE Use Goals and Actuals				
2020	Purchasing Goals	Purchasing Actuals	Consulting Goals	Consulting Actuals
Percentage	60%	53%	55%	31%
WMBE spend	\$120,000	\$84,515	\$275,000	\$205,872

In addition, we are aware that some of OED's vendors are WMBEs but have not yet registered with the City. We want to acknowledge that OED staff has prioritized working with WMBEs regardless of their formal status. The table below reflects the WMBE goals and actuals accounting for both the removal of nonprofits and the addition of WMBEs not yet registered. OED staff is working with these vendors to ensure registration.

OED 2020 WMBE Use Goals and Actuals				
2020	Purchasing Goals	Purchasing Actuals	Consulting Goals	Consulting Actuals
Percentage	60%	57%	55%	38%
WMBE spend	\$120,000	\$104,399	\$275,000	280,055

Our 2021 goals are as follows:

OED 2021 WMBE Goals		
2021	Purchasing Goals	Consulting Goals
Percentage	60%	55%
WMBE spend	\$120,000	\$400,000

3. 2021 outreach plan. Summarize the strategies the department will undertake to reach 2021 WMBE goals. Focus especially on outreach and engagement work with the WMBE community, with emphasis on MBE contracting community, including:

- Tactics the department will engage with (technical assistance, attending or holding events, creating materials, working with community organizations) to reach WMBE goals.

- *The biggest challenges in meeting WMBEs goal and how the department will address them.*
- *How the department will build on biggest successes from 2020.*

In 2021, OED's program staff will continue to work to recruit diverse vendors and contractors from within our community connections and through the City's roster of WMBE businesses. OED will seek to achieve our WMBE Goals by continuing to contract with WMBE consultants serving diverse business districts and small business owners and spend discretionary budget with WMBE vendors. OED Program Directors will continue to provide information, training, and reminders to staff regarding WMBE usage. We continue to train staff to identify and support eligible businesses not already registered as WMBEs to complete their City WMBE registrations. This will help staff identify any missed opportunities for WMBE participation, both in contracting and direct voucher purchases. OED's goal to build an inclusive economy includes creating culturally responsive programming that meets the needs of BIPOC communities; this begins with investments with WMBE vendors or spent with organizations supporting BIPOC businesses and workers.

Our biggest challenge comes from some of our sector specific work which is based in industries which are predominately white. This is particularly true in the creative industries, which includes film and music. In these cases, we often focus on diversifying the industry by building a BIPOC talent pipeline.

4. Prompt pay. *All departments shall pursue a 95 percent compliance on prompt pay for consultant contracts. This means that the City shall pay prime contractors within 30 days of an accepted and properly prepared invoice. Please note 2020 actual prompt pay percentage and explain how the department will achieve 2021 goals.*

OED's 2020 prompt pay percentage was 98% on time with an average of 5 days until receipt of payment by our vendors. OED program staff and accounting staff will continue to collaborate and follow existing procedures to ensure that contractors' invoices are processed promptly.



March 2020

The mission of the Seattle Fire Department is to save lives and protect property through emergency medical service, fire and rescue response and fire prevention. We respond immediately when any member of our community needs help with professional, effective and compassionate service. The Seattle Fire Department uses both purchasing and consulting contracts to further the use of WMBE vendors. Due to the type of purchases and allocated budget Fire has we are continually looking for ways to include WMBE firms where applicable. Personal protective gear, apparatus and safety gear are the majority of the purchasing. Consultant contracts are used for training, recruitment and grant funded items. We look to add new WMBE vendors/contracts when going for bid on blanket contracts and purchase orders and use the consultant contract roster.

1. Department Contact: Sheila Kelly (sheilam.kelly@seattle.gov, 206-386-1461)
2. Purchasing top needs
 1. Personal Protective Equipment (SCBA's, bunking gear, helmets, boots, gloves, ballistic gear, uniforms)
 2. EMS Supplies – COVID PPE for all of Operations and testing and vaccine sites.
 3. Tools and Equipment for emergencies, events and training (Holmatro, chainsaws, hose, lumber, etc)
 4. Janitorial and office supplies (for 40 locations)
 5. Apparatus and items for SFD owned apparatus – rescue vehicles and boats

Consulting top needs

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

Note: The 2021 Consulting goal has been reduced due to the large amount of Consulting Contracts being executed for Covid vaccine and test sites, that are not WMBE, but high dollar.

Fire Department WMBE Use Goals and Actuals				
2020	Purchasing Goals	Purchasing Actuals	Consulting Goals	Consulting Actuals
Percentage	16%	26%	28%	20.13%
WMBE Spend	\$817,344	\$1,356,748	\$960,273	\$690,358
Total Spend	\$5,142,066	\$1,356,748	\$3,429,549 (all contracts)	\$690,358
2021 Fire WMBE Use Goals				
2021	Purchasing Goals		Consulting Goals	
Percentage	17%		20%	
WMBE Spend	\$999,818		\$629,069	
Total Spend	\$5,881,286*		\$3,145,346*	

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

3. The Seattle Fire Department continues to reach out to vendors that supply fire specific gear and equipment. We invite vendors to come to City vendor fairs and our warehouse, introduce them to the WMBE website so they can become a City approved vendor. The most significant and on-going challenge Fire has with WMBE usage is finding vendors that supply items that meet our specific safety needs in both quantity, availability and specifications. Though this is an ongoing issue, we continue to find new ways to expand our purchasing vendor list and be inclusive of WMBE and small and disenfranchised local vendors. This year, Fire was able to work with new vendors to increase the levels of spending with WMBE firms by using the WMBE search function in blanket contracts when looking for products. Ongoing successes in keeping our EMS suppliers WMBE along with our Janitorial contracts. We continue to find the reverse vendor fair a successful event for us and continue to be an active member in attending City, County and Fire specific vendor fairs and providing the website for vendors to put themselves on the roster.
 - a. This past year we have been able to continue to use vendors that are WMBE for PPE and Covid related expenses. We are striving to continue to do this, although with the shortage in some PPE we have been using other vendors to maintain our supplies.

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

1. Outreach – Fire will continue to attend vendor fairs (City, County and Fire specific). Will participate in inviting vendors to our warehouse to further our relationships and knowledge of WMBE vendors.
2. Consulting – Continue to invite consultants to register as WMBE when eligible and will continue to solicit consultant services from the City rosters. The consultant Contract Manager will continue to do more competitive bid solicitations for WMBE contracts.
3. Purchasing – Fire continues to work with the purchasers within the department to capture a WMBE availability assessment at the beginning of the process to identify when WMBE vendors are available.
4. Training – Fire is working to expand internal information and search functions to the department for finding WMBE vendors and using the tools available.

The Fire Department continues to have challenges in finding vendors that supply the product and services needed that meet our time specifications, quantity, budget and contract restrictions. We continue to look for avenues to further our WMBE involvement.

Although it can be a challenge Fire has been successful in engaging vendors to provide the equipment and services. Using the outreach tools and our current vendors we will continue to be successful in achieving our WMBE goals.

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

Date: Mar. 8, 2021
To: Liz Alzeer, Division Director, Purchasing and Contracting
From: Miguel Beltran, WMBE and Contract Compliance Manager

As instructed by the Mayor’s Office on January 25, 2021, this memo responds to the Equality in Contracting Ordinance (SMC 20.42) and Executive Order 2010-05.

1. FAS WMBE Representative: Miguel Beltran, WMBE and Contract Compliance Manager

2. Goal Setting:

Purchasing goals for 2021 are based on actual WMBE achievements in 2020, and our 2021 budget for expenditures. Typically, the department exceeds its total spending estimations due to available salary savings at the end of the year.

FAS WMBE Use Goals and Actuals				
2020	Purchasing Goals	Purchasing Actuals	Consulting Goals	Consulting Actuals
Percent	18%	26.3%	23%	36.2%
WMBE spend	\$11,873,751	\$19,119,901	\$1,397,225	\$2,753,995
Total spend	\$65,958,465	\$72,753,426	\$6,075,225	\$7,599,353
2021 FAS WMBE Use Goals				
2021	Purchasing Goals		Consulting Goals	
Percent	19%		24%	
WMBE spend	\$14,623,283		\$1,778,352	
Total spend	\$76,964,650		\$7,409,802	

3. 2021 Outreach Plan:

FAS will continue proven community outreach. The expanded strategies include:

- Community outreach: FAS attends the monthly meetings of organizations supporting WMBEs, including Tabor 100 and the National Association of Minority Contractors (NAMC). FAS produces a monthly newsletter with information on City contracting that is of particular interest to WMBE’s.
- Contractor Training: FAS/PC will continue training contractors and consultants, especially WMBE firms, on how to use B2Gnow for subcontracting payment reporting, prompt pay reporting and WMBE utilization.
- Alternative-language WMBE firm outreach: FAS will continue providing monthly workshops "how to do business with the City" First Friday events but virtually due to COVID-19. During 2021, FAS is expanding these First Friday events into a Spanish-speaking workshops, also monthly or bi-monthly as demand dictates. We will have Spanish-language translations of "how to do business" materials, and a Spanish-speaking buyer to present the information and engage with the audience. FAS is part of the language-access Interdepartmental Team to work with OIRA, DON and other departments to identify opportunities to expand language-access for contracting equity.

2021 challenges

- Due to COVID-19, all events have been cancelled or conducted virtually. Cancelled events include Reverse Vendor Trade Show (RVTS) and Construction Expo. Capital departments regularly invite FAS/PC to support their WMBE outreach events by providing information on how to register in the Online Business Directory and how to do business with the City. Some of the events that have moved to virtual format FAS will continue collaborating with City departments to participate in these events, such as the SPU's annual A&E event, SDOT's Move Seattle and Ready to Prime events. FAS/PC will attend the NW Alliance matchmaking event in 2021.
- To protect the health and safety of our staff and customers, and to help mitigate the impact of COVID-19, Purchasing and Contracting temporarily closed the City satellite office at the new Tabor Equity Empowerment Center, however we are still available to take calls and support work with WMBEs virtually and planning to conduct event for the Tabor 100 community such as "How to do business with the City of Seattle and information about the WMBE program.
- Budget reduction: The 2020 budget reduction will limit discretionary spend and impact WMBE utilization. FAS is leading the Committed spending and limited opportunity: FAS has ongoing contracts with non-WMBE vendors, such as the City Finance contract dedicated to system development. These contracts are existing contracts or "sole-source" contracts – goods or services with only one provider. FAS anticipates less opportunities for consultant contracts: CD anticipates only one or two new RFQs this year for A/E firms.

Building on Successes

- Using support services: The Technical Assistant contract with Northwest Mountain is in effect and WMBE firms are reaching out for support. Many WMBE firms valued and benefited from the services provided by NMWCC. In 2021 FA/PC will released a request for proposals that will provide continuity to the technical assistance services by selecting a consulting firm to shape and deliver technical assistance to WMBE firms conducting or interested in conducting business with the City. FAS will use the Technical Assistance Services contract to build a WMBE vendor pipeline and focus specifically on analyzing opportunity to increase equity when working with Black-owned businesses.
- WMBE utilization education: In 2021, FAS is launching a mandatory WMBE Training Program to promote WMBE inclusion within the department and to support FAS staff in making real-time decisions on WMBE purchasing and consultant contracting. This work will include distributing materials about WMBE purchasing, offering staff training on how to find WMBE firms, providing guidance on what spend gets counted and what gets excluded in the WMBE reports and providing other services as needed. FAS will continue supporting other City departments through trainings including WMBE program, resources, and reports, B2Gnow, Job Order Contracting and consultants.
- WMBE Advisory Committee (WMBE-AC) The Mayor established the WMBE-AC by Executive Order as an ongoing advisory body that provides guidance to the City of Seattle through FAS regarding ways to support inclusion and participation of woman and minority owned businesses in City of Seattle contracts. The WMBE-AC will review and recommend changes to the City's WMBE program and will provide advice to the City on WMBE issues and concerns. FAS is leading the committee and provides the committee program performance reports.
- Disparity Study: In 2021, FAS selected, via competitive procurement, a Woman and Black-owned firm to conduct a disparity study to evaluate equitable access to contracting opportunities to WMBE firms. This contract is expected to begin in the second quarter of the year and continue into 2022.

- *B2Gnow review:* In 2020, the Mayor's directed FAS to conduct a Citywide B2Gnow review. In 2021, FAS is launching B2Gnow IDT to develop internal procedures and best practices on using B2Gnow to monitor consultant contracts and track WMBE subconsultant use.
- *WMBE Reports:* FA/PC produces comprehensive reports on WMBE utilization on a quarterly basis. The reports are distributed to all departments, as well as being posted online. In 2021, FAS will do a more detailed analysis and reporting, focusing specifically on spending by race/ethnicity and analyzing opportunity to increase equity when working with Black-owned businesses.
- **Diversifying vendors:** FAS will look for additional opportunities to contract with WMBE vendors when possible. For example, FM will review their parts vendor list and work to help vendors register as WMBEs or find WMBE vendor alternatives.
- **Working with new vendors:** In 2020, FAS engaged in work with several new vendors. For example, Customer Services found a new WMBE consultant, Studio Pacifica. This contract will continue in 2021.

4. Prompt Pay:

Our department met prompt pay guidelines for 95% of invoices in 2020. We anticipate we will maintain this level in 2021. Prompt payment is measured by the % of consultant contract invoices paid within 30 days of invoice.

FAS will continue closely monitor prompt pay reports for each division and analyze compliance on a monthly basis. FAS will work with all levels of staff to train on invoice submission and processing as needed.

March 8, 2021

To: Miguel Beltran, Finance and Administrative Services

From: Emily Alvarado, Office of Housing

Subject: 2021 WMBE Utilization Plan

Department WMBE representative:

Rebecca Guerra, Finance & Administration Manager

Goal Setting:

Office of Housing WMBE Use Goals and Actuals				
2020	Purchasing	Purchasing	Consulting	Consulting
Percentage	50%	59%	2%	0%
WMBE spend	\$22,500	\$12,454	\$10,000	\$0
Total spend	\$45,000	\$21,010	\$500,000	\$217,424
2020 Office of Housing WMBE Use Goals				
2021	Purchasing Goals		Consulting Goals	
Percentage	50%		50%	
WMBE spend	\$22,500		\$3,200,000	
Total spend	\$45,000		\$6,400,000	

Please summarize the department's efforts in reaching 2020 WMBE goals.

Purchasing

OH's purchasing needs are largely covered by blanket contracts with WMBE firms. When those firms do not have the necessary items, staff members are encouraged to seek a WMBE option to fulfill their purchase. Because of these practices, OH consistently surpasses a 50% WMBE rate.

Please note that the numbers in the City's 2020 WMBE report for OH Purchasing do not match this table, because they inaccurately include approximately \$98,000 of emergency rental assistance payments that went to non-profit housing operators. (Over \$4 million went to rental assistance payments in 2020; the vast majority of these were correctly coded as DX as the doc type in PeopleSoft, and therefore not categorized as "purchases," while a small number totaling \$98,000 were coded as DV and therefore were incorrectly included, creating a false representation of our WMBE utilization percentage.)

Consulting

All the funds that OH spent on consulting services in 2020 reflect a single contract with Enterprise Community Partners, as was directed in the Council's Adopted Budget. There were no consulting expenditures in 2020 that reflected OH procurement.

2021 Outreach Plan

Purchasing

Given past positive results, OH will continue to use established blanket contracts and prioritize WMBE vendors absent a blanket contract.

Consulting

In 2021, OH is administering a \$22.7 million emergency rental assistance grant in response to the economic impact of COVID-19. Of this total, \$6.2 million will be awarded to community-based organizations through a competitive process, and for those contracts, OH will endeavor to prioritize WMBE firms. Specifically, these funds will be awarded to agencies that have an established track record of serving communities that 1) have been disproportionately impacted by Covid-19; and, 2) have a disproportionate need for rental assistance; and that have experience in managing rent assistance and/or homeless prevention dollars particularly during the current Covid-19 public health emergency.

Expenditures Not Included in WMBE Reporting

Most of OH's expenditures fall outside the scope of the City's standard WMBE categories of purchasing, consulting, and public works. To exert the maximum possible influence on WMBE outcomes, OH employs policy and outreach tools to expand our partners' use of WMBE contractors.

- The Combined Funders Application, through which the City identifies affordable housing projects to receive OH loan funding, explicitly requires respondents to set a WMBE utilization goal and describe their plan to meet that goal, including advertising and outreach plans. Once construction begins, borrowers are required to report regularly on progress toward meeting WMBE goals.
- OH regularly conducts outreach to low-income populations, non-profit developers serving low income families / individuals, and community stakeholders that advocate for who are directly impacted by and benefit from our programs. These outreach efforts provide opportunities to connect with WMBE firms related to housing development, home repair, and weatherization.

- OH's Asset Management unit performs physical inspections of projects in the OH's affordable housing loan portfolio. The inspection process includes making WMBE resources available to housing owners and property management companies who purchase building equipment and contract for building repairs and ongoing service contracts,
- As noted above, OH is administering a \$22.7 million federal rental assistance grant this year. An \$8 million sub-award of this total will go to the United Way of King County, who will in turn contract with community organizations to disburse the funds. The United Way shares the City's commitment to investing in WMBE organizations, and we will encourage them to use a lens of both WMBE and effective service to BIPOC communities in selecting their sub-recipients.

Prompt Pay

OH's actual prompt pay percentage in 2020 was 99%. Our Finance unit will continue its established processes in 2021 to continue fulfilling a prompt pay goal of at least 95%.

Date: March 9, 2021
To: Edson I. Zavala and Miguel Beltran
From: Helen Howell, Interim Director *Helen*
Subject: HSD 2020 WMBE Performance Results and 2021 WMBE Outreach Plan

Per SMC 20.42, below is the Seattle Human Services Department's (HSD) 2020 performance results and 2021 WMBE outreach plan.

COVID-19 Considerations

Due to the pandemic, HSD had to cut 2020 discretionary funding. This included funding that would have been used for consultant contracting and additional purchasing transactions. COVID-19 also impacted the way HSD conducted business. During the height of the pandemic, HSD shifted focus to provide emergency services (as outlined in the Continuity of Operations Plan as "essential functions") and changed to a remote working model that altered purchasing types. This had a direct impact on the 2020 WMBE performance, specifically in contracting.

2020 Performance Results

Purchasing:

HSD purchases totaled \$2,688,860.57, of which approximately \$1,344,430.29 (66%) was awarded to WMBEs in 2020 (Table 1.1), exceeding our 50% purchasing goal. In 2020, a large amount of purchasing dollars went to deliver emergency services for the pandemic. This included \$1,408,492 (52% of total purchases) in funding aimed at security and cleaning services for the overnight shelters provided to those experiencing homelessness.

Contracting: A total of \$916,182.54 was awarded via consultant contracts (including non-profit organizations), of which approximately \$633,968.31 (69%) was awarded to WMBEs (Table 1.2), falling slightly short of our 75% contracting goal. In 2020, HSD had consulting contracts that ended early due to budget reductions and priority shifts to COVID response. Even so, HSD made strides in Hispanic consultant contracting going from \$44,830 (7%) in 2019 to \$473,067 (52%) in 2020.

Table 1.1

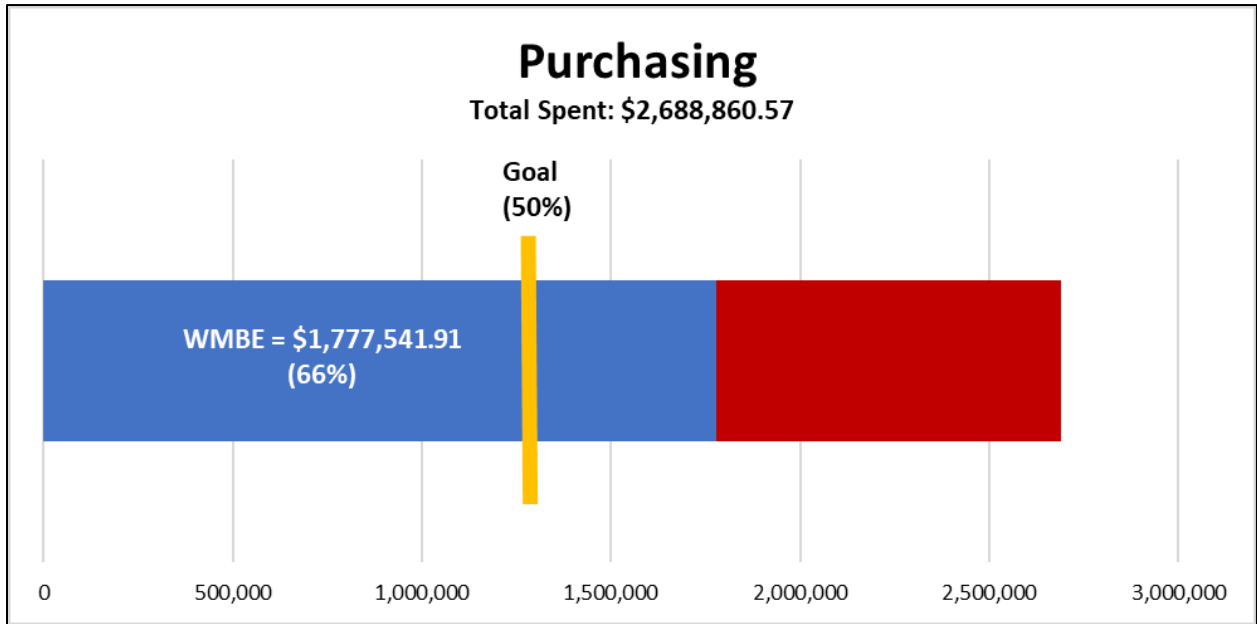
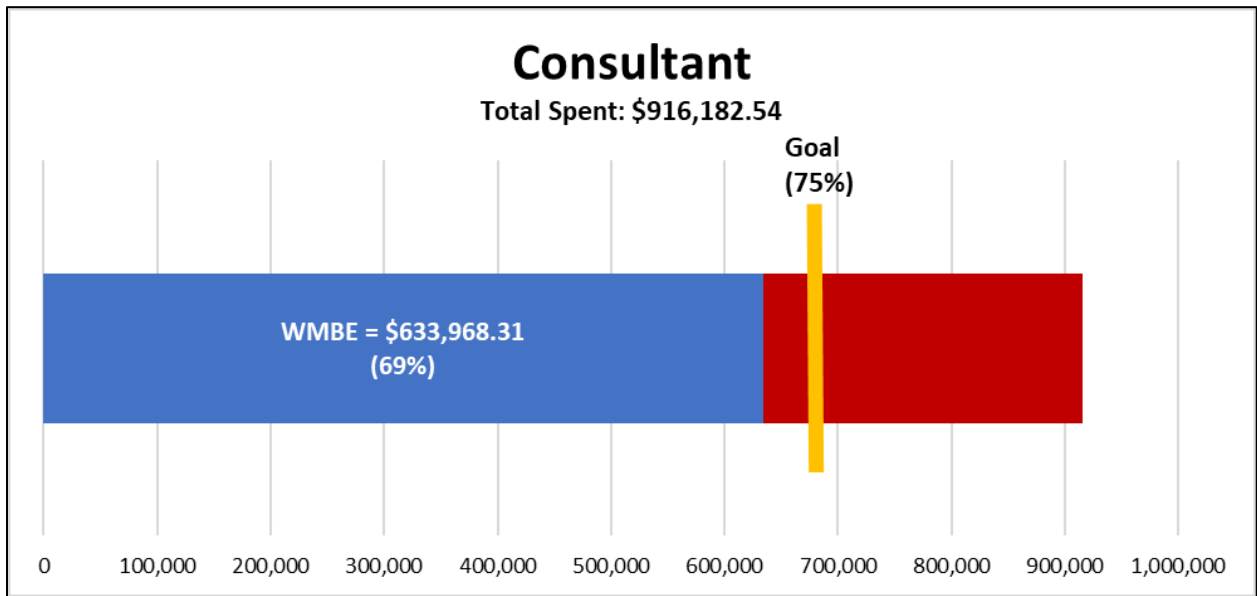


Table 1.2



2021 Goals

In 2021, HSD will remain committed to our goals of 75% consultant and 50% purchasing (Table 2.0). As the department continues to work toward these goals, our focus will be on streamlining access to WMBE vendor information for department usage as well as collaborating with our meal program to register more WMBE childcare businesses.

Table 2.0

Human Services Department WMBE Goals and Actuals				
2020	Purchasing Goals	Purchasing Actuals	Consulting Goals	Consulting Actuals
Percentage	50%	66%	75%	69%
WMBE	N/A	\$ 1,777,541.91	N/A	\$ 633,968.31
Total	N/A	\$ 2,688,860.57	N/A	\$ 916,182.54
2021 Human Services Department WMBE Use Goals				
2021	Purchasing Goals		Consulting Goals	
Percentage	50%		75%	
WMBE	\$ 1,000,000.00		\$ 150,000.00	
Total	\$ 2,000,000.00		\$ 200,000.00	

HSD is reducing expected values of purchasing and contracting goals as it is uncertain how recovery will impact available purchasing and contracting dollars. We are still committed, however, to a high rate of WMBE usage.

2021 Strategy and Outreach Plan

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. As HSD moves forward in streamlining access to WMBE providers, we will continue to explore opportunities to further support WMBE.

As previously mentioned, areas of improvement for HSD are access to WMBE information and registering childcare providers who participate in our food service program.

- To ensure our department is well informed about WMBE providers, HSD will commit to adding a section to our InWeb dedicated to WMBE resources. This will offer easy access to department personnel as our programs look to contract out funds and enhance the usage of WMBE vendors. In addition, there will be a communication plan that will outline the new location of WMBE information.
- HSD will build on our 2020 goal of getting WMBE childcare businesses who participate in our meal programs registered as WMBE by providing an additional notice to businesses that have not yet registered. We will provide follow up support to businesses needing technical assistance and confirm their registration. We believe that this will allow us to continue to meet our purchasing goal of 50%.

HSD will continue to inform employees about WMBE plans and goals via staff meetings. HSD will also continue to collaborate with City Purchasing & Contracting and the Washington State Department of Commerce to identify potential WMBE vendors that can be used by the department. Finally, HSD will utilize the information on the City's WMBE web page to review and update department information, policies, and procedures accordingly. With these strategies and a strong commitment, HSD is confident it can achieve its aspirational goals in 2021.

Department Representative

Natalie Sharkey is a Data Analyst and HSD's designated WMBE representative assigned to track and monitor WMBE goals for the Department. She will (1) prepare and disseminate WMBE data and reports, (2) coordinate updates and additions to HSD's InWeb for easy access to contracting staff, thus streamlining HSD's current practices of WMBE information sharing, and (3) coordinate information and provide technical assistance to potential WMBE vendors. Natalie Sharkey can be reached at Natalie.Sharkey@seattle.gov.

Consultant Prompt Pay

HSD aims to pay 100% of consultant invoices within 30 days of receipt. In late 2020, HSD developed a process to use an Automated Clearing House (ACH) method of payment that allows for electronic fund transfers. This new process is fully integrated and expected to result in HSD's 100% Prompt Pay goal.



Seattle
City Attorney's Office

Peter S. Holmes, City Attorney

MEMORANDUM

To: Mayor Jenny Durkan
 From: Peter S. Holmes, City Attorney
 Candice Foote, Administrator and WMBE Coordinator
 Subject: 2021 WMBE Goals and Outreach Plan
 Date: February 26, 2021

As instructed by the Mayor's Office on January 25, 2021, this memo responds to the Equality in Contracting Ordinance (SMC 20.42) and Executive Order 2010-05.

1. **CAO WMBE Representative:** Candice Foote, Administrator
2. **Goal Setting: 2020 look-back and 2021 look-ahead**

Seattle City Attorney's Office WMBE Use Goals and Actuals				
2020	Purchasing	Purchasing	Consulting	Consulting
Percentage	30%	28%	25%	0%
WMBE	\$60,000	\$85,772	\$5,000	\$0
Total spend	\$200,000	\$300,965	\$20,000	\$8,390
Seattle City Attorney's Office WMBE Use Goals				
2021	Purchasing Goals		Consulting Goals	
Percentage	30%		25%	
WMBE	\$60,000		\$5,000	
Total spend	\$200,000		\$20,000	

Purchasing goals for 2021 are based on actual WMBE achievements in 2020, and our 2021 budget for expenditures. Typically, the department exceeds its total spending estimations due to available salary savings at the end of the year.

In 2021 as in 2020, most professional services (consulting) funding is dedicated to operating two specialty programs in CAO. The Pre-Filing Diversion Program partners with the non-profit agency Choose 180 to provide services to participants in the program. The remaining professional services budget supports the Firearms Surrender Program MOA with King County. Spending on these two programs will limit the dollars eligible to be directed to WMBE consultants for the department, and are excluded from total spend estimations and actuals.

- 3. 2021 Outreach Plan:** CAO's operations do not substantially vary from year to year so as in 2020, our focus will be maximizing WMBE for general information technology and office supply needs. IT and facilities staff are encouraged to check with the Administrator regularly for new purchases to ensure WMBE vendors are considered for purchase.

Our department also continues to review the evaluation and selection of outside counsel not reflected in WMBE data reporting to ensure our processes align with WMBE goals and Race and Social Justice principles.

- 4. Prompt Pay:** Our department met prompt pay guidelines for 100% of invoices in 2020. We anticipate we will maintain this level in 2021.



The Seattle Public Library

MEMORANDUM

March 8, 2021

To: Liz Alzeer, Purchasing and Contracting Division Director
 Miguel Beltran, City Contract Compliance Manager, City Purchasing and Contracting Services
 Edson I. Zavala, Contracting Equity Advisor, City Purchasing and Contracting Services
 Carmen Kucinski, Senior Contract Analyst, City Purchasing and Contracting Services

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

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

Subject: **The Seattle Public Library's 2021 WMBE Plan**

This memo outlines The Seattle Public Library's 2021 WMBE plan. It reflects the Library's continued commitment to increase participation of women and minority owned businesses in Library contracts.

Department Representative:

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

Seattle Public Library 2020 WMBE Use Goals and Actuals				
2020	Purchasing Goals	Purchasing Actuals	Consulting Goals	Consulting Actuals
Percentage	16%	14% / 16%*	12%	8% / 15%*
WMBE Spend	\$720,000	\$536,212 / \$635,630*	\$96,000	\$77,258 / \$138,578*
Total Spend	\$4,500,000	\$3,871,918	\$800,000	\$951,110
Seattle Public Library 2021 WMBE Use Goals				
2021	Purchasing Goals		Consulting Goals	
Percentage	16%		12%	
WMBE Spend	\$640,000		\$105,000	
Total Spend	\$4,000,000		\$875,000	

* - revised totals; see narrative

2021 Goals

2021 discretionary purchasing goal: 16%

It is difficult to predict the Library's 2021 discretionary purchasing expenditures for two reasons: the level of actual spending has varied widely during normal years, and the ongoing COVID-19 pandemic (with Library sites closed or eventually operating at reduced capacity) adds continuing uncertainty to spending patterns.

Last year's predicted 2020 level (\$4.5 million) far exceeded the actual total 2020 discretionary purchasing expenditures (\$3.87 million). We conservatively estimate the 2021 total discretionary purchasing expenditures to reflect 2020 levels - \$4 million. Thus the WMBE goal of 16% of total discretionary purchases would result in approximately \$640,000 in WMBE purchases.

2021 consultant contract goal: 12%

The Library's use of consultants is particularly variable, so predictions of expenditures are somewhat speculative. Additionally, some of the Library's vendors are specialized capital projects consultants; our latitude is somewhat constrained by fewer consulting choices. In 2020 the Library estimated \$800,000 in total consulting expenditures; the 2020 actuals were somewhat higher: \$951,110. With some significant CIP projects ongoing and scheduled in the near future, we estimate roughly \$875,000 for consultant contract expenditures in 2021. At that level of activity, the 2021 consultant contract goal of 12% would result in approximately \$105,000 in WMBE consultant expenditures.

2020 Results

WMBE Consultants

The 2020 goal for WMBE consulting was 12% (\$96,000); on the surface, the Library fell short of that goal with 8%, or \$77,258 WMBE consulting expenditures of \$951,110 total consulting expenditures. Note, however, that one consultant (highlighted below) is a WMBE vendor but has not registered with the City, and thus was not counted toward the Library's published WMBE total. If the highlighted vendor below had been counted toward the Library's WMBE consulting total, the Library would've surpassed its WMBE consulting goals (spend goal was \$96,000, actual revised WMBE expenditures would have been \$138,578; percentage goal was 12% WMBE of total consultants, actual revised WMBE percentage would have been 15%).

Further, two-thirds (\$626,589) of the \$951,110 consultant costs were determined by the top four consultants, and as previously mentioned, these vendors are specialized consultants. Frequently, the Library's latitude is constrained by fewer consulting choices, often without a WMBE alternative. For example, the second consultant in the list (BuildingWork LLC) is an architectural firm specializing in the type of seismic retrofit work the Library is pursuing as a result of the 2019 levy approved by voters.

Doc Type Group	Consultant		\$951,109.64	
Name	Gov Class	Rev Gov C	Sum of Amount	Comment
MILLER HAYASHI ARCHITECTS LLC	(blank)	(blank)	\$222,740.89	CIP
BUILDINGWORK LLC	(blank)	(blank)	\$195,122.30	CIP
DOWNTOWN EMERGENCY SERVICE CENTER	(blank)	(blank)	\$114,919.32	
ACCOUNTING PRINCIPALS INC	(blank)	(blank)	\$93,806.80	
SNYDER HARTUNG KANE STRAUSS ARCHITECTS	(blank)	(blank)	\$63,924.79	CIP
LUIS ANTONIO GONZALEZ	(blank)	MBE	\$61,320.00	WMBE
BIBLIOTHECA ITG LLC	(blank)	(blank)	\$52,964.71	
COPIERS NORTHWEST	(blank)	(blank)	\$32,838.33	
CREATIVE FINANCIAL STAFFING INC	WBE	WBE	\$22,752.60	
ANJALI GRANT	MWBE	MWBE	\$18,440.07	CIP
SEPLER & ASSOCIATES	WBE	WBE	\$14,324.91	
MOSAIC 3RD SECTOR CONSULTING LLC	(blank)	(blank)	\$13,687.50	
RABBLE LLC	(blank)	(blank)	\$11,440.00	
COMPENSATION CONNECTIONS LLC	WBE	WBE	\$9,680.00	
LITERACY SOURCE	(blank)	(blank)	\$7,500.00	
ELIZABETH WURSTER	WBE	WBE	\$6,250.00	
JENNIFER N MUNOZ	WBE	WBE	\$4,120.00	
WETHERHOLT & ASSOCIATES PS	(blank)	(blank)	\$3,587.42	CIP
DARK LIGHT CONSULTING LLC	WBE	WBE	\$1,440.00	CIP
THERESA A BENNY	WBE	WBE	\$250.00	CIP
Grand Total			\$951,109.64	

WMBE Purchasing

The Library's 2020 WMBE goal for discretionary purchasing expenditures was 16% (\$720,000); that was based on an assumed total discretionary purchasing spend of \$4.5 million, though actual 2020 discretionary purchases totaled only \$3.87 million. The Library spent \$536,212 in WMBE purchasing expenditures; this was 14% of total discretionary purchases, seemingly just short of the 16% goal. However, non-registration was an issue for purchasing vendors as well; additional analysis of the Library's PeopleSoft report shows at least 60 potential WMBE vendors (accounting for nearly \$100,000 in purchases) who did not count toward the Library's WMBE total because they were not registered with the City. If those 60 vendors had been included in the Library's WMBE discretionary purchasing total, the spend total would have risen to \$635,630 and the WMBE utilization percentage would have been 16%, matching the discretionary purchasing goal.

In 2020, the top ten vendors comprised over one-third (\$1,409,244) of the Library's total discretionary purchases (\$3,871,918). Noted in the abbreviated table below, nine of those top ten Library vendors by payment were Blanket Contract vendors - vendors selected by the City, which included a mix of WMBE and non-WMBE vendors. Of all Library discretionary purchases, Blanket Contract vendors accounted for 46%.

Doc Type Group			Purchasing	\$3,871,918.03
Name	Gov Class	Rev Gov	Doc Type Descr	Sum of Amount
DIMENSION DATA NORTH AMERICA	(blank)	(blank)	BLANKET CONTRACTS	\$332,055.76
NTT AMERICA SOLUTIONS INC	(blank)	(blank)	BLANKET CONTRACTS	\$272,595.56
WALTER E NELSON CO OF WESTERN WA	(blank)	(blank)	BLANKET CONTRACTS	\$200,367.31
NORTH COAST ELECTRIC CO	(blank)	(blank)	BLANKET CONTRACTS	\$170,410.64
SIEMENS INDUSTRY INC	(blank)	(blank)	BLANKET CONTRACTS	\$87,102.50
PRINT TIME	(blank)	(blank)	BLANKET CONTRACTS	\$84,557.23
ZONES LLC	MBE	MBE	BLANKET CONTRACTS	\$80,277.49
GUARDIAN SECURITY SYSTEMS	(blank)	(blank)	BLANKET CONTRACTS	\$71,856.91
SWIFTY PRINTING & DIGITAL IMAGING INC	MBE	MBE	BLANKET CONTRACTS	\$58,204.76
SIXTH & VIRGINIA PROPERTIES	(blank)	(blank)	DIRECT VOUCHER	\$51,815.64

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

Outreach & Outreach Plans:

The Library will directly solicit bid responses from known WMBE firms. Shawne Anderson-Brooks, the Library's WMBE representative (also the Procurement Specialist/Senior Buyer) performs outreach to WMBE vendors when purchase orders/contracts initially come through, and also after the fact. She performed outreach last year and several unregistered WMBEs did ultimately register on the City's list. As there are still many unregistered vendors – especially on the purchasing side – we will attempt to follow-up with several of the potential non-registered WMBE vendors and encourage them to register. Post COVID-19, the Procurement Specialist/Senior Buyer can provide information to vendor fair participants about the opportunities for participation in upcoming projects and meeting material supply needs of the Library. Library Public Services staff have also participated in WMBE trade shows and events, and likely will again after the pandemic ends. Additionally, the Library posts construction bid plan information to the city's E-Bid site and advertises in the Daily Journal of Commerce.

Prompt Pay Compliance:

It is the Library's goal to pay every undisputed, properly prepared invoice within 30 days of receipt. The COVID-19 pandemic caused significant upheaval in both Library and vendor operations (eg. business office

staff working from home), resulting in some delays in processing invoices. The Library will continue to pursue the goal of pay every undisputed, properly prepared invoice within 30 days of receipt.

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.

Attachment A: Seattle Municipal Court 2020 WMBE Plan Information

1. About the Seattle Municipal Court (SMC)

Seattle Municipal Court provides a forum to resolve alleged violations of the law in a respectful, independent and impartial manner.

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

Misdemeanors: Crimes where the maximum sentence is 90 days in jail and \$1,000 fine.

Gross Misdemeanors: Crimes that carry a maximum sentence of 364 days in jail and a \$5,000 fine, including offenses such as driving under the influence (DUI), domestic violence, theft, and trespass.

Infractions: Acts that are prohibited by law but are not legally defined as a crime like parking tickets and traffic or non-traffic infractions.

Civil Offenses: Filed with the court when the City of Seattle seeks enforcement of its fire code, housing, and other City ordinance violations.

2. Seattle Municipal Court common procurement needs

Supplies, data technology services for our legacy system MCIS, Court Certified Interpreters, computing equipment and custom software licenses for MCIS, lease with King County, equipment leases

3. SMC WMBE representative

John Kerr

4. Goal Setting (Table)

SMC WMBE USE GOALS AND ACTUALS						
2020	Purchasing Goals	Purchasing Actuals		2019	Consulting Goals	Consulting Actuals
Percentage	20%	20.0%		Percentage	18%	86%
WMBE spend				WMBE spend		
Total Spend	\$1,224,886	\$240,615		Total Spend	124,070	\$26,250
2021	Purchasing Goals			2020	Consulting Goals	
Percentage	20.00%			Percentage	18.00%	
WMBE spend	1,000,000	200,000		WMBE spend	60,000	10,800
Total Spend				Total Spend		

5. **2020 Highlights (optional)**

- *Exceeded goals for Consultant Services* despite limited budget. Court made use of one-time funding from our Trial Court Improvement Fund to invest in Courtwide Race and Social Justice trainings to promote a wide range of multi-perspective conversations focusing one but not limited to race, gender, ethnicity and social justice issues. We opened up Healing Circles with community partners as well, which is work we continue in 2021. We believe that by examining and changing our policies and practices we can achieve better outcomes in equity in our Court and our Community.

- Expense of \$400,000+ in Court Certified Interpreters not counted by the COS FAS in their WMBE report. This is our annual ask that the City/FAS Accounting amend their report to add this discreet General Ledger Account Code to their WMBE report.

6. **2021 Outreach Plan**

- We will maintain our current goals. We have limited budget and, therefore, limited spend authority. Any additional expense above our stated goal is always based on a one-time effort.

Department of Neighborhoods (DON) 2021 WMBE Goals and Outreach plan

1. Office/department WMBE representative

Jenn Brandon is DON’s WMBE representative. Her work is overseen by Grace Dygico.

2. Goal setting: 2020 look-back and 2021 look-ahead

Our 2021 goals are equal to our 2020 actuals or 2020 goals, whichever is higher.

Department of Neighborhoods WMBE Use Goals and Actuals				
2020	Purchasing Goals	Purchasing Actuals	Consulting Goals	Consulting Actuals
Percentage	66%	66%	77%	51%
WMBE spend	\$179,520	\$276,564	\$147,070	\$150,054
Total spend	\$272,000	\$420,711	\$191,000	\$296,129
2021 Department of Neighborhoods WMBE Use Goals				
2021	Purchasing Goals		Consulting Goals	
Percentage	66%		77%	
WMBE spend	\$276,564		\$192,500	
Total spend	\$420,711		\$250,000	

3. 2021 outreach plan

WMBE is a regular topic of discussion across the department, and purchasing staff direct WMBE-eligible businesses to the WMBE rep, Jenn Brandon, for assistance in registering on the OBD. Quarterly WMBE reports are distributed to all staff, with purchasing and consulting performance data provided for each team. We identify specific WMBE-eligible businesses that have not registered as WMBE on the OBD and encourage purchasing staff to refer those business owners to Jenn for assistance.

We have been largely successful and so we plan to build off of that success. We have identified several key areas on which to focus this year to improve our coded WMBE results:

- Revision of Instructions and Training for Lead Community Liaisons: We estimate that at least \$75,000, or 18%, of our 2020 purchasing dollars were spent on services performed by Community Liaisons who are not registered as WMBEs on the City’s OBD. DON is identifying barriers and reasons for resistance to registering. We plan to develop clear, step-by-step materials that we will share with all CLs. Additionally, we will be offering professional development programming to a subset of CLs: that programming will include a unit on doing business with the City as a WMBE.
- Increased Visibility through Storytelling: DON’s communications team will continue to prioritize BIPOC community leaders and businesses in its social media and blog features in order to increase their visibility to both City employees and the general public. Similarly, as part of our quarterly WMBE report, we will feature a WMBE business providing goods or services to our department. A primary tactic for our outreach in 2021 is to be a reputable referral source, ideally with departments who have larger budgets than DON, resulting in business development for the WMBE suppliers we know.
- Building Trust and Infrastructure: As part of their work on the Re-Imagine Seattle initiative, DON and ARTS have collaborated to hire a WMBE media and communications firm to develop narrative and storytelling materials for a pilot economic program for out-of-work Seattle artists. The program is designed as part of COVID recovery efforts and will center BIPOC artists.
- Data and Process Analysis: We are taking a deeper look at our purchasing and consulting data in order to identify inequities across race, ethnicity, and gender. Specifically, we will analyze the type and amount of goods and professional services that are BIPOC-owned vs white-owned in order to reveal bias in order to begin to correct it. Additionally, we are working with other small-department WMBE representatives to

identify key barriers experienced by WMBE suppliers and develop potential solutions that can be recommended to FAS.

4. Prompt pay

DON will pursue a performance metric of **95%** compliance for Prompt Pay. In 2020 DON achieved **99%** prompt pay for consultants. DON understands that slow payments are a burden on all firms and particularly on WMBE firms. Prompt pay means payment will be issued and mailed within thirty (30) calendar days of receipt of an accepted and properly prepared invoice. DON will meet this goal by:

- 1) Implement the "Invoice Processing Guidelines in PS 9.2", which calls for:
 - a) Accurate stamping by Program Staff of invoices when received.
 - b) Prompt submittal of properly prepared invoices to DON Accounting.
 - c) Prompt invoice processing by DON Accounting. Payment is considered made on the date the check is mailed or is available for pick up.
- 2) Monitor Prompt Pay Reports from FAS, analyze compliance, and work on corrective course of action to meet goals as needed.

Given the number of new staff at DON, the Finance team will be providing quarterly trainings to colleagues in 2021 in order to retain our high performance, particularly in these times of remote working.

5. Job Order Contracts (JOCs)

N/A. DON does not use JOCs

6. 2020 B2Gnow

In 2019 DON B2Gnow Audit results received a "not covered" finding because none of DON's contracts are ever over \$300,000; thus, none required inclusion plans. Going into 2021 DON does not anticipate having any contracts above the threshold. Should that not be the case, DON Accounting staff have been trained to use B2G now and will ensure tracking of consultants to pay subconsultants according to the contract inclusion plans.

Attachment A: 2020 WMBE reporting and 2021 WMBE Strategic and Outreach plan information request

OIR

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

- **Consultant Contracts:**

OIR has several consultant contracts lined up for 2021. Our consulting budget is approximately \$500,000. However, about a quarter of this consulting budget will be spent on contracts with local agencies that we depend upon for funding (PSRC), lobbying organizations (Association of Washington Cities), among others.

In 2021, OIR will strive to use WMBE contractors for at least 35% of consulting contracts. One of our primary contracts in 2020 is a WMBE, and we plan to increase or meet the expectations in 2021.

- **Purchasing:**

OIR is very conscious about purchases from WMBE businesses whenever possible. In 2021 we aim to achieve a similar purchasing rate as in 2020, hoping to achieve an effective purchasing rate of 35% or more from WMBE businesses. **Specifically, we have a purchasing budget of approximately \$20,000 and we hope to spend close to \$8,000 on purchases from WMBE companies.**

Robin Koskey
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 684-8208

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

OIR WMBE Use Goals and Actuals				
2020	Purchasing Goals	Purchasing Actuals	Consulting Goals	Consulting Actuals
Percentage	100%	30%	90%	100%
WMBE spend	\$5,000.00	\$1,500.00	\$514,100.00	\$514,100.00
Total spend	\$5,000.00	\$1,500.00	\$514,100.00	\$514,100.00
2021 OIR WMBE Use Goals				
2021	Purchasing Goals		Consulting Goals	
Percentage	100%		100%	
WMBE spend	\$5,000.00		\$532,350.00	

Total spend	\$5,000.00	\$532,350.00
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Identify events and associations you will sponsor, support and/or participate in, and other actions to support WMBEs and improve utilization.

Given OIR's small size and budgets, we do not have a structured plan in place for 2021. However, it is most likely when we do have events, we have been reaching out to the local WMBE communities with ways they can actively participate along the lines of the Mayor's WMBE plans.

OIR's goal is to quickly move towards paying all invoices within 30-days and for 2021 our goal is to reach 100% of those invoices paid within 90-days. Our main goal is to get any all invoices resolved and paid in full as quickly as possible. Currently we have been following-up with our accounting folks in FAS to ensure that all invoices are paid on time and accurately.



**2021 Annual WMBE Plan
Office of Immigrant and Refugee Affairs (OIRA)**

1. Office/department WMBE representative

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

2. Goalsetting: 2020 look-back and 2021 look-ahead

OIRA WMBE Use Goals and Actuals						
2020	Purchasing Goals	Purchasing Actuals	Consulting Goals	Consulting Actuals	Nonprofit Actuals	Actuals minus Nonprofit
Percentage	80%	64%	80%	5%	n/a	81%
WMBE spend	\$40,000	\$20,201	\$1,920,000	\$147,193	n/a	\$112,013
Total spend	\$50,000	\$31,586	\$2,400,000	\$3,023,451	\$2,758,091	\$138,839
2021 OIRA WMBE Use Goals						
2021	Purchasing Goals		Consulting Goals (minus nonprofit)		Nonprofit	
Percentage	80%		80%		n/a	
WMBE spend	\$125,600		\$80,000		n/a	
Total spend	\$157,000		\$100,000		\$2,810,000	

3. 2021 outreach plan

OIRA has long advocated for nonprofit organizations (which are important assets and employers of women and minorities, and provide many important services for the City of Seattle, including most of the services contracted by OIRA) not to count against OIRA’s WMBE utilization. With this policy now in place, OIRA will seek ways to accurately count only for-profit enterprise spending and to perform on WMBE goals within that subset. In 2021, OIRA will log new nonprofit agency contract encumbrance and associated spending in account 541030 (Agency Services) instead of account 541130 (Services – Consultant) to seek to differentiate these categories of spending.

OIRA works with a range of translators (including community reviewers) and interpreters for both programming support (outreach and information/service delivery for OIRA programs) and communications on behalf of the Mayor’s Office and Citywide priorities. During the COVID-19 pandemic, this body of work and the array of community reviewers OIRA purchases services from has increased many-fold. OIRA has 2021 plans to better inventory and organize these vendors, and will try to ensure that those who qualify as WMBEs are registered as such in the OBD.

A particular challenge is that the longtime translation vendor that OIRA has assessed as the most reliable (most accurate and timely, and able to take on assignments as they emerge), Northwest Interpreters, has recently lost its status as a WMBE. OIRA paid this single vendor \$30,000 in 2020, a substantial portion of our purchasing spend, and expects to continue this relationship in 2021, to the detriment of our WMBE goals. Further, a high percentage of the rest of OIRA's Purchasing spend is on advertising with ethnic media organizations, many of whom don't bother to register as WMBEs, since they don't directly compete for City contracts.

4. Prompt pay

OIRA maintained our 2020 actual prompt pay percentage to meet our goal of 85% prompt pay, improving our average time to payment from 32 to 23 days, despite the process changes necessitated by the COVID-19 emergency. We continue to refine in-house processes, conduct semi-annual trainings for all OIRA program specialists, and communicate and troubleshoot actively with FAS Accounting and Business Services in order to achieve the Citywide 95% target.

Seattle Office for Civil Rights

2020 WMBE Reporting and 2021 WMBE Strategic and Outreach Plan

Seattle Office for Civil Rights

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

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

In general, SOCR utilizes WMBE vendors for general office purchases, catering and childcare services for major events, trainings, and Commission related events, however due to the pandemic and the shift in how we do business the use of these vendors drastically declined in 2020.

Office/Department Common Procurement Needs

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

Purchasing needs include general office supplies, preparing for the return to the office to include social distancing supplies/furniture requirements.

Office/Department WMBE Representative

Latrice yBarra

Latrice.yBarra@Seattle.gov

206-684-4500

Goal setting: 2020 look-back and 2021 look-ahead

Office for Civil Rights - WMBE Use Goals and Actuals				
2020	Purchasing Goals	Purchasing Actuals	Consulting Goals	Consulting Actuals
Percentage	25%	19%	5%	1%
WMBE Spend	\$35,300	\$16,655	\$10,000	\$1,200
Total Spend		\$69,900		\$186,833
Office for Civil Rights - WMBE Use Goals				
2021	Purchasing Goals		Consulting Goals	
Percentage	25%		5%	
WMBE Spend	\$81,607		\$65,139	
Total Spend	\$326,428		\$1,302,779	

SOCR has a very limited operations budget, therefore it will be a challenge to meet the aspiration goals. However, we continue to utilize WMBE vendors for routine purchases. Although SOCR has a \$1.3 million consultant budget, these funds are allotted to working with community-based organizations. Most of this budget (\$1.08 million) is earmarked for a Collaborative Grantmaking program, through which SOCR will provide funding to organizations or community groups working to provide alternatives or address harms created by the criminal legal system. The remaining dollars will be used to work with organizations addressing oppression-based violence, race equity and contribute to ongoing partnerships with organizations through our Civil Rights Testing program.

Outreach Plan

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

Prompt Pay

SOCR 2020 Prompt pay was at 94%. Our goal for 2020 is 95%. To ensure that SOCR meets this goal Project Managers are required to submit the invoice for processing within one business day to the Operations Manager to review and submit to City-wide Accounting for processing within five business days. Additionally, the Operations Manager will prepare and submit all purchasing invoices to City-wide Accounting within 5 business days from the date of receipt.



Date: 3/8/2021
To: Miguel Beltran, Purchasing and Contracting, FAS
From: Samuel Assefa, Director, OPCD
Melissa Lawrie, Finance Manager, OPCD
Subject: 2020 WMBE Reporting and 2020 WMBE Plan

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

1) About Your Office & WMBE Representative

Established in 2016, the Office of Planning and Community Development's (OPCD) mission is to lead collaborative planning, advance equitable development, and create great places. OPCD supports thriving communities through an integrated and equitable approach to planning and community investment. OPCD works across City departments to assess community needs, prioritize resources, and develop a vision for how Seattle grows to ensure that we are coordinating and implementing our plans with a cohesive vision. Race and equity is the lens with which we conduct all our work.

OPCD houses the Equitable Development Initiative (EDI), which addresses displacement and the unequal distribution of opportunities to sustain a diverse Seattle. The EDI fosters community leadership and supports non-profit organizations to promote equitable access to housing, jobs, education, parks, cultural expression, healthy food and other community needs and amenities including COVID-19 recovery efforts. The EDI team works directly with communities at high risk of displacement and low access to opportunity, and incorporates the expertise of the communities who have borne the impacts of inequitable policies, programs and investments over the years. OPCD has 7.5 FTEs in 2021 specifically dedicated to lead, manage, monitor, and implement the [Equitable Development Implementation Plan](#). The EDI projects are entirely managed through MOAs with non-profit community organizations, the majority of which are not included in our WMBE contracting data due to their non-profit status. The EDI work with BIPOC organizations, however, was highlighted in Mayor Durken's March 3, 2021 press release:

"In November, the Mayor announced nearly [\\$6 million in awards through the Equitable Development Initiative](#) to organizations led by and serving people of color. An [additional \\$1.7 million](#) will also support BIPOC-led organizations. Those awards are being used for organizational capacity building, property acquisition and capital expenses, and are part of more than \$105 million City-funded dollars that have gone to EDI organizations since 2017."

The office/department WMBE representative for OPCD is Melissa Lawrie, our Finance & Administration Manager.

2) Goal Setting: 2020 Look-Back and 2021 Look-Ahead

Our 2020 aspirational goal for WMBE purchasing was:

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

The results as per the 2020 Citywide WMBE Performance Report shared with department heads on January 25th, 2021, shows OPCD’s consultant spending at the following percentages:

- Consultant = 3% WMBE
- Purchasing = 19% WMBE.

According to this data, we did not meet our goals in either the consultant or purchasing category. The reasons for the lower percentages are twofold: In March 2020 we were placed under a pandemic-related spending freeze and budget reductions. In addition, while all of our EDI contracts are with communities of color, most of them are not registered WMBEs and therefore these calculations under-represent OPCD’s work with non-profits and communities of color. This WMBE annual report includes our EDI budget in the denominator but not the numerator. As a short-term remedy, we have added a column in the table below to pull out the non-WMBE Equitable Development Initiative contracts from the consultant denominator and add an additional category for our EDI consultant spending that is separate from our non-WMBE spending. With this adjustment, our consulting WMBE percentage is actually 25%.

In our 2021 budget, OPCD’s base budget for consultant services was reduced from \$88k to \$19k. In our initial allocation exercise at the beginning of the year, it seems likely that most of this funding will be used for outreach, translations, data subscriptions, software licenses, and a UW partnership. Many of these transactions will involve other City departments, and they will certainly involve working with underrepresented communities and ensuring we have the data to share with other City partners about the impacts of City planning and development decisions. For 2021 we will set our WMBE goals equal to our adjusted 2020 actual levels, which represents our reduced budget this year for the purchasing category, and the adjusted percentage in the consulting category.

- Purchasing = 19% WMBE
- Consultant = 25% WMBE

2020 WMBE Use Goals and Actuals					
2020	EDI Non-Profit Contracts	Purchasing Goals	Purchasing Actuals	Consulting Goals	Consulting Actuals
Percentage	N/A	31%	19%	8%	25%
WMBE spend	N/A		\$3,921		\$224,989
Total spend	\$7,388,106		\$20,644		\$908,929

2021 OPCD WMBE Use Goals			
2021	EDI Non-Profit Contracts	Purchasing Goals	Consulting Goals
Percentage		19%	25%
WMBE spend			
Total spend			

3) 2021 Outreach Plan

OPCD is committed to equity in our consulting and purchasing spending. To achieve this, we will provide technical assistance and work with community organizations on an as needed basis. We do not conduct any formal outreach since most of our consultant contracts are small (<\$53,000) and come off the consultant roster. For our EDI projects, there is an internal RFP process with a community based advisory board helping to ensure we reach the communities we intend to serve. For our smaller non-EDI contracts, we ensure that we are considering WMBE organizations. When we have larger, non-EDI contracts, we utilize the RFP process and require an inclusion plan.

4) Prompt Pay

From the 2020 Citywide WMBE Performance Report, OPCD has the following 2020 data for percent on time payments:

- Consultant roster = 29% on time payments
- Consultant contracts = 91% on time payments
- Total overall invoices = 88% on time payments

We have many project managers in our office that manage contracts and approve invoices, especially for EDI projects where staff are managing contracts for about 70 active community-initiated projects with non-profit organizations at any given time. In 2020, the EDI team added 1.5 new FTE as project managers. Since OPCD does not have in-house accounting services or a contract manager for the office, this additional workload creates challenges for timely processing of invoices within our own office, which affects timely payments by FAS Accounting and Budgeting Services.

Our current process is that each project manager in OPCD is responsible for reviewing their own invoices. They then send them to OPCD’s Finance Manager for additional review and transmittal to FAS Accounting and Budgeting Services to be paid. Our finance manager processes invoices for FAS weekly, although the more complex invoices can sometimes be delayed with project managers needing to follow up with clarifications and corrections. We do regular trainings for project managers who manage contracts and remind them to complete timely reviews of their invoices.

SEATTLE POLICE DEPARTMENT

DATE: March 8, 2021

TO: Miguel Beltran

FROM: Mark Baird, Chief Operating Officer *NB*

SUBJECT: 2020 WMBE Reporting and 2021 WMBE Strategic and Outreach plan

1. Seattle Police Department WMBE Representative

Valarie Anderson
(206)733-9315
valarie.anderson@seattle.gov

2. Goal setting: 2020 look-back and 2021 look-ahead

SPD WMBE Use Goals and Actuals				
2020	Purchasing Goals	Purchasing Actuals	Consulting Goals	Consulting Actuals
Percentage	15%	13%	20%	25%
WMBE Spend		\$ 1,361,202		\$ 489,717
Total Spend		\$ 10,516,274		\$ 1,960,372
2021 SPD WMBE Use Goals				
2021	Purchasing Goals		Consulting Goals	
Percentage	15%		25%	
WMBE Spend	\$1,200,000		\$250,000	
Total Spend	\$8,000,000		\$1,000,000	

3. 2021 outreach plan

The strategies that the Department will use in 2021 to meet WMBE goals include:

1. Verify that SPD WMBE vendors currently in use are registered on the City's Online Business Directory as WMBE and are being reported correctly on the monthly WMBE reports.
2. Ensure that Non-Profit and Governmental agencies are appropriately identified, and the correct account coding is used when paying the vendors
3. Notify new administrative staff hired in SPD about training that is offered by City Purchasing and encourage staff to attend to learn how to use the Online Business Tool.

4. Arrange for Staff to attend the Regional Contracting Forum.
5. Continue to attend monthly City WMBE IDT meetings
6. Reach out to the City's technical business consultant to help identify WMBE vendors for SPD commodities
7. Actively search for WMBE vendors using the On-Line Business Tool for SPD commodities
8. Attend monthly Tabor 100 meetings.
9. SPD's Grants and Contracting Unit will provide a list of WMBE vendors for end-users to contact when first approached about the need to generate Consultant Contracts.

4. Prompt pay

In 2020, the Seattle Police Department achieved 100% compliance with "on-time payment" for Consultant Roster Contracts and 91% "on-time payment" for Consultant Contracts. SPD will work to achieve at least a 95% or better average "on-time payment" rating for Roster Contracts and Consultant Contract vendors. SPD will clearly define scope-of-work, payment terms, and clearly identify in the contracts the locations where all invoices should be sent within the Department. Fiscal and the Grants & Contracts staff will be reminded that prompt payment is a priority and we will ensure that internal business processes are followed to achieve prompt payment goals.

cc: Liz Alzeer, FAS
Valarie Anderson, SPD Executive Director of Administration

TO
Miguel Beltran, Finance and Administrative Services (FAS)

March 8, 2021

FROM
Debra Smith, CEO, City Light
Kirsty Grainger, CFO, City Light
Kara Williams, WMBE Program Manager, City Light

SUBJECT
Seattle City Light 2021 WMBE Outreach Plan

INTRODUCTION

Seattle City Light (“City Light”) is submitting this 2021 WMBE Outreach Plan to the Mayor’s Office and Finance and Administrative Services (FAS) as requested by Deputy Mayor, Casey Sixkiller and Director of FAS, Calvin Goings. The sections that follow respond in detail to the topics listed in the memo, Attachment “A.”

ABOUT CITY LIGHT

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

1. DEPARTMENT REPRESENTATIVE

City Light’s Women and Minority Business Enterprise Program Manager is Kara Williams. The position reports to the Manager of Contracting and Procurement within the Financial Services Business Unit and serves as the utility’s dedicated WMBE representative. The WMBE Program Manager can be reached at 206-549-5806 or at kara.williams@seattle.gov. The WMBE Program Manager is primarily supported by the Contracting and Procurement Team, which includes, Kim Rayray, Manager and four Contract Specialists as well as the overall department.

2. 2021 WMBE GOAL: 15%

City Light’s aspirational goal in 2021 for combined consulting and purchasing expenditures is established at 15%. The Departments aspirational goal in 2020 was 13% for combined consulting and purchasing expenditures. City Light achieved 11% for consulting and 18% for purchasing with a combined WMBE utilization of 17% as defined.

Goal setting: 2020 Look-back and 2021 Look-ahead

A LOOK BACK AT 2020 /COMPARSION				
City Light's WMBE Utilization Goals and Actuals				
2020	Purchasing Goals	Purchasing Actual	Consulting Goals	Consulting Actuals
Percentage	13%	18%	13%	11%
WMBE Spend	\$ 15,633,163.00	\$ 19,720,807.00	\$3,190,493.00	\$ 2,826,317.00
Total Spend	\$ -	\$ 109,142,132.00	\$ -	\$ 26,255,042.00
2020 COMBINED WMBE TOTAL UTILIZATION				
Total Consulting and Purchasing Spend		Total WMBE Consulting and Purchasing Spend		SCL Overall WMBE Percentage
\$135,397,174.00		\$22,547,124.00		17%
2021 City Light WMBE Utilization Goals				
2021	Purchasing Goal		Consulting Goal	
Percentage	15%		15%	
WMBE Spend	\$16,371,320.00		\$3,938,256.00	

3. 2021 OUTREACH PLAN STRATEGIES

The tactics the department will undertake in 2021 will continue as in previous years; however, the additional strategies for 2021 will take on a more deliberate and specific internal department outreach related to mega-projects. The mega-projects impacting purchasing goals will be the pole replacement project, electrification of transportation, the commodities required to ensure mega-project success, and the upgrading of the overall infrastructure of City Light’s major operations facilities. City Light’s WMBE team will focus on direct outreach to Transmission and Distribution and Utility Operations Divisions within the Department.

WMBE TECHNICAL ASSISTANCE

City Light continues to invest in the WMBE business community by providing technical assistance. City Light has continued to partner with the University of Washington (UW) and for the first time will also partner with the Minority Business Development Agency (MBDA), U.S. Department of Commerce. The two partnership complement each other; the UW provides the academic/theoretical portion, which gives WMBE business owners the knowledge needed to manage and grow their business. MBDA will manage the mentor protégé program, which was developed to support the WMBE business owner. This program will be the conduit for a WMBE firms to develop, grow, and maintain relationships with larger general contractors, while also providing on the job training for the business owner.

The consulting contracts define the partnerships and demonstrates a commitment to increasing inclusion of businesses that can operate in the electric utility sector. Some of the over-arching goals for this partnership are to increase awareness of the City’s Equity in Contracting policy within the minority and women-owned business community, relationship building, while providing technical assistance. The University of Washington Consulting and Business Development Center offers three different programs. The programs are as follows:

Minority Business Executive – This program is designed to assist minority and women business leaders in facing current business challenges. This is a one-week intensive residential program which features an interactive curriculum focused on finance and accounting leadership; marketing and brand strategy; relationship marketing and strategic thinking. City Light is sponsoring two businesses in the Summer/Fall of 2021.

Ascend-Seattle – This program is a 6-month long program that provides management education designed to accelerate the growth of small to medium sized businesses in specific industry clusters. Collaborative participants meet two times per month for six months to engage in management education and growth plan development. City Light is sponsored seven businesses beginning March 2021.

Business Management Consulting – This program is a cohort-based program aimed at improving the bottom line and stimulating new growth. During this program UW students and professional mentors work side-by-side with business owners from under-served communities on projects with time frames ranging from one week to nine months. City Light is sponsoring four businesses in the Summer/Fall of 2021.

MBDA – Seeks to support WMBE firms that are looking to secure capital, office policies and procedures, bid development, identifying strategic partnerships, and bookkeepers/accountants to prepare financials documents, which are needed when seeking financing. MBDA Centers are located in areas with the largest concentration of minority populations and the largest number of minority businesses. MBDA will manage the interaction between the mentor and the protégé, while supporting the protégé in their daily operation.

The overall goal of the City Light technical assistance program is to increase business opportunities for WMBE firms, using Seattle City Light as the conduit to support and grow their business, which hopefully will ensure their success.

TRAINING – SCL PRIME CONTRACTORS

For the last three years Seattle City Light has conducted prime contractor training; this training is focused on WHO is impacted, WHY we lead with race, WHAT is the purpose of the WMBE Program, and WHEN are contracting opportunities available. City Light will continue this practice, with the support of the City Light mega project teams and Department Leadership.

Training is conducted during the first phase of a major project, in partnership with the prime contractor. The prime contracting team is an integral part of the training an outreach to smaller WMBE firms. The goal is to increase awareness for the prime contracting staff, which includes, administrative, logistics, accounting, and project site staff. Including every aspect of the prime contracting team will allow for WMBE awareness when preparing scopes, prime contractor outreach, contract award, and communication.

Two trainings will be conducted in 2021. HDR has agreed to training for a project yet to be identified and the final prime contractor training will be identified in the 2022 WMBE Annual Report.

4. PROMPT PAY

**PROMPT PAYMENT ANNUAL 2020
SEATTLE CITY LIGHT**

CONSULTANT ROSTER				CONSULTANT CONTRACTS				TOTAL CONTRACTS		
Average Days	Number On Time	Number of Invoices	Percent on Time	Average Days	Number On Time	Number of Invoices	Percent on Time	Number on Time	Number of Invoices	Percent on Time
33	123	173	71%	38	858	1324	65%	981	1497	66%

Payments in 2020 were severely disrupted by pandemic impacts. Accounts Payable (AP) Staff was sent home to work with inconsistent technology and paper-based processes had to be overhauled. Only 56% of 30,796 total vendor payments were issued in 30 days after receipt of an accepted and properly prepared invoice. Within this total paid to all suppliers the ongoing commitment to prompt pay for WMBE firms was demonstrated by the 981 portions of consultants paid on time at a higher rate of 66%.

For 2021 pandemic disruptions continue however processes have been adapted. Incoming invoices have been converted from 100% paper via postal mail to more than 90% now received as pdf via email. This was accomplished within strict IT protocols for handling email attachments. Additional staff have been assigned towards assisting in invoice processing. Two new technology tools are being launched in 2021; a purchase portal that serves as a requisition log and an invoice processing system that will use automation to route incoming invoices. These tools are expected to significantly improve the time to process invoices through to payment. We are dependent on FAS to provide assistance linking this invoice information to the PeopleSoft system to fully realize these benefits.

Recognizing our current capabilities and the remaining work to adapt new tools we have a set a near-term goal for 2021 to achieve 90% paid in 60 days. Within this we recognize the impact on WMBE firms and will endeavor to continue providing a priority for their payments.

##



2021 SEATTLE DEPARTMENT OF HUMAN RESOURCES

WMBE OUTREACH PLAN

Department Representative for 2021:

Elena Azhgirei

2021 Voluntary Target for Seattle Department of Human Resources (SDHR):

For 2021, the Seattle Department of Human Resources (SDHR) has established a voluntary Woman and/or Minority Business Enterprises (WMBE) utilization goal of fifty percent (20%) for Consulting and seven and a half percent (3.0%) for Purchasing.

Voluntary 2021 WMBE Targets	
Consulting	20.0%
Purchasing	3.0%

Introduction

Policy Statement

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

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

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

2021 SDHR WMBE OUTREACH PLAN

The Seattle Department of Human Resources 2021 Outreach Plan summarizes past performance and new strategies that will guide SDHR in its inclusion efforts for the year.

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

SDHR procurement needs include:

- Employee benefits and support during the COVID-19 pandemic
- Employee training
- Employee recruitment and retention

SDHR consulting needs:

- Employee support during the COVID-19 pandemic
- Medical examinations
- Race and Social Justice education

SDHR's 2020 WMBE Utilization Performance and 2021 WMBE Goals

SDHR 2020 WMBE Target and Actual Utilization

SDHR WMBE Use Goals and Actuals				
2020	Purchasing Goals	Purchasing Actuals	Consulting Goals	Consulting Actuals
Percentage	7.5%	1%	50%	22%
WMBE spend	\$300,000	\$157,164	\$500,000	\$47,645
Total spend	\$4,000,000	\$10,526,463	\$1,000,000	\$215,716
2021 SDHR WMBE Use Goals				
2021	Purchasing Goals		Consulting Goals	
Percentage	3.0%		20.0%	
WMBE spend	\$300,000		\$150,000	
Total spend	\$10,000,000		\$750,000	

2021 SDHR WMBE OUTREACH PLAN

SDHR 2020 Performance Summary

WMBE Status	Consultant			Purchasing			Grand Total
	Consultant	Consultant Roster	Total Consultant	Blanket	Direct Voucher	Total Purchasing	
WMBE	29,145	0	29,145	157,164	0	157,164	186,309
Non-WMBE	186,571	0	186,571	10,350,021	19,278	10,369,300	10,555,870
Grand Total	215,716	0	215,716	10,507,185	19,278	10,526,463	10,742,179

2020 SDHR Consultant / Services & Purchasing WMBE Utilization Summary:

In 2020, overall Purchasing spend increased for SDHR because of more employee benefits and assistance spending due to the COVID-19 pandemic. A large portion of SDHR purchasing payments, approximately 66%, belongs to a single supplier, Corvel Corporation. Corvel is a Workers' Compensation third party administrator who pays medical providers and is reimbursed by SDHR. In turn, SDHR bills back City departments whose employees were paid Workers' Compensation benefits. SDHR is a pass-through entity in this transaction. Prior to the City signing a Blanket contract with this supplier in 2017, these payments were paid directly by SDHR and were not captured on the WMBE report as they fell under a DX category. Currently, with the blanket contract in place, SDHR reimburses Corvel for the payments they make to providers and it counts as SDHR purchasing for WMBE reporting purposes. In 2020, SDHR paid Corvel almost \$7.0M.

In 2019, SDHR entered into agreements with two employee benefit program vendors via blanket contracts. Thrive (aka, Limeade) was rolled out to City employees in November 2019. Thrive is the City's new digital well-being platform and offers services and tools that support the physical, emotional, and financial well-being of City employees who are on the "Most" benefit program. Another benefit program, Accolade, launched on January 1, 2020, offers health advocacy services and support for employees and their family members. In 2020, SDHR spent approximately \$2.0M for these services.

In order to report accurate WMBE numbers for SDHR, spend for Corvel and costs for the City benefit programs should not be included in this analysis. Excluding the payments of approximately \$9.0M to Corvel, Accolade and Thrive, SDHR's WMBE purchasing utilization rate is at 9%, which is higher than our target goal of 7.5%.

Contracting spend went down significantly in 2020. This happened because many services were delayed or cancelled due to the pandemic. Even with SDHR being able to execute only a quarter of all planned contracts, we still have a 22% WMBE utilization rate.

With the inclusion of Corvel and the two new benefit programs, our purchasing spend is likely to exceed \$10.0M in 2021. Since none of these blanket contract vendors are WMBE, a 7.5% WMBE purchasing goal is no longer realistic. For 2021, SDHR is proposing a much lower 3.0% WMBE purchasing goal. We are also reducing our WMBE consultant goal from 50% to 20%. This is in alignment with our reduced consultant activity due to the pandemic.

2021 SDHR WMBE OUTREACH PLAN

SDHR WMBE Utilization For Consultant / Services and Purchasing for Period 2005-2020

Seattle Department of Human Resources (SDHR)

WMBE Utilization - Consultant and Purchasing

Year	Consultant			Purchasing		
	Total	Percent	WMBE	Total	Percent	WMBE
2005	\$1,055,198	4%	\$45,518	\$426,128	14%	\$60,239
2006	\$1,492,053	3%	\$49,288	\$222,324	20%	\$44,401
2007	\$1,312,625	9%	\$112,536	\$714,698	8%	\$57,929
2008	\$918,695	13%	\$116,903	\$271,570	12%	\$31,347
2009	\$979,683	8%	\$79,530	\$6,634	57%	\$3,805
2010	\$1,282,852	3%	\$33,580	\$97,999	30%	\$29,423
2011	\$999,962	3%	\$27,000	\$165,454	58%	\$96,279
2012	\$1,084,891	5%	\$52,510	\$189,890	71%	\$135,463
2013	\$1,189,290	4%	\$42,337	\$194,658	73%	\$141,296
2014	\$1,104,035	28%	\$310,660	\$1,347,433	11%	\$150,512
2015	\$1,368,588	50%	\$688,537	\$827,324	24%	\$199,192
2016	\$1,448,690	60%	\$870,617	\$1,595,718	17%	\$278,923
2017	\$2,662,403	68%	\$1,800,756	\$1,087,855	22%	\$242,933
2018	\$1,344,384	49%	\$653,524	\$7,637,606	2%	\$174,808
2019	\$1,124,650	66%	\$741,167	\$7,505,753	3%	\$227,951
2020	\$215,716	22%	\$47,645	\$10,526,463	1%	\$157,164

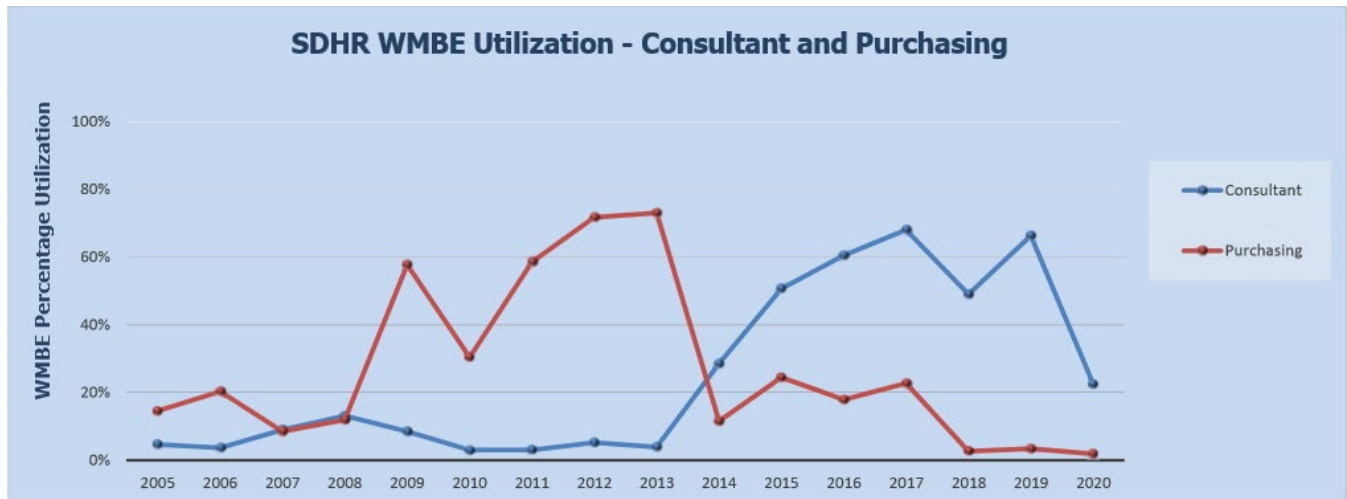
2020 Goals

Consultant = 50%

Purchasing = 7.5%

NOTES:

- 2020 year to date spend through 12/31/2020
- Produced by PC/FAS
- Source: PeopleSoft 9.2



Outreach Events

In 2020, the major area of spending on the Consultant side was for employee support during the Covid-19 pandemic and RSJ work. In 2021, we will continue to look for additional WMBE providers to utilize for these as well as other services.

2021 SDHR WMBE OUTREACH PLAN

Strategies to Achieve Goals

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

In addition, contracting staff will continue to include at least one WMBE firm when asked for recommendations for consultants for new projects or contracts, including firms we have not worked with in the past. With the rollout of the new contract management system, SDHR will be providing materials and trainings to staff on the new system as well as the importance of utilizing WMBE consultants. We will also provide links to resources for staff on our newly designed internal webpage.

Consultant Prompt Pay Strategies

The table below shows SDHR's prompt payment performance in 2020 for consultants.

SDHR Prompt Pay Performance

Quarter	Consultant Roster			Consultant Contract			Grand Total		
	# Invoices	# Late	% Late	# Invoices	# Late	% Late	# Invoices	# Late	% Late
1	0	0	0%	10	0	0%	10	0	0%
2	0	0	0%	7	0	0%	7	0	0%
3	0	0	0%	4	0	0%	4	0	0%
4	0	0	0%	7	0	0%	7	0	0%
Total	0	0	0%	28	0	0%	28	0	0%

In 2020, 100% of SDHR payments to consultants were paid within 30 days of invoice receipt. Given our success, we will strive to pay at least 99% of our invoices on time in 2021. This is higher than the aspirational goal of 95% per Executive Order 2019-06: Economic Inclusion and Contracting Equity.

Payment authorization in SDHR occurs mostly at the Executive Team level as well as a small group of upper level management. As in 2021, the WMBE advisor will continue to communicate our Prompt Pay goal to this team as well as report on each division's performance on a quarterly basis.

2021 SDHR WMBE OUTREACH PLAN

B2Gnow

In 2020, SDHR did not have any consultant contracts with WMBE inclusion plans thus we did not have any entries in the B2Gnow system. Going forward, SDHR will ensure that any/all consultant contracts with WMBE inclusion plans are promptly entered into B2Gnow.

DEPARTMENT OUTREACH STAFF:
Melinda Merrell – Finance Manager – SDHR; Elena Azhgirei – Fiscal Analyst - SDHR
DEPARTMENT DIRECTOR:
Bobby Humes –Director - SDHR



Attachment A

Date: March 8, 2021

To: Casey Sixkiller, Deputy Mayor
Calvin W. Goings, Director, Finance and Administrative Services

From: Sam Zimbabwe, Director

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

Subject: 2020 WMBE Reporting and 2021 WMBE Goals and Strategic Outreach Plan

1. Office/Department WMBE Representative

The Seattle Department of Transportation (SDOT) is responsible for complying with the City’s Municipal Code and Executive Orders regarding equity in contracting and recognizes that increasing opportunities for Women and Minority Owned Businesses (WMBE) helps implement our commitment to building a more equitable city. To support this work, SDOT has a WMBE Advisor, Viviana Garza, who is part of our Office of Equity and Economic Inclusion. The SDOT WMBE Advisor’s responsibilities include:

- Developing policy regarding inclusion plan expectations and tracking performance in partnership with Finance and Administrative Services – Contracts and Procurement (FAS-PC)
- Tracking compliance and subconsultant data in B2Gnow
- Providing expertise and developing training in WMBE strategies for SDOT staff
- Ensuring effective outreach to provide support to external stakeholders
- Increasing information transparency and availability
- Strengthening and maintaining relationships with other City departments, partner agencies, and community partners
- Serving as the department’s representative to the City’s WMBE Initiative

2. WBME Goals: 2020 Results and 2021 Plan

In 2020, we **exceeded our goal for spending on WMBE consultants**, and we were slightly under our purchasing goal:

2020 SDOT WMBE Use Goals and Actuals				
	Purchasing Goals	Purchasing Actuals	Consulting Goal	Consulting Actuals
Percentage	19%	17.3%	34%	38.4%
WMBE spend	\$6,080,000	\$4,993,018	\$15,300,000	\$18,156,066
Total spend	\$32,000,000	\$28,932,533	\$45,000,000	\$47,801,906

For 2021, we have increased our consulting goal to 38%, and kept our purchasing goal at 19%:

2021 SDOT WMBE Use Goals		
	Purchasing Goal	Consulting Goal
Percentage	19%	38%
WMBE spend (planned)	\$5,510,000	\$17,860,000
Total spend (planned)	\$29,000,000	\$47,000,000

3. 2021 Outreach Plan

Tactics

Information Availability and Transparency

- **Notification of Upcoming Opportunities: Anticipated Projects Sheets** – we will continue to promote collaboration and coordination between divisions to produce anticipated work opportunity information and disseminate it through the SDOT WMBE website and community organizations. SDOT will also coordinate with FAS-PC to ensure WMBE firms are alerted to opportunities to engage in blanket contracts. This coordination will focus on providing information regarding what blanket contracts SDOT uses the most and connecting the WMBE community with how to establish and/or become engaged in a blanket contract when they become eligible to renew. SDOT will also continue to provide advance notification of upcoming Public Works projects by distributing long-term project forecasts, and will continue to promote and encourage WMBE-inclusive teaming.
- **Focused Networking: Informational Events and Technical Assistance** – the SDOT WMBE Advisor will continue to coordinate informational events between community WMBE firms and SDOT project managers and staff to facilitate connections between department needs and firms that can potentially fill those needs. For 2021, SDOT plans to hold *Working with SDOT* events which share information with WMBE firms about SDOT’s expectations and about preparing for upcoming contract opportunities. The events also offer opportunities to network with prime contractors, SDOT leadership and project managers. In addition to this series, we hope to reengage in community workshops (pending health safety requirements due to the COVID-19 pandemic) focused on engaging with immigrant, emerging, WMBE, and micro businesses. SDOT also plans to continue engagement with the new City Technical Assistance Services Consultant to assist firms with more technical questions either in a firm’s business development or in responding to City RFP/RFQs.

Eliminating Internal Barriers through Policy and Process Improvements

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

- **Consultant Contract Pre-Submittal Standardization** – we will continue playing an active role in disseminating WMBE Inclusion information and expectations to prospective respondents at pre-submittals.
- **Continued Attention to SDOT Divisional Work Planning** – we will continue to work with SDOT Division Directors to determine the procurement needs and challenges for each division to determine where there may be more opportunities for WMBE inclusion.
- **Proactive Availability Review** – we will embed questions into the request process of the Consultant Contract Request Form, the Internal Request Form, the Amendment Request Form, and Work Authorization Request Form to require assessment of WMBE availability and identification of potentially restrictive specifications and/or barriers.
- **WMBE Availability Assessment at Procurement Request** – we will continue requiring WMBE availability assessment at the beginning of all procurement requests to identify service areas that lack WMBE representation and provide direction and focus for engagement. The Consultant Contract Request Form has been updated to require evaluation of WMBE availability at the time of request, and to include listing potential parameters that may inhibit WMBE participation. In 2021, additional changes will be made on Work Authorization and Amendment request forms.
- **Scoping of Projects: Contract Unbundling and Sizing** – we will continue to engage in the scoping of projects to explore approaches in making work more accessible to the WMBE contracting community. A key practice for this initiative is the SDOT WMBE Advisor’s role in recurring Steering Committee meetings where project scopes are discussed, and at procurement kick off meetings.
- **Accessible Procurement Method: Roster Procurements** – the Consultant Roster is an important tool for WMBE inclusion given the simplified and expedited nature of the procurement process and reduced documentation it requires from respondents. SDOT will continue to maximize the use of this contracting tool and look for ways to facilitate the contracting process.
- **Continued Emphasis on WMBE Subcontractor Goal Monitoring** – SDOT will strengthen WMBE goal tracking and monitoring using the B2GNow diversity compliance system. This information is compiled into the WMBE Utilization Compliance Report that is reviewed by the SDOT executive team.

External Engagement

- **SDOT-Hosted Events** – SDOT plans to host one or two *Working with SDOT* events (these will be virtual due to COVID-19 pandemic restrictions).
- **Engagement with Community Organizations** – we will continue engagement with community organizations such as Tabor 100, National Association of Minority Contractors Washington Chapter, Northwest Mountain Minority Development Council, and the Conference of Minority Transportation Officials Washington Chapter as staff time permits. SDOT plans to

also participate in vendor outreach events and trade shows as staff time and current COVID and pandemic restrictions allow.

Internal Engagement

- **WMBE Advocate Program**—we will continue implementing the WMBE Advocate Program to promote contracting inclusion and make SDOT staff aware of available tools to integrate into their daily work.
- **Public Works Inclusion Plan Monitoring**—we will strengthen collaboration with FAS-PC to bolster monitoring and performance expectations for SDOT Public Works contracts through recurring check-ins with FAS-PC and SDOT contract management staff to coordinate action on commitments.

Challenges

One of SDOT's biggest challenges in meeting WMBE goals is **blanket contracts**. Per City policy, a Department must use a blanket contract for the requested good/service if one is available. If there are no WMBE firms on these blanket contracts, that significantly impacts SDOT's WMBE utilization. SDOT plans on increasing our collaboration with FAS-PC and our own Contracts & Procurement team to improve communication regarding upcoming expiring contracts and look for opportunities to increase WMBE participation in those contracts.

Another challenge is a rise in large and sole source procurements which often limit WMBE opportunities. SDOT seeks to lessen that impact through WMBE Availability reviews and unbundling strategies to provide some WMBE opportunity on these large projects and purchases.

Minority owned business (MBE) utilization as primes in City contracts is an area that SDOT and the City have been struggling to improve. In 2020, MBE utilization in SDOT's total consulting dollars was 11.2% and in SDOT's total purchasing dollars was 9.5%. The percentages show that there is an opportunity for improvement in increasing MBE utilization in both consulting and purchasing dollars. While we believe these tactics will support increasing MBE utilization, executive and management team involvement in advocating for these efforts must be present to ensure their success.

The next step is for the department to focus on engagement of MBEs in SDOT contracts to diversify the business fields that SDOT uses most such as engineering and project management. Utilizing feedback and after-action reports from previous piloted programs, implementing concerted planning efforts, unbundling large projects, and focusing on mentorship within large, unbundled projects can improve the number of MBE firms who are competitive for SDOT projects. By following these strategies and leading with racial equity, SDOT can use its procurement power to improve equity.

Successes

WMBE Spend Successes

- Since 2012, **SDOT has increased its WMBE consultant utilization from 3% to 38%**
- In the unprecedented year of 2020, **SDOT spent \$18.2 million to WMBE prime consultants and \$5 million to WMBE primes in purchasing**

- Since 2012, SDOT increased its purchasing spend to WMBE primes by over \$3.8 million
- SDOT increased spend to WMBE purchasing primes by \$540,000 since 2018
- In 2020, SDOT **exceeded its consulting goal by achieving 38.4%**, compared to the goal of 34%

While the Department did not achieve its 2020 purchasing goal, SDOT did increase its total purchasing spend to WMBE primes. We have made great strides in consulting and purchasing and are excited to continue challenging ourselves to greater results.

Outreach and Training Successes

In 2020, SDOT held two WMBE Advocate sessions (3 courses/session), and recognized 26 new WMBE Advocates and 12 WMBE Advocate renewals. At present, there are 127 WMBE Advocates in SDOT.

The WMBE Pathfinder award encourages increased engagement among SDOT project managers, staff, and directors. In 2020, we honored Maura Donoghue, Finance & Administration Division Contracts & Procurement Manager, and Jesse Lopez, Capital Projects Division Office Engineering Manager at SDOT's 2020 Virtual Harvest Party for employees. This year will be the third year for this award program.

In 2020, SDOT held two *Working with SDOT* events virtually via WebEx in response to the COVID-19 pandemic. After these events, attendees provided feedback, which included:

- Transparency—the community was supportive about the transparency in expectations and upcoming work
- Networking and Community Connection – the community was impressed and grateful for the opportunity to network with SDOT project managers and decisionmakers, primes, and other WMBE firms
- 97% of attendees found the Move Seattle event helpful in learning about upcoming opportunities and 95% said they would attend another event like this in the future
- 95% of attendees found the Ready to Prime event set clear expectations and 93% said they would attend another event like this in the future

We are encouraged by the positive community feedback to these virtual events, and hope to increase our impact in 2021. For more information about SDOT's outreach and engagement efforts, see *Addendum to Attachment A*.

Levy to Move Seattle WMBE Performance

The Levy to Move Seattle features a 23% WMBE goal for all purchasing, prime consultant and Public Works contract dollars associated with the levy over its 9-year life. In 2020, \$34.2 million of the Levy to Move Seattle contract dollars went to women and minority owned firms, for a WMBE utilization rate of 25%. Life to date, the Levy to Move Seattle has a 30.3% WMBE utilization rate, which is a total of just over \$109 million to women and minority owned businesses.

While we are currently exceeding our Levy to Move Seattle WMBE goal, SDOT plans to have more coordinated planning for WMBE utilization going into 2021 to ensure we meet our goal over the life of the Levy. SDOT has worked hard to meet the 23% goal and increased planning and coordination within the Department and with FAS-PC will ensure we do not dilute the performance we have achieved so far.

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

Prompt Pay

SDOT is committed to creating a responsive environment for firms engaging in City work, and fully supports the Mayor's Prompt Pay Initiative. Pursuant to this initiative, SDOT strives to pay all consultant invoices within 30 days. This is the standard set forth in the City's code and our contract language. The City has set a performance standard for payment of an accepted and properly prepared invoice for all departments to pursue: a 95% compliance rate on prompt pay for consultant contracts. In 2020, SDOT achieved an 88% prompt payment rate, due primarily to staffing issues. These staffing issues have been addressed and SDOT is committed to compliance in 2021 and beyond.

4. 2021 B2GNow

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

Since 2016, our Department has been an early adopter of B2GNow as a pilot and we are excited to see the value of the program as it expands to all Departments. We are happy to see \$1.5 million dollars were paid to WMBE subconsultants in 2020 which we were able to identify by using this system. We were also able to glean even further that \$1.2 million was attributed to Minority Owned Business Enterprises (MBE) and the remaining \$0.3 million was attributed to Women Business Enterprises (WBE). In 2020, SDOT began tracking open Federal Transit Administration (FTA) funded contracts in the B2GNow system to aid in tracking and compliance with federally funded contracts. We intend to continue collaborating with FAS-PC by strengthening policy and procedures as the City continues its focus on data and tracking in 2021.

ADDENDUM TO ATTACHMENT A

This addendum to Attachment A summarizes WMBE goals and spending specific to the Levy to Move Seattle and provides highlights of external and internal outreach activities to increase WMBE utilization.

Levy to Move Seattle Background

Approved by voters in 2015, the 9-year, \$930 million Levy to Move Seattle provides funding to improve safety for all travelers, maintain our streets and bridges, and invest in reliable, affordable travel options for a growing city. The levy provides approximately one-third of SDOT's 2021 budget and replaced the 9-year, \$356M Bridging the Gap levy approved by voters in 2006.

Levy to Move Seattle WMBE Goal

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

Levy to Move Seattle WMBE Results to Date

In 2020, \$34.2 million of the Levy to Move Seattle contract dollars went to women and minority owned firms, for a utilization rate of 25% of the 2020 Levy to Move Seattle contract dollars. Life to date, the Levy to Move Seattle has a 30% WMBE utilization rate for contract dollars, which represents a total of more than \$109 million to women and minority owned businesses.

Key Outreach and Engagement Highlights

Advance Notice of Opportunities: Anticipated Projects Sheets

One challenge we have identified in engaging with WMBE firms in contracting has been in firms not having enough time to prepare for upcoming solicitations. To address this, we provide advanced notice of contracting opportunities through our Anticipated Projects Sheets. These sheets are a long-term project forecast that also provide draft scopes for consultant and Public Works contract in addition to scopes for upcoming subconsultant opportunities. Below is an example of an Anticipated Project Sheet:

2020-2023 ANTICIPATED PROJECTS
Listing Updated Quarterly

Seattle Department of Transportation

Project	Project Manager	Start/End	Funding Source	Public Safety	Active Living	Access Board	Seismic	Utility	Signal	Light Rail	Transit	Construction	Operations	Maintenance	Transportation	Other	Other	Other	Other
Madison St Bus Rapid Transit Madison St Bus Rapid Transit Phase 1B11	Eric Tsai eric.tsai@dot.wa.gov	Q4/2020	FVA, FWA, State	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
West Hillside - 5th Ave West Hillside - 5th Ave Phase 1	Jan Carroll jan.carroll@dot.wa.gov	Q4/2020	FVA, State	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
5th Ave - 4th Ave 5th Ave - 4th Ave Phase 1	Jan Carroll jan.carroll@dot.wa.gov	Q4/2020	FVA, State	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
5th Ave - 3rd Ave 5th Ave - 3rd Ave Phase 1	Jan Carroll jan.carroll@dot.wa.gov	Q4/2020	FVA, State	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
5th Ave - 2nd Ave 5th Ave - 2nd Ave Phase 1	Jan Carroll jan.carroll@dot.wa.gov	Q4/2020	FVA, State	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y

Working with SDOT 2020 Events

- The virtual June event, *Working with SDOT: Move Seattle* focused on outreach for upcoming Levy to Move Seattle contracting opportunities. SDOT staff presented Levy accomplishments and upcoming project opportunities. SDOT partnered with FAS-PC and the Northwest Mountain Minority Supplier Development Council to offer additional resources and guidance to the approximately 162 attendees of the event. A thirty-minute sessions after the main program allowed project managers from each SDOT Division to discuss upcoming projects and answer questions about their work.
- The virtual October event, *Working with SDOT: Ready to Prime* focused on providing tools, resources, and strategies for firms to be successful as a prime with SDOT and the City, particularly for firms looking to transition from subconsultant to prime consultant. We used feedback from our WMBE firms and created a panel format to allow SDOT project managers, contracting specialists, and FAS-PC specialists to walk attendees through expectations at each stage of the contracting process. Additionally, SDOT partnered with OMWBE, MBDA, the Washington Procurement Technical Assistance Center (PTAC), and the Northwest Mountain Minority Supplier Development Council to connect the approximately 56 attendees to additional resources. After the main program we also split the attendees into groups for networking with the staff pertinent to the firms' main fields of interest.

WMBE Advocate Training Program

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

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

In 2017, the WMBE Advocate Renewal course was implemented to enable existing advocates to stay current on their skills by learning about City WMBE Program updates and contribute to the WMBE Program by sharing their experiences and providing feedback on what has been successful and what challenges they have encountered as WMBE Advocates. Material for the WMBE Advocate courses was developed in coordination with the Seattle Office of Civil Rights and FAS-PC.

WMBE Pathfinder Award

In 2019 SDOT introduced the WMBE Pathfinder award to honor SDOT staff dedicated to bridging the information gap and helping WMBEs navigate our SDOT and City processes.



2021 Seattle Center WMBE Outreach Plan

2021 WMBE Utilization Goals	
Consulting	40%
Purchasing	25%

About Us

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

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

Department Common Procurement Needs

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

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

Department WMBE Representative

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

Goal Setting/2020 Efforts Summary

Seattle Center WMBE Use Goals and Actuals				
<i>2020</i>	<i>Purchasing goals</i>	<i>Purchasing actuals</i>	<i>Consulting goals</i>	<i>Consulting actuals</i>
Percentage	25%	18.6%	40%	23.5%
WMBE spend		\$597,117		\$274,333
Total spend		\$3,213,562		\$1,165,014

2021 Seattle Center WMBE Use Goals		
<i>2021</i>	<i>Purchasing goals</i>	<i>Consulting goals</i>
Percentage	25%	40%

In 2020, we had to curtail some of our traditional efforts, such as hosting the annual WMBE Reverse Vendor Trade Show due to the impacts of the COVID-19 pandemic. However, we still undertook a variety of efforts to reach our goals including:

- Creating and distributing a monthly WMBE utilization report by work group.
- Sharing WMBE utilization successes and best practices among work groups.
- Using WMBE B-vendors for construction-related activities where appropriate.
- Encouraging WMBE inclusion plans for RFQ/RFP process when feasible, regardless of whether the dollar amount met the \$305,000 threshold.
- Using the City’s Consultant Roster to identify WMBE consultants and implementing a WMBE-first approach to CIP consulting.
- Maintaining our use of City JOC contractors for capital projects.

Despite these efforts, Seattle Center fell short of its identified goals. The impacts of the COVID-19 pandemic greatly impacted Seattle Center’s ability to operate. Beginning in March, Seattle Center closed its public facilities to the public and ceased all in-person events. Additionally, most of our resident organizations also closed their doors to the public. Eventually, some were able to reopen, but with greatly reduced capacity due to social distancing requirements and restrictions from state and local officials. As a result of this, the number of visitors to Seattle Center was a fraction of historical levels. One area where Seattle Center has had success with increased WMBWE vendor utilization is our cleaning and janitorial supply purchasing. With fewer patrons in 2020, a much smaller amount of purchasing of these supplies occurred as facilities that were closed had to be cleaned much less frequently. With consultant spending largely driven by the department’s CIP which was not nearly as impacted by the pandemic, the percentage of WMBE utilization for consultants remained steady at approximately 24%.

2021 Outreach Plan

Our 2021 plan is to continue the work we have been doing over the recent years to identify more areas to increase our usage of WMBE firms. We will also seek to resume certain efforts that had to be postponed due to the pandemic, such as hosting the Reverse Vendor Trade Show and various internal trainings. Additionally, our capital projects unit has initiated a process for early identification of needs and opportunities for WMBE firms. We will continue our communication to those with who make financial decisions in our various divisions about the importance of knowing the department's goals as well as the importance of striving to meet set targets. We will continue to review current to-date results within our quarterly internal WMBE team meetings as well as strategize ways to improve WMBE utilization rates.

Prompt Pay

Seattle Center achieved 80% prompt pay compliance in 2020. Impacts from shifting to teleworking certainly had an adverse impact on the department's ability to meet the 95% target. We have identified this as an area for improvement in 2021.



2021 WMBE OUTREACH PLAN

ABOUT SEATTLE PUBLIC UTILITIES

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

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

WATER

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

DRAINAGE & WASTEWATER

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

SOLID WASTE

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

PROJECT DELIVERY AND ENGINEERING BRANCH

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

SPU WMBE REPRESENTATIVE

SPU's WMBE Manager is:

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

This is a full-time position located in SPU's Environmental Justice and Service Equity (EJSE) division focused on the City's Race and Social Justice Initiative. As needed, other EJSE team members support WMBE efforts. Additionally, the department has Branch Equity Team (BET) WMBE sub-committees that consult with SPU's WMBE Manager to support internal WMBE efforts.

GOAL SETTING:2020 LOOK-BACK & 2021 LOOK-AHEAD

SPU WMBE Use Goals and Actuals				
2020	Purchasing Goals	Purchasing Actuals	Consulting Goals	Consulting Actuals
Percentage	17%	21%	22%	17%
WMBE Spend	\$7,072,184	\$10,182,852	\$ 6,338,396.00	\$5,264,280
Total Spend	\$41,601,084	\$47,525,729	\$ 28,810,889.00	\$31,544,302
2021 SPU WMBE Use Goals				
2021	Purchasing Goals		Consulting Goals	
Percentage	18%		22%	
WMBE Spend	\$7,200,000		\$6,600,000	
Total Spend	\$40,000,000		\$30,000,000	

2021 STRATEGY & OUTREACH PLAN

In 2021, SPU will continue to be adaptive to the challenges and impacts of the global pandemic. We will continue to look at ways of enhancing our outreach approach to reach underutilized WMBE populations. SPU will continue to build on 2020 efforts that promoted connectivity through virtual platforms. In 2021 we will continue using and engaging in the strategies and tactics listed in the diagram below.



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

PROMPT PAY

Consultant Prompt Pay <Invoices Paid in 30 Days>	
2020 Goal	95%
2020 Actual	98%

In 2021, SPU will also pursue a prompt payment performance metric of 95% or better. Additionally, SPU will actively engage firms and communicate the City's prompt pay requirements at SPU sponsored events, contract pre-submittal meetings, newsletters, internal WMBE raining, etc.

OSE 2021 Annual WMBE Plan

1. Department Representative

OSE's WMBE representative is Jeanie Boawn, Finance & Operations Manager. She will work in close collaboration with Megan Doiron, Data & Fiscal Specialist for food access programs, as well as OSE's two Administrative Specialists who assist with vendor research and recommendations.

2. Performance and Goal Setting

OSE 2020 WMBE GOALS & ACTUALS				
2020	Purchasing Goal	Purchasing Actuals	Consulting Goals	Consulting Actuals
Percentage	75%	85%	15%	4%
WMBE \$	\$400,000	\$501,558	\$337,000	\$75,138
Total \$	N/A	\$589,275	N/A	\$1,777,265
OSE 2021 WMBE USE GOALS				
2021	Purchasing Goal	Purchasing Actuals	Consulting Goals	Consulting Actuals
Percentage	50%		10%	
WMBE \$	\$383,000		\$156,000	
Total \$	\$511,000		\$1,532,000	

Total **discretionary** spending by OSE in 2021 will be around \$2M. This discretionary budget plan does not include large expenditures from our budget for providing Fresh Bucks incentives to Seattle residents, healthy food in schools, nor for administering a \$250,000 contract with a non-profit for the annual environmental justice grant fund. Those expenditures are either excluded automatically (DX) or removed (non-profit). Nonetheless, as shown below, we do a full analysis on non-staffing expenditures to tell a complete narrative of our spending impact.

Note: our reduced purchasing goal is a reflection of the shift from a printed/mailed Fresh Bucks voucher system to an e-benefit system with a single vendor. This will reduce our overall purchasing budget and use of the WMBE print/mail vendor we have used for Fresh Bucks. The small and ethnic grocers who receive customers as a result of Fresh Bucks will still see those benefits and likely even more as we expand the pool of participating retailers.

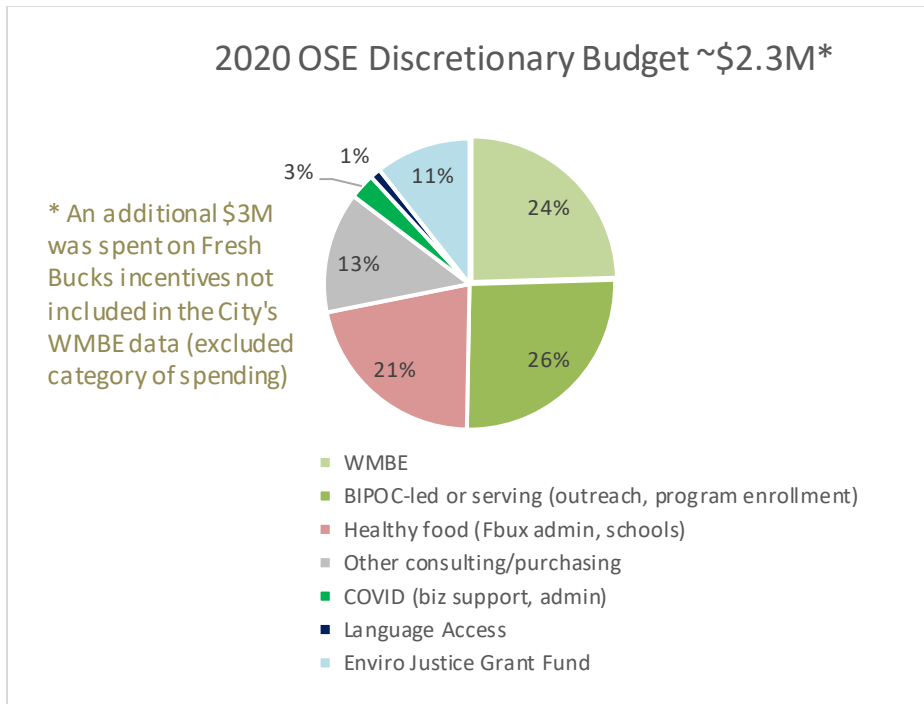
2020 Performance Considerations

Our total WMBE report spending in 2020 was \$2.36M, of which 24% was WMBE (combined purchasing & contracting). Like all departments, OSE's budget was reduced significantly due to COVID. Most of our discretionary program spending was eliminated and the remaining budget was primarily redirected to providing benefits to the community (emergency food vouchers, small business support in the Duwamish Valley). While some COVID-related expenditures were WMBE (printing, translation), in accordance with OSE's priorities to shift funding to community-based organizations and build capacity, we focused on entering into contracts with our community partners who conducted outreach and engagement and oversaw provision of benefits.

As a result, a significant (and growing) amount of spending (primarily in the Consultant category) is with small organizations we partner with who are BIPOC-led or focused on BIPOC communities. Many of them are non-profits or are not registered as WMBE firms. The total amount of this spending in **2020 was about \$600,000 (26%)**, and included Fresh Bucks providers (community-based enrollment partners and providers), local organizations doing in-neighborhood outreach

(ECOSS, Latino Community Fund, etc.), and businesses/agencies assisting in equity evaluations/studies. Finally, we did not remove non-profit spending (such as for the EJ Fund) from our overall spending, an action we will take in 2021.

Here is a graph summarizing how our 2020 spending breaks down using this detailed analysis, which we feel provides a more robust assessment of the impact of our spending in the community.



Internal/Change Management

In 2020, OSE's RSJ Change Team prioritized expanding its role to participate in OSE's budget process, including WMBE goal-setting and evaluation. The Change Team participated in developing this plan, and will serve as thought-partners to program managers and leadership throughout the year.

For office transparency, the WMBE spending tally is posted quarterly on OSE's SharePoint site, and budget figures are updated monthly as well in both the overall tracking for the office performance and by program and vendor. The WMBE rep has quarterly meetings with program managers to go over expenditures and discuss upcoming areas for potential WMBE spending.

3. 2021 outreach plan:

OSE's RSJ Change Team will have an active role in monitoring and providing recommendations for adjustments to meet our WMBE goals. We will continue our emphasis on working with non-profits and BIPOC-focused community-based orgs as we enter into the COVID recovery phase. In addition, we have several new opportunities in 2021 for potential WMBE spending, but primarily to increase support for BIPOC community members and organizations:

- Green New Deal work which was paused in 2020. GND will represent a significant new area of spending as board members are recruited and onboarded and regular meetings begin:
 - Facilitation

- Materials
- Translation/interpretation
- Develop key climate indicators report & dashboard
- Duwamish Valley program:
 - Community engagement events
 - Community-based organizations to support Healthy Homes, Small Business and Youth Capacity Building activities (organizations that are led by or serve BIPOC communities)
 - Grant from Robert Wood Johnson Foundation for a resilience district in the Duwamish Valley (represents about \$225,000 of our discretionary spending)
 - Consulting for facilitation, organizational development, community engagement and communications, racial equity evaluation
 - Community engagement events

In 2020, as part of OSE's COVID response, we established an internal outreach and engagement team that meets regularly to coordinate across OSE's work to engage with community-based organizations (led by or serving BIPOC communities) and make recommendations for further steps. This allows the office to understand who we're engaging with and in what ways, and enables us to engage more quickly and efficiently during times of emergency.

To build on this successful effort, the team set up a shared tracking spreadsheet that we've asked every program manager to update and refer to as a resource as they develop and implement their work plans. Not only does this allow program managers to understand which partners we're already working with to see what further opportunities there may be, but to coordinate our efforts to avoid over-burdening small organizations (we'd love to see this type of coordination happen across the City). Challenges for meeting our WMBE goals include the limitations of how data is reported that doesn't capture the impact of our spending.

We'd also like to explore increasing engagement with local and community Chambers of Commerce. Change Team members will be discussing this idea with the outreach team to see how to incorporate this into OSE's engagement strategy.

4. Consultant Prompt Pay

OSE will continue to work to achieve the goal to pay all consultant invoices within 30 days, and thereby meet the City goal of 95%. In **2020, we achieved 93% out of 326 invoices**. We continue to work on process improvement and monitor quarterly data. All staff, whether program managers or administrative staff, will be held accountable for this metric.

MEMO

Date: March 10, 2021
To: Miguel Beltran, FAS
From: Marshall Foster, Director, OWCP
Dorinda Costa, Finance Manager and OWCP WMBE Representative
Re: 2021 WMBE Goals and Outreach plan

Office of the Waterfront and Civic Projects (OWCP)

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

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

OWCP Procurement Needs

OWCP has completed all its major consultant procurement for the Waterfront program and no new major consultant contracts are anticipated in the future. Purchasing activities are expected to remain light except for certain categories related to construction activities that are primarily covered by City blanket contracts, such as hazardous waste disposal and material recycling.

OWCP Representative for 2021: Dorinda Costa

2020 Performance and 2021 Look-ahead

As in previous years, the bulk of the consultant work conducted by the Office of the Waterfront and Civic Projects was completed through contracts with non-WMBE prime consultants, with significant WMBE subcontracting goals. In 2020 OWCP was able to exceed its subcontracting goal.

In developing the 2020 purchasing goal OWCP assumed its purchasing activity would be similar in type as in previous years with a similar volume of about \$50,000 annually. This assumption was in error. In 2021, the office saw a tremendous increase in purchasing activity, specifically in construction related purchases from City blanket contracts. The bulk of this activity, about \$2 million, was for hazardous waste disposal related to construction through the City's blanket contract with Waste Management Services. There is no reasonable WMBE alternative to manage the volume of waste disposal needed to accommodate the Waterfront program.

Excluding the expenses related to waste disposal through the City's blanket contract, OWCP exceeded its 2020 purchasing goal of 18%, achieving 29% WMBE participation in purchasing.

The following table utilizes data on WMBE subconsultant participation to document achievement of goals.

Office of the Waterfront and Civic Projects WMBE Use Goals and Actuals				
2020	Purchasing Goals	Purchasing Actuals *	Consulting Goals	Consulting Actuals
Percentage	18%	1% (29%)	18%	18.3%
WMBE spend	-	\$22,628	-	\$3,411,223
Total spend	-	\$2,244,891	-	\$18,671,221

* Purchasing includes over \$2m spending on waste disposal from construction through blanket contract (purchasing percentage without waste disposal was 29%)

2021 WMBE Use Goals		
2021	Purchasing Goals**	Consulting Goals
Percentage	18%	18%

** Excluding waste disposal.

2020 Outreach Plan

As mention previously, OWCP has completed all of its major consultant procurement activities and anticipates no significant new consultant contracts in 2021. Procurement has shifted primarily to the public works/construction arena.

In 2021, the primary focus of OWCP will be to ensure the WMBE contracting community is aware of upcoming public works contracts that will advertised to implement the Waterfront program. In 2021 the Marion Street Pedestrian Bridge project will go to advertisement. We will also be preparing to go to ad in 2022 for several other public works contracts. OWCP will work carefully with FAS's Purchasing and Contracting staff to ensure each of these contracts meets all City WMBE and Project Hire requirements.

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

Prompt pay

The OWCP's data for prompt payment of invoices is included in the SDOT data and not tracked separately. The Office of the Waterfront and Civic Projects will continue to expect that its project managers pay all invoices within 30 days and work with SDOT's Finance and Accounting division to maintain performance.