

City of Seattle Contracting Equity Report

September 16, 2015

Department of Finance and Administrative Services

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The Department of Finance and Administrative Services (FAS) manages, implements and administers the City's contracting equity initiative, also known as the women and minority business program (WMBE) through its City Purchasing and Contracting Services (CPCS) Division. CPCS also directs the labor equity program, referred to as "Priority Hire." This report provides background, an executive summary and a detailed assessment of each program.

Background

According to City ordinance, there are three procurement categories, each with customized rules and methods (Appendix A):

- Public works (construction),
- Purchasing (goods, materials, equipment, supplies and routine services), and
- Consultants (architects, engineers, other experts and professionals).

FAS, through its CPCS Division, is responsible for City government's procurement and contracting policies, procedures and guidelines. As mandated by City Charter, Seattle Municipal Code (SMC) 3.39.020.N and SMC Chapter 20, FAS administers purchasing and public works solicitation policies, administration, enforcement and execution, including:

- Administering City procurement policies, boilerplate language and templates.
- Creating and managing City consultant rosters.
- Creating, managing and directing bids, awards and contract requirements, with the exception of consultant services that are managed by the contracting department.
- Creating, developing and managing Priority Hire and the City Community Workforce Agreement.
- Managing the City's woman- and minority-owned business (WMBE) initiatives (SMC 20.42).
- Incorporating the executive oversight and direction from the Mayor and Mayor's Special Assistant on WMBE Programs.

As established in SMC 20.42, the City has a strong WMBE program, with all City departments being held responsible and accountable for their respective contracts, expenditures and community outreach efforts. CPCS has a central role in managing the program and representing, along with other City Departments, the City to the WMBE and business communities. This role includes coordinating Citywide outreach events, coordinating the annual WMBE plan production with City departments and providing support to WMBE firms in resolving disputes and gaining access to City business opportunities. CPCS tracks and produces reports that show the official utilization of WMBE businesses through Summit, the City's financial system, and monitors WMBE utilization on City-funded public works contracts.

The Mayor's Office has historically established departments' accountability with regard to the WMBE program. Mayor Murray directed accountability and provided departments with further direction through Executive Order 04-2014 ([Appendix B](#)).

Initiative 200 (I-200), passed by Washington state voters in 1998, prohibits race-conscious programs in public purchasing. While I-200 has limited the approaches available to all public agencies in Washington, it allows the City

to require that a good faith effort to achieve WMBE utilization be made by all bidders. The legal authority to require good faith efforts is further reinforced by SMC 20.42.

The City has been quite unique in accomplishing successful utilization rates, especially without the benefit of federal mandates. To put our utilization and program in context, it is helpful to note what our counterparts in the state have done. Most neighboring agencies in Washington state abandoned their WMBE programs or converted them into small business programs. Most agencies either ceased tracking or decline to publish WMBE utilization rates. Those that do, show very limited success unless they have federal mandates that accompany federal contract dollars. The University of Washington has approximately 1 percent WMBE utilization. State agencies have a combined utilization rate of 1.02 percent. King County and the Port of Seattle converted to small business programs, and do not provide enough public data to determine the share of spend to WMBE firms. Sound Transit has had a successful program using the federal authority for mandatory goals. Approximately 30 percent of City contract spend is intermingled with federal funds, so our utilization is dependent largely upon our City initiatives.

In addition to WMBE utilization, FAS/CPCS is also responsible for overseeing construction workforce diversity policies and programs for the City's capital departments (i.e., Seattle City Light, Seattle Public Utilities, Seattle Department of Transportation, Seattle Parks and Recreation, and upon occasion, projects with Seattle Center and Department of Information Technology). This initiative, which is known as Priority Hire, was created by Mayor Murray and the City Council through City Ordinance 124690, which was passed in January 2015. The Priority Hire program launched the City's most thoughtful and meaningful approach yet to promoting workforce diversity on City-funded construction projects. The most important characteristic of Priority Hire is a Community Workforce Agreement (CWA), which – when absent community goals – is also known as a project labor agreement. In April 2015, FAS negotiated, signed and executed a CWA with the building and construction trades unions. This agreement includes a remarkable combination of social equity provisions that likely surpass any previously adopted elsewhere in the country. The CWA applies to all construction projects estimated to cost at or above \$5 million and requires for the life of the project all contractors, regardless of whether they are affiliated with a union or not, to hire workers from the union hall as if they were a union shop. The CWA also requires unions to prioritize the hiring of local residents from distressed neighborhoods, as well as women and people of color, especially those who attend construction training programs. Finally, the Priority Hire program encourages programs throughout the region to recruit, support, train and graduate such workers into the construction trades.

WMBE Program

In 2015, Mayor Murray added another layer of accountability for all City departments in their efforts by appointing a Special Assistant on WMBE Programs within his office. The senior advisor position ensures Executive oversight of departmental accountability to the Mayor with regard to WMBE utilization and provides high-level Executive accessibility on WMBE issues. Mayor Murray is also launching a WMBE Advisory Committee to keep him apprised of WMBE issues affecting the community and to advise on potential policy considerations for the City.

Although there is no single satisfying measure to determine the availability of WMBE firms in a particular field, several disparity and availability studies have been conducted by other public agencies in our region. Based on information available, the data indicates the City's utilization of WMBE firms far exceeds other public agencies in the state, and suggests a well-institutionalized commitment across City departments and high success rate of tapping into WMBE firms that are available and capable of doing the work. While this does not mean there is no room for improvement and that our work is complete, we are proud of Seattle's success in attaining high levels of utilization that have been sustained for more than 10 years.

We believe there still remain opportunities for further gains, such as in the engineering and technical fields. Advocates and stakeholders are also ready for the City to focus on improving the experience and transparency we offer to WMBE firms that are interested in doing business with the City. Many WMBE firms, like all other businesses, seek unfettered access to decision-makers, more opportunities to win bids as prime contractors, faster cash flow, and stronger support and respect in their engagements with City departments. FAS has launched a number of initiatives throughout 2014 and 2015 in the hope of achieving all of those goals.

The WMBE utilization rates and initiatives are documented in greater detail in Section 1 and a comprehensive package of detailed utilization charts are attached ([Appendix H](#)).

Priority Hire and Workforce Diversity

Priority Hire and the adoption of the CWA have paved the way for a successful partnership with building and construction trade unions and community advocates who have, with the Association of General Contractors and WMBE firms, joined an advisory committee for program development. The advisory committee is actively engaged and is achieving its objectives in offering advice to help shape the City's program.

The Elliott Bay Seawall project is the first major City project that has operated within a CWA. The Seawall CWA has been in place since the launch of the Seawall construction phase and is surpassing all past performance on typical roadway projects in the hiring of and hours worked by women, people of color and individuals from local disadvantaged zip codes. A second project, the Myrtle and Maple Leaf Reservoir project, is in the early phases of construction. Program development, Seawall experiences and upcoming projects covered by the Priority Hire program are detailed in Section 2.

Section 1 – WMBE Program

Since 2005, the City has maintained strong WMBE contract utilization rates. Charts with greater detail are available ([Appendix C](#)).

- Public works projects are comprised of 17 percent WMBE firms, with more than half of the dollars spent going to minority-owned firms.
- WMBE consultant spending remains consistent at around 13 percent.
- WMBE utilization in purchasing is fairly steady at 13 percent.
- The Consultant Roster remains the most successful WMBE contract mechanism; it is approved by ordinance and managed by FAS to allow City departments to “direct select” small firms from a pre-approved list. This also allows WMBE firms to more easily be chosen as prime contractors. For 2015, 41 percent of payments from the Consultant Roster have gone to WMBE primes as compared to only 10 percent WMBE prime utilization rates for larger contracts.
- Many departments have asked to be recognized for using WMBE firms as subconsultants; FAS, SDOT, Seattle City Light and Seattle Public Utilities are working together to develop a tracking solution to measure subconsultant WMBE spend.

WMBE Inclusion Plans

The WMBE Inclusion Plan continues to be a significant, regionally-acclaimed approach that improves the integrity of the bid and contract processes for WMBE firms and has stabilized or increased overall utilization. A WMBE Inclusion Plan is a required form placed within all solicitations issued by the City for consultants, public works and procurements where the dollars are at least \$300,000 in value. It requires the bidder to identify goals for the contract scope of work and invites them to guarantee which WMBE firms will be used on a project. The form is scored as pass/fail; the City scores the information included on the form, and if earning enough points, the bid remains eligible for award. If the plan fails to garner a minimum amount of points, the entire bid is rejected. There are a few fine points in that process; for example, for consultant solicitations, departments may opt to simply score it and allow those points to be part of a total aggregate, rather than a pass/fail requirement.

An important aspect of the Inclusion Plan program is how a bidder guarantees work to a WMBE firm, addressing a long-standing concern of WMBE firms, both for public works and for consultants. For public works, it is optional for the bidder to guarantee specific WMBE firms, but a bidder earns extra points if they choose to do so. Over 60 percent of public works bidders have chosen to guarantee their WMBE firms. For consultants, it is a natural part of “teaming” and therefore is now a requirement to guarantee every WMBE firm proposed for the project team.

Because specific WMBE firm utilization is guaranteed and included in the contract award, we no longer see “shop and swap” activities where primes included the use of WMBE firms to help them obtain the award, but then dropped them and used non-WMBE firms when the work actually began. Bidders would try to claim a “good faith” effort to attract WMBE firms, by arguing that calling them up was a reasonable effort, even if the WMBE firms were never asked to bid or ever ultimately used on the project. The prime bidders often would tell the City that they intended to use those WMBE firms, yet once the bidder won the work, those WMBE firms never heard from the bidder again or the bidder would privately change out the WMBE firms for non-WMBE firms.

FAS/CPCS enforces Inclusion Plan guarantees for public works. Since 2011, only two guarantees have been withdrawn, and for reasons that met our strict requirements (e.g., death of the WMBE owner, bankruptcy of the WMBE firm, loss of licensing or debarment, etc.). CPCS can (and has) enforce those guarantees by contract remedies, including such serious actions as withholding invoice payments, providing negative performance ratings and, in egregious cases, terminating a contract or taking debarment actions against the contractor.

Self-Identification

Though the state relies on an official certification process, SMC 20.42 recognizes all self-identified firms that have 51 percent ownership by women and/or people of color. City Personnel Rules and Federal U.S. Census also rely upon self-identification. A manual audit by CPCS in 2014 indicated high accuracy where self-identified WMBEs used by the City met the 51 percent women and/or minority ownership requirement. Additionally, requiring an intensive verification process including proof of minority status through birth certificate and/or citizenship, as the State of Washington and Northwest Minority Supplier Council use, conflicts with City Ordinance 121063, which states “...unless otherwise required by law or by court order, no Seattle City officer or employee shall inquire into the immigration status of any person, or engage in activities designed to ascertain the immigration status of any person.” Additional observations about the integrity of the self-identification policy include:

- Approximately 50 percent of all WMBE firms are state certified.
- Many self-identified firms are sole proprietors and small niche firms, such as performing artists and language translators, which may not benefit from the rigor and costs associated with state certification.
- Each race/gender group has similar rates of self-identification when compared to those that are certified. The data does not evidence businesses “gaming” the system.
- In a manual verification with the Secretary of State, only 20 of more than 5,000 self-identified WMBE firms were improperly registered as being owned by white women. FAS reverted them to non-WBE status.
- CPCS is hosting well-attended workshops to assist WMBE firms that are not yet certified with the state and are interested in seeking that certification.
- Self-identification data gives the region a valuable data pool for WMBE availability and disparity studies.

Minority and White Female Distribution

One question that is frequently asked involves the balance between minority-owned firms and white female-owned firms. The analysis below evidences that minority firms are heavily used relative to their likely availability than white female-owned firms. Detailed charts, including race-specific analyses, are provided in [Appendix E](#). Availability is difficult to measure. The table below considers City utilization rates against the Sound Transit’s availability study, which leans toward engineering and technical consultants. Availability data from the 2013 BBC Disparity Study (chapter 9, page 2) commissioned by Sound Transit included self-identified firms. The City’s utilization rates exceed those availability measures.

	Construction Availability per Sound Transit Availability Study	2015 City Construction Invoices
Black	1.6%	4.8%
Asian API	1.6%	2.5%
Hispanic	1.7%	1.7%
Native American	1.8%	1.8%
White Women-owned	1.2%	6.4%
Total WMBE	7.9%	15.5%

	Sound Transit Availability (Primarily engineering and technical consultants)	Average capital departments (SDOT, SPU, SCL) WMBE utilization for consultant contracts
Black	0.4%	1.2%
Asian API	2.6%	2.0%
Hispanic	0.3%	0.3%
Native American	0.4%	1.6%
White Women-owned	4.8%	5.5%
Total WMBE	8.5%	10.7%

Prompt Pay

Prompt payment provides a steady, anticipated cash flow, which is particularly important to WMBE firms and small businesses. The 2013 BBC Sound Transit Disparity Study found that cash flow was a significant challenge for WMBE firms, much more than was reported by white male-owned firms:

	Ownership		
	White male	Woman	Minority
Young firms having difficulty getting credit or loans	17%	31%	47%
All firms having difficulty getting credit or loans	14%	24%	21%
All firms having difficulty getting bonds	18%	33%	41%

In response to the Mayor’s 2014 executive order related to the time it takes to receive payment for services provided, CPCS worked collaboratively with City Departments and developed the following innovative approaches that encourage primes to quickly pay their subs and for the City to quickly pay its primes:

- CPCS added a mandatory payment requirement in the City’s contract boilerplates that directs primes to pay subs within 30 days of work performed, without regard to receiving City payment ([Appendix E](#)). This is a requirement subject to enforcement remedies such as withholding invoice payments to the prime, filing a breach of contract complaint and/or terminating a contract.
- CPCS modified the WMBE Inclusion Plan for construction ([Appendix E](#)) so primes could offer guaranteed and contractually binding cash-flow to subs, including early retainage release and pre-mobilization pay. Most primes (90 percent) guarantee both, and FAS compliance and enforcement verification efforts show very strong compliance. Subcontractors seem pleased and enthusiastic; almost 100 percent report this effort has been very helpful.

For City payments to primes, we launched other improvements:

- CPCS changed its public works retainage policy to release funds after 30 days, absent liens or claims. Previously, the City held retainage until all state agencies completed their “sign-off.” However, state agencies delayed sign-off for as long as six to nine months, leaving both primes and subs waiting for payment.
- City departments pay construction primes quickly. Public works payments average less than 20 days to primes with few exceptions. SDOT had an excellent record of consistent and rapid payment.
- At least 70 percent of consultant primes are paid within 30 days for a properly prepared invoice without disputes. Our goal is to have departments pay invoices within 30 days of receipt, and speed up the average processing time.
- To improve the likelihood of a properly prepared invoice arriving from primes, FAS/CPCS provided contractors with new training, technical assistance, sample invoices, detailed invoice instructions and touch-base steps between the company and City during contract set-up. We also emphasized prompt pay as a priority with City departments and their accounts payable teams.
- In 2016, FAS will report the average payment time and the number of outliers in its quarterly WMBE report to the Mayor and City Council.

Immigrants and Refugees

Access to business for immigrants remains a mayoral priority. While Ordinance 121063 prohibits direct data collection about the immigrant status of business owners, we anecdotally find immigrant- and refugee-owned businesses represented within City contracts, particularly in the technical and engineering fields. CPCS is working with the Office of Immigrant and Refugee Affairs (OIRA) and other community partners, such as Casa Latina, to build pathways for other business owners to do business with the City.

The City has also, when appropriate, adjusted certain contract processes for services predominately performed by immigrants and refugees. For example, for interpreters and translators, CPCS and OIRA waived the requirement to register with the Online Business Directory and execute a City contract. While the waiver was within the City’s contracting policies, it recognized the burdens those steps likely have on immigrants and refugees.

In addition to these efforts with business owners, CPCS’s also provides workers, including immigrants and refugees, with protections for prevailing wage compliance. This work is discussed in Section 2 below.

Section 2

Priority Hire and workforce diversity

The Seawall Community Workforce Agreement (CWA) launched the first-ever social equity project labor agreement for the City. It was a project-specific agreement, just for the construction work on the Elliott Bay Seawall. With the Seawall project serving as a “pilot,” we gained significant knowledge about using a CWA on our public work projects. This project has shown great success at improving diversity, local hires and retaining WMBE utilization rates.

Following adoption of the Priority Hire program by City Council through Ordinance 124690, FAS negotiated and executed a CWA with the building and construction trades that will apply to all future City projects above \$5 million (with exceptions for projects with specific federal funding and emergencies). This new master CWA was executed on April 8, 2015. Some highlights of the master CWA include:

- The CWA allows non-signatory (i.e., non-union) firms to bring five core workers to the job before hiring from the union halls.
- The CWA requires one of every five apprentices on the project be a graduate of a pre-apprenticeship program or a veteran and requires each pre-apprentice worker perform at least 700 hours to count as a placement. However, significant changes in the pre-apprentice training programs for our region may negatively impact availability of such graduates.
- Following the principles of promoting family-wage jobs, the CWA escalates worker wages every six months as changes to state prevailing wages occur. Previously, the City’s standard contract specifications froze wages over the life of the project. King County, the Port of Seattle and Sound Transit escalate wages, promoting worker retention. While this is significant, it also does not cause a wildly different wage environment for the City. In most cases, the contractor and City department would negotiate and agree to compensate for escalation of wages if the relevant building trade union collective bargaining agreement implemented a wage adjustment or when the Washington State Department of Labor and Industries announced wage escalations. Having this agreement to automatically escalate in the CWA removes the City discretion, but it also increases the predictability and ensures our wages remain current to the economy and competitive with other public projects underway.

2015 Ordinance Implementation and Work Plan Progress

- The CWA requirements apply to all new construction projects that meet or exceed the \$5 million value, provided that the CWA is not prohibited by federal grant requirements. Besides the Seawall, there are three other upcoming projects in the pipeline for the CWA: Seattle Public Utilities’ Buried Reservoir Seismic Program (Maple Leaf and Myrtle reservoirs), and Seattle City Light’s Denny Substation and Denny Network projects.
- CPCS continues training contractors and City staff. Workshops continue to be offered in collaboration with King County, Sound Transit and the Port of Seattle.
- CPCS convened a stakeholder advisory committee. Members have been appointed and the committee has met several times with substantial and meaningful work products underway.
- The advisory committee has given FAS recommendations for the solicitation of community-based organizations that will support worker recruitment and career preparation training. There is \$100,000 in the budget for that purpose, which will be awarded and encumbered by year end.

Diversity on the Job Sites

The Seawall project has a high utilization of local workers, women and people of color compared to our past experience in roadway projects. The Seawall has shown an increase in the utilization of some races and a decrease

in others, yet the total share of minority workers is stable compared to the total share of minority workers on past projects. The full data is published at www.seattle.gov/city-purchasing-and-contracting/social-equity/labor-equity, and highlights are below:

Seawall	Past Performance on City projects (UCLA analysis)	Share of all hours worked on Seawall to-date
Black	3%	10.3%
Asian/API	2%	1.7%
White	75%	69.4%
Hispanic	14%	7.7%
Native American	6%	1.9%
Other		3.8%
Unspecified		5.4%
<i>Total people of color</i>	<i>25%</i>	<i>25.2%</i>
<i>Total Women</i>	<i>5%</i>	<i>13.2%</i>
APPRENTICE UTILIZATION		15.2%
People of color	32%	49.2%
Women	24%	35.8%
Preferred Entry	0%	16.4%
Local workers from economically distressed zip codes	12%	21.3%
Workers from Seattle	6%	12%

The Seawall is also sustaining 17.2 percent WMBE utilization, much greater than our traditional past performance on standard roadway projects (12 percent). Some contractors have struggled with the learning curve of how to adjust their pay practices while governed by the CWA, which requires selecting proper wage rates, administering prevailing wages for overtime or travel and new responsibilities such as requiring timely payments into the union trust funds. FAS/CPCS has helped coach firms, although not all firms are satisfied due to the challenges they face in working under a CWA.

The Buried Reservoir Seismic Program started construction in May and has not had sufficient workers to show a full utilization pattern. Contractors are not yet reporting results equal to the Seawall and are still showing utilization rates largely similar to past performance.

Our next two projects under the CWA are at or near bidding:

Dept.	Project Name	Estimate	Location
Seattle City Light	Denny Substation	\$50 million	Denny Way in the Cascade area of Seattle's South Lake Union neighborhood and transmission line connection to SODO
	Denny Network	\$60 million	Separate Denny-East Pine; Denny-Broad Street; Denny-Massachusetts (may or may not be split into two contracts)
Parks and Recreation	Washington Arboretum Trail	\$5 million	Washington Park Arboretum

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Appendix A – Summary of Contract Methods

Public Works	Purchasing	Consultant
Small and large construction	Equipment, supplies, routine services. Examples: vehicles, fire boats, generators, office supplies, janitorial services, security guards, software.	Professional experts including architects and engineers, technology experts, auditors, attorneys, etc.
Mandatory low-bid awards, signed by CPCS	Low-bid awards or scored selections	Qualifications-based selections and awards
Job Order Contracts as authorized by RCW, serve like master contracts with work orders below \$350,000	Blanket contracts signed by CPCS One-time purchase orders signed by CPCS	Consultant Roster authorized by SMC for contracts below \$280,000
Design/Build option, with one large master contract for projects above \$10 million, that is selected by scoring and interviews, for both design and construction		
General Contractor + Construction Management (GC/CM) option, which is for projects above \$10 million, where the firm is selected through a scored evaluation process, where the construction prime is engaged during final design		



Office of the Mayor
City of Seattle
Edward B. Murray, Mayor

Executive Order 2014-03: Equity in City Contracting

An Executive Order to affirm my commitment, as Mayor of the City of Seattle, to equity in City contracting and to advance the City’s mission to promote race and gender equity in contracting. This Executive Order directs City departments and offices to increase the opportunities for women and minority owned businesses (WMBEs), and to provide a welcome and responsive environment for all businesses that support such efforts.

WHEREAS, the “Equality in Contracting” Ordinance 121717, as codified under Seattle Municipal Code Chapter 20.42, renewed the City’s commitment to WMBE firms and subcontracting WMBE firms who work for City contractors;

WHEREAS, it is a priority for the City to affirmatively expand its efforts to include WMBE participation in City contracts and ensure that WMBEs are afforded fair and equitable opportunity to compete for City contracts and do not face unfair barriers when seeking and performing on City contracts;

WHEREAS, a goal of the City of Seattle’s Race and Social Justice Initiative is to identify and change internal City processes to better assure that the goal of WMBE participation in City contracting can be achieved;

WHEREAS, it is important to the economic vitality of the City to develop and support a healthy business sector, especially WMBE firms in need of business development support and technical assistance;

WHEREAS, it is important for the City of Seattle to create a welcoming environment and improve relationships with all businesses and contractors;

WHEREAS, the City would benefit from the experience, perspective, knowledge and innovation from groups, individuals and other public agencies and will create through the Office of Policy and Innovation in the Office of the Mayor opportunities for members of the contracting community, City departments and other stakeholders to work collaboratively on recommendations for how the City can use the directives in this Executive Order to develop, deliver, monitor and measure a more successful WMBE program; and

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Contracting April 8, 2014
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WHEREAS, the City departments can measure results with a more structured system of accountability to track and report City expenditures for WMBE firms on public works, purchasing and consulting contracts beyond year-to-year trends to ensure the utilization of the best monitoring, compliance and enforcement practices;

NOW, THEREFORE, I, EDWARD B. MURRAY, Mayor of Seattle, hereby order every City department and office to advance equity in City contracting through the opportunities for and support of WMBE to participate in City contracts.

Section 1: Accountability. City department or office directors shall:

- A. Pursue progressively bold and challenging goals for WMBE utilization in all its business transactions;
- B. Continue to pursue existing directives on WMBE and social equity contracting, such as the Inclusion Policy, and integrate progress on those directives into the department's annual work program;
- C. Prepare specific goals in Annual WMBE Plans that encourage utilization of WMBE firms in contracting, purchasing and public works contracts;
- D. Make attainment of WMBE goals part of the performance evaluation for each City department or office director; and
- E. Report to the Mayor on performance and attainment of the utilization goals in the Annual WMBE Plan and other directives set forth in this Executive Order.

Section 2: Inclusion and Outreach. Each City department or office shall:

- A. Require bidders on City purchasing, consultant or public works contracts to continue using the City's WMBE Inclusion Plan, when applicable, in order to sustain and improve participation of WMBE in City contracts;
- B. Attend outreach events for existing and potential WMBE firms and pursue aggressive outreach strategies to sustain and improve WMBE participation in City contracts;
- C. Provide training and assistance to WMBE firms so they successfully bid, administer and perform on City contracts;
- D. Improve and expand technical assistance, business development, training and mentoring programs for WMBE firms by greater coordination with organizations, businesses and individuals and public agencies as well as other City departments and offices;
- E. Encourage more WMBE firms to use technical assistance and business development services;
- F. Minimize the burdens on firms seeking recognition as WMBE with the City while being stringent



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enough to ensure the programs consists of qualified WMBE firms; and

G. Create reciprocal certifications with other contracting agencies.

Section 3: WMBE Program Administration and Operation. City departments and offices shall:

- A. Develop and implement policies, practices and processes that can change the culture of City contracting and provide a more responsive environment for WMBE firms, businesses and contractors of all tiers working on City contracts;
- B. Work closely with other departments and offices to ensure all policies, practices and processes are consistent and complementary and make it easier for WMBE firms to pursue City contracts;
- C. Ensure department payment policies and practices expedite invoice payments for all work performed;
- D. Require expeditious Change Order approvals by City departments and contractors, while ensuring the integrity of the City payments being made;
- E. Enforce City contract provisions that require prime contractors of any tier to pay and release retainage promptly to small businesses and suppliers of any tier for properly invoiced, authorized and approved work performed by the small businesses and suppliers; and
- F. Identify and implement a citywide method to regularly monitor and measure the City WMBE program, including its satisfaction by contractors, subcontractors, consultants and vendors.

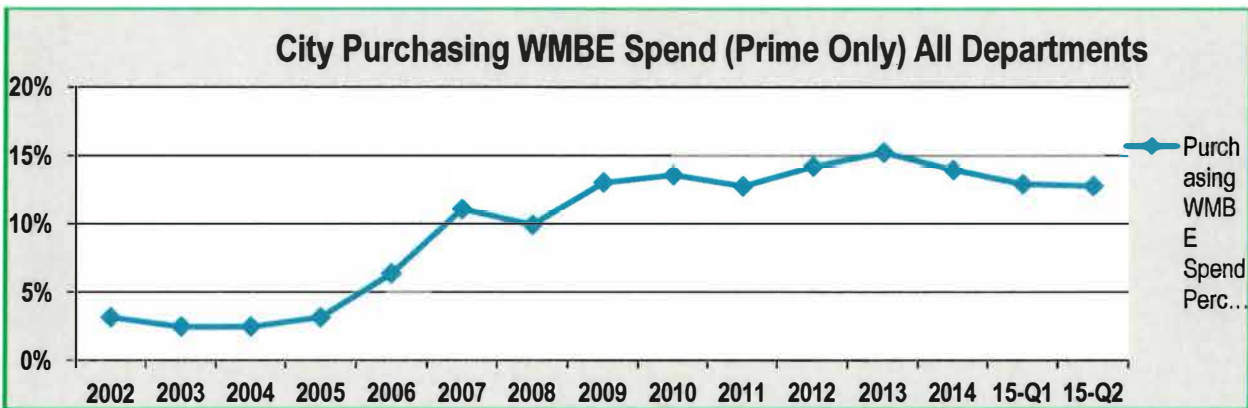
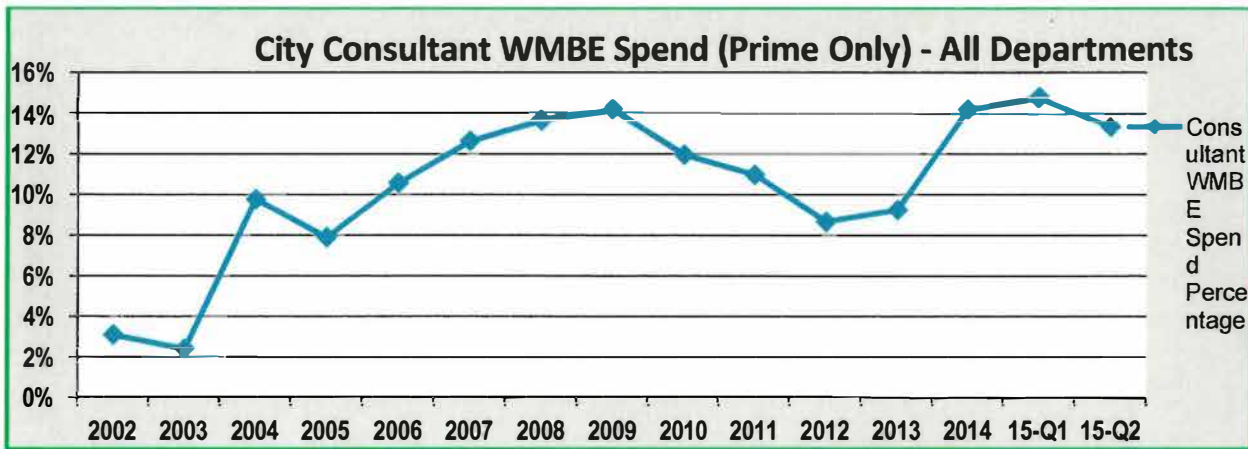
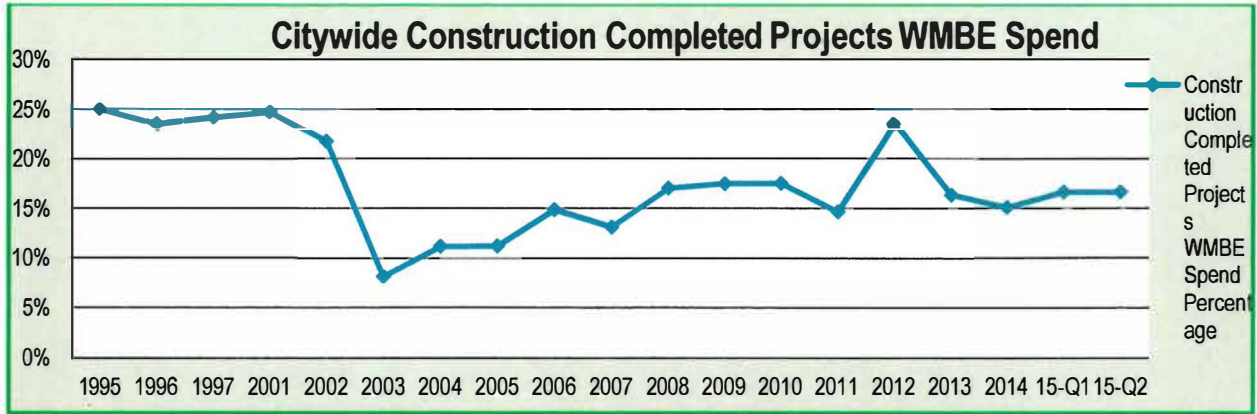
Section 4: Stakeholder Engagement. The Office of Policy and Innovation in the Office of the Mayor will create opportunities for members of the contracting community, City departments and other stakeholders to work collaboratively on recommendations for how the City can use the directives in this Executive Order to develop, deliver, monitor and measure a more successful WMBE program.

All questions may be directed to the Department of Finance and Administrative Services.

Dated this 8th day of April, 2014.

Edward B. Murray Mayor, City of
Seattle

Appendix C - City Results in a Snapshot



Appendix D – Consultant WMBE Inclusion Plan

This plan remains with the modifications made during early 2014, which added assurances to WMBE subconsultants of their status as team members in proposals submitted by principal consultants to the City. The language was modified to allow the City to change team membership to meet city needs, but prohibits a principal consultant from removing a team member absent a specific cause. Such reasons to remove a team member are restricted and limited, and require both the department WMBE Advisor approval and the department project manager approval.



WMBE Inclusion Plan – Consultant Contracts
(SMC CH. 20.42)

Contract Number and Title	
Consultant Name	
Original Submittal Date	
Revision Version Number	
Revision Version Date	

You may add pages or separate pages into a more readable format.

The Seattle Municipal Code (SMC) and the Mayor’s Executive Order direct inclusion of women and minority firms in City contracting. This form must be completed in full and with robust replies, as part of your solicitation response. Failure to do so may result in rejection of your solicitation as non-responsive and your firm rejected from consideration. The information must be consistent with team assignments elsewhere in your solicitation response. When a contract may include Federal Funds, the City instead uses the federal DBE program. During negotiations before contract execution, the City may negotiate scope and teaming; a revised WMBE Inclusion Plan is likely appropriate and becomes the contractually binding version. Carefully read all instructions embedded and on the back of this form. In any event, this form is required for all consultant contracts above \$280,000 and is a condition of responsiveness. If you are responding to a Request for Proposal or a Request for Qualifications above \$280,000 in value, this form will be required with your submittal. If you are working directly with the department and it is not through a formal solicitation process, you will still have a deadline for submittal before the contract is awarded.

1. Aspirational WMBE Goals

A high priority for scoring is evidence of your strong aspirational intent to include women and minority business (WMBE) as part of your team. In the box below, state the WMBE goals you intend to achieve for this contract including all phases and amendments. While the goals are aspirational, good faith efforts to develop and achieve goals are mandatory. Goals developed in good faith are considered attainable given good faith efforts. A contract amendment may require revisit of this WMBE Inclusion Plan to consider changes that may affect WMBE utilization (see Instructions). WMBE primes can include self-performance in goals below. A zero percentage is non-responsive. Do not provide a range. This percentage must be no less than the Core Work commitments offered on page 2.

Estimated percentage of the total contract value to Women Owned firms		%
Estimated percentage of the total contract value to Minority <u>O</u> wned firms		%

Your WMBE Team. Carefully read Instructions on the back of this form. Requests for proposals or consultant work often include core work that is fundamental to contract performance, and proposed value-added discretionary work. Add rows or space as needed.

WMBE Signature: This requires the WMBE sign the Plan or you can simply attach an email to evidence their concurrence. This ensures WMBE firms understand (1) they are listed on your plan, (2) they are in core or non-core work and implications of that; (3) whether the individual or resume is critical to their participation; and (4) they are aware of risks given scope changes made by the City.

Core Work. Identify WMBE firms you selected who agreed to perform core disciplines or functions on your team. Such WMBE firms must be integrated into your team and on your organizational chart (if one is submitted in your solicitation response). The percentage you name below is the minimum share of total contract value. All WMBE firms named are to be aware of their role and anticipated compensation. Reasons for a Prime to replace the WMBE firms and their intended share of work is restricted by a list of acceptable reasons and City approval (see instructions). The City will preserve WMBE utilization in core work for these WMBE firms to the extent practicable.

Name of WMBE Firm	Identify as Women (W) or Minority (M)	Minimum value to this WMBE firm out of the total spend	Describe tasks and which project phase each task is within	If WMBE firm utilization depends upon a particular resume, list those individuals below	Signature of WMBE Firm
		%			
		%			
		%			
		%			
Aspirational Goal (page 1)	%	% TOTAL			

Non-Core Work (Value-Added Functions). Identify work that is value-added and/or not part of the core scope required by the City solicitation.

Name of WMBE firm	Identify as Women (W) or Minority (M)	Describe task and which project phase each task is within.	If WMBE firm utilization depends upon a particular resume, list those individuals below	Signature of WMBE Firm

Past Performance

Using whatever space you need to fully do so, describe the strategic model you have for integrating WMBE firms, which evidences likely success in doing so for this contract including how you intend to engage WMBE firms. Please identify at least 3 projects of a similar nature as this project by name including name of owner and for each and as to each, list the percentages of utilization of WMBE firms based on total value of the contract and the total final amount of the contract including all amendments. State the total that was spent.

Inclusion Strategies

Using whatever space you need below to do so, answer each of the following. Do not provide an “NA” response or any equally brief response, or your response and your entire solicitation may be rejected as non-responsive.

- A. Describe the partnership you have with the WMBE firms on your team, whether you teamed in the past, how substantive their role is, and whether they are decision-makers and leaders on your team.
- B. Describe strategies you use to assure consideration of WMBE firms for team assignments not yet made or that result from contract or team changes.
- C. A City objective is to strengthen WMBE firm’s capabilities and experience, making them increasingly competitive. Describe specific strategies your team will employ to achieve this goal. Do not limit your response to formal mentoring programs.

INSTRUCTIONS

Complete and submit this WMBE Inclusion Plan within your submittal. The City evaluates and scores your Plan during selection. The Plan must reflect responsible good faith efforts for successful inclusion of WMBE firms. The City may clarify or request information during evaluation. The City may negotiate with the highest ranked Consultant to improve the Plan or accommodate changes necessary to meet City business needs. The agreed-upon Plan becomes material to the contract. Thereafter, changes require City approval as described below.

Definitions:

Aspirational Goals:	Total percentage committed by the Prime to spend with WMBE firm(s) out of the total contract spend including all amendments and phases. The Total Aspirational Goal is a serious intent the Consultant can reasonably and realistically achieve given good faith efforts in determining and pursuing the goal.
Core Work:	Base scope of work, functions and disciplines that the Consultant Team must perform given the description of intended scope of work given by the City.
Non -Core Work:	Work that has potential for being added to the contract scope, but not necessarily dictated or required by the City's solicitation. This work is more vulnerable to budget constraints, negotiations over scope, and/or phased decisions.
Total Contract Spend:	The full dollar value of the contract as negotiated and amended, including all work and expenses.
WMBE:	WMBE firms are State certified or self-identified (at least 51% woman or minority owned per SMC 20.42). A WMBE shall self-register at: http://www.seattle.gov/html/business/contracting.htm

Scoring Criteria

Points are awarded for good faith responses that evidence:

- Responsible, sincere good faith efforts.
- Aspirational goals that are meaningful. City experience on similar projects will provide comparative data for scoring. Such data is available on-line at seattle.gov/business or from the City Project Manager.
- WMBE firms integrated into your team and within core work
- WMBE firms integrated within va
- Evidence of effective mentoring, t
- Strategies that assure WMBE utili
- Evidence of strong past performa

Expectations

1. Consultants are expected to provide robust aspirational goals that are similar or better than past performance on similar work. Consultants can seek guidance from departments and also refer to the City utilization reports: <http://www.seattle.gov/purchasing/wmbereports.htm>.
2. Consultants of all tiers are responsible to understand that contract value, scopes and teams are subject to negotiations and changes initiated by the City. This includes such decisions as launching or aborting phased work, negotiations that reduce budget, changes to create efficiencies, or changes to improve project expertise in City opinion. All consultants should expect that changes to their project role may result, up to and including completely removing a firm from the project. City Project Managers commit to preserve the role and value of all WMBE firms on the team, yet will still make changes as needed in the City interests.
3. Specific expertise for a project as provided by individuals named to the team is also subject to City approval. The expert often needs to be someone who has expertise, experience, and/or even past relationships that create a strong confidence for the City. It is common for individuals to be named onto the team either to fulfill a role or because of their individual resume. The Plan expects the consultant to identify any individuals that are compelling because of their resume, so there is clear understanding for the WMBE firm that the resume (i.e. individual expert) is critical and substitutions place the role of the WMBE firm at risk.
4. Any consultant shall have an opportunity to propose a substitute if the named individual withdraws from the project. Such substitutes could be rejected, and the Consultant in turn may lose the associated scope of work.

Modifications

The City Project Manager, Prime Consultant and WMBE Advisor will consider changes to scope or teams made during the early negotiations before contract execution, and also any amendments made during the contract performance. Whenever there is an amendment, changes to goals or WMBE firm utilization will require a fully

executed WMBE Amendment Request and are permitted only if one of the following conditions occurs. If replacement of a WMBE firm is approved by City Purchasing and Contracting Services (CPCS), the Consultant must use good faith efforts to recruit another WMBE.

- City negotiates and/or must remove, the scope of work from the contract
- Named Expert for the WMBE firm withdraws and a replacement expert is unavailable or unapproved
- Failure of Subconsultant to execute a written contract after a reasonable period of time
- Bankruptcy of Subconsultant
- Subconsultant cannot perform the work because they are debarred, not properly licensed, or in some other way is ineligible to work.
- Failure of Subconsultant to comply with a requirement of law applicable to subcontracting
- Death or disability of Subconsultant (if Subconsultant is an individual)
- Dissolution (if a corporation or partnership)
- Failure to perform under previous contracts
- Failure or refusal to perform the work
- For other causes when approved by CPCS.

Reporting and Performance

1. The City will expect regularly reporting, as specified through the contract, to ensure compliance to the plan.
2. The City will evaluate Consultant's performance and will again evaluate at project close-out. Upon project close-out, any aspect of the Consultant performance, including that for social equity and WMBE, could be found deficient. If it is found deficient, a report shall be issued by the City. Some deficiencies may qualify for debarment. Performance may also be considered by the City to assess Consultant responsibility for future projects. To maintain a positive rating, the Consultant must demonstrate:
 - a. Substantial attainment of the aspirational goal. Failure to substantially attain the goal may evidence a failure in good faith to develop or pursue the goal that was submitted to the City as reasonable;
 - b. Timely and accurate reporting;
 - c. Guaranteed payment to sub consultants in accordance to contract provisions;
 - d. Few or well-managed disputes;
 - e. Robust utilization and meaningful partnership with WMBE firms on your team.

Aspirational WMBE Goals

1. Failure to achieve the Total Aspirational Goal is not a material breach; however, substantial variance below the Total Aspirational Goal may indicate failure to conduct a good faith effort developing the Goal or in strategies to fulfill the Goal.
2. Discretionary self-performed work by a Consultant who is a WMBE can be tabulated as part of the Aspirational Goal and Core Work.
3. Enter a Total WMBE Aspirational Goal on page 1. If the Proposer does not indicate a WBE and MBE goal and only gives a total, the City may seek the separate percentages after evaluation and rely upon the total for scoring. If Consultants provide a WBE and MBE goal, but not a total, the City will calculate the total.
4. A zero aspirational goal is non-responsive and subject to the proposal being rejected as non-responsive.
5. A decision to self-perform does not substitute for good-faith efforts to include WMBE participation.
6. Do not provide a range. If you do, then the City will use the lower number in the range from which to score.
7. The total percentage provided as an Aspirational Goal must equal to the Core Work percentages. If not, then the Core Work percentage total shall prevail for purposes of scoring, and the Aspirational WMBE Goal will be adjusted to equal the total of core work percentages.

WMBE Team

Upon review and scoring, as well as during any negotiations or changes, the City may shift WMBE work between Core to Non-Core (or reverse) as appropriate in the City opinion given the scope intended for the contract.

The WMBE is to sign the form, to show that they are aware of the proposed role, that a fundamental agreement between the Prime and the WMBE firm is in place, any key personnel listed on the form are subject to City approval before they can be replaced on the project.

ADDENDUM- WMBE IMPACT AUTHORIZATION

A proposed WMBE Inclusion Plan is subject to negotiations and acceptance. The City will preserve proposed WMBE utilization to the full extent practicable given business needs. The Prime committed to use the WMBE firm, absent City change. Once the Plan is agreed upon, it is contractually binding. The Plan shall be changed by addenda to stay current. Such addenda are often due to City-directed changes. Some result from the Consultant and/or subconsultant. The party initiating a change completes and submits this Form with an Addendum and revised Inclusion Plan.

- All WMBE Firms within the adopted Inclusion Plan as negotiated, may expect to be retained on the project team; removal is permitted only for the limited reasons listed below.
- The Aspirational Goal applies to the entire contract unless greater or lesser goals are approved.

Attach evidence (documents, statement of agreement, etc), obtain signatures, and retain documents in contract file.

PROJECT INFORMATION	
Title - Contract Number	
Addendum Number	
Prime Consultant - Representative's Name	
Requestor Name	

Remove a WMBE Firm: If a change may result in removing a WMBE firm, provide the reason, attach documentation, attach a proposed revised WMBE Plan, and obtain signatures below.	
WMBE Firm being Removed	
Percentage Value on the adopted Plan	
Dollar amount of work completed if any	\$

Reason for Removal (check all that apply).

- City negotiates, removes and/or reassigns the scope
- Named individual for the WMBE firm withdraws and a replacement is unavailable or unapproved
- Failure of Subconsultant to execute a contract after a reasonable period of time
- Bankruptcy of Subconsultant
- Subconsultant cannot perform the work because they are debarred, not properly licensed, or in some other way is ineligible to work.
- Failure of Sub to comply with a requirement of law applicable to Subconsultant
- The death or disability of Subconsultant (if an individual)
- Dissolution (if a corporation or partnership)
- Failure to perform under previous contracts
- Failure or refusal to perform the work

Reduce WMBE scope: To significantly change the scope for a WMBE firm, specify the cause, attach narrative, attach a proposed revised WMBE Plan, and obtain signatures or emails to evidence concurrence below.	
WMBE Firm affected by change	
Percentage Value on Inclusion Plan	
Proposed Percentage Value	

Reason for Change (check all that apply).

- City negotiates and/or removes the scope from the contract
- Named individual for the WMBE firm withdraws and a replacement is unavailable or unapproved

Remove a Firm - Signatures	Printed Name	Signature	Date
<input type="checkbox"/> Any signatory can check this box to discuss this change with the City before concurrence.			
Prime Consultant			
City Project Manager			
WMBE Firm			
Department WMBE Advisor			

Appendix E – Public Works WMBE Inclusion Plan

As reviewed with City Council in 2014, we launched the payment requirement for public work contracts and inserted a contract requirement that all primes pay subcontractors within 30 days of a proper invoice, independent and without regard to Owner payment. This provision is enforceable as a mandatory contract requirement; it is not a provision primes can opt-in or -out of. Normal contract remedies could be used to enforce this by the City of the prime, up to and including such serious remedies as withholding invoice payments, breach, and termination.

The revised contract language and the modified WMBE Inclusion Plan that shows the fast payment provisions is attached.

CONTRACT PROVISION – PUBLIC WORKS

1 09.14 PROMPT PAYMENT TO SUBCONTRACTORS AND PERSONS SUPPLYING LABOR, MATERIALS AND SUPPLIES

1 09.14(1) GENERAL

This Section provides prompt payment from a Contractor of any tier to every person or persons, mechanic, Subcontractor, or Materialperson who performs labor or provides materials for a public improvement contract, and any other person who supplies the person with provisions or Supplies for the Work (collectively referred to in this Section as “Subcontractors”) for work satisfactorily completed and accepted by the Contractor. It is neither the Owner’s intent to monitor and enforce contractual obligations between the Contractor and Subcontractors, nor to require any additional documentation to be submitted to the Owner to implement the provisions of this Section. Nothing in this Section shall negate the right or importance of Subcontractors filing a claim against the bond or retainage and protecting their legal rights.in accordance with the provisions of State law.

1 09.14(2) PROGRESS PAYMENTS AND PROMPT PAYMENT TO SUBCONTRACTORS

Within thirty (30) Calendar Days of work being completed by a Subcontractor, the Contractor shall pay such Subcontractor, less any applicable retainage, for all work, including Change Order work and work performed pending Change Order documentation, satisfactorily completed by the Subcontractor. Amounts withheld are limited to the value of the portion of work not accepted by the Contractor as satisfactorily complete under 1-09.14(3).

If the Contractor fails or neglects to make such payment to any Subcontractor in accordance with this section, the Contractor shall pay to the Subcontractor interest calculated at one percent per month, but at least one dollar per month, on amounts due for the period beginning on the Day after the required payment date and ending on the Day on which payment of the amount due is made.

1 09.14(3) UNSATISFACTORY PERFORMANCE BY SUBCONTRACTOR

If the Contractor determines, due to a legitimate good-faith reason, that the Subcontractor did not satisfactorily perform all or a portion of the work prior to the time payment is otherwise due, the Contractor shall provide written notification to the Subcontractor and Owner of the corrective actions required by the Subcontractor. Such written notice shall be given as soon as practicable after determining what corrective actions must be taken and in any case before the due date for the Subcontractor payment. The Contractor shall pay the Subcontractor within eight (8) Working Days the remaining amounts withheld less retainage after the Subcontractor satisfactorily completes the corrections identified in the written notice. If the Contractor does not comply with the notice and payment requirements of this Section, the Contractor shall pay the Subcontractor interest on the withheld amount from the eighth Working Day at an interest rate of one percent per month, but at least one dollar per month, on amounts due until payment is made.



City of Seattle
City Purchasing and Contracting Services (CPCS)

**Inclusion Plan
Construction – Public Works**

Bidders must complete and submit this form with their bid. Carefully read all instructions.

For questions or assistance contact:

- Miguel Beltran, City Contract Compliance Manager, 206-684-4525 (Miguel.Beltran@seattle.gov)
- Forrest Gillette, Senior Equity Advisor, 206-684-3081 (Forrest.Gillette@seattle.gov)

Bidder Company Name	
Public Works Number	
Project Title	
Name of person authorized to speak on behalf of the company regarding this Plan	
Email	
Phone	

Aspirational WMBE GOALS. Total available score: 6 points.

Identify the Aspirational WMBE Goals Bidder believes can reasonably be achieved through good faith efforts during this project. It is not mandatory that these goals be achieved; they are not contractually or legally binding. Goals must be developed in good faith and represented as attainable by reasonable efforts.

Estimated percentage of the base bid to Minority Owned contractors and suppliers	%
Estimated percentage of the base bid to Woman Owned contractors and suppliers	%
Total estimated percentage of the base bid to all WMBE contractors and suppliers	%

BUSINESS SUPPORT STRATEGIES. Total available score: 4 points

Each of the two options below is worth 2 points. Bidder may select one, both, or neither. Once selected, it applies to:

1. Registered as a Women or Minority Owned Business in the City Online Business Directory, and/or
2. Small Business Concern as certified by King County, and/or
3. Disadvantaged Business Enterprise of any definition certified by the State of Washington, and/or
4. Women or Minority Owned Business Enterprise as certified by the State of Washington; and/or
5. Small Business Concern certified by the State of Washington

Business Support Strategy	Accept
Early Retainage Release. The prime (and any sub-tier primes) will release retainage held for the subcontractor, within thirty (30) days of acceptance of the work performed by the qualified subcontractor.	
Advance Mobilization Pay: The Prime (and any sub-tier primes) shall advance 10% of the specified and agreed-upon mobilization costs that were identified by line item within the WMBE firms bid, to each qualified firm at least 5 days in advance of the mobilization event.	

WMBE GUARANTEES. Total available score: 6 points.

A Bidder may offer to guarantee work to WMBE firms for the project, by identifying the WMBE and minimum dollar value of such work in the table below. You may add additional rows.

WMBE Business Name	Minimum Guaranteed Dollar Amount
	\$
	\$
	\$
	\$
	\$
	\$
TOTAL	\$

**The City of Seattle
Public Works
Women and Minority Business
Inclusion Plan Instructions**

Carefully review all instructions. All Bidders must complete this form. The City public works inclusion plan requires the Bidder identify the good faith efforts the Bidder will use to include woman-owned and minority-owned business (WMBE) firms on the City project. There are 3 options for evidencing good faith efforts. Each option is worth points which can vary depending on information supplied by the Bidder. There are a maximum of 16 points available. The Bidder must earn at least 10 points. Bidders that earn less than 10 points will be found non-responsive and the Bid will be rejected. This Inclusion Plan becomes a material part of the Bidder's contract if the project is awarded to Bidder.

WMBE firms are state certified or self-identified firms that are at least 51% WMBE owned (per SMC 20.42). A WMBE need not be self-identified within the City Online Directory at bid time, but in such case must self-identify and register by time of award. These resources may assist bidders:

City On-Line Directory: <http://web6.seattle.gov/fas/registration/>

OMWBE Directory: http://www.omwbe.wa.gov/certification/certification_directory.shtml

1. INSTRUCTIONS

- a. All Bidders (including WMBE Primes) must complete and submit this form as part of the Bid for City design-bid-build public works project having an Engineer's Estimate of \$300,000 or greater, unless the City expressly instructs otherwise in the bid package.
- b. There are three commitments Bidders can use to establish an Inclusion Plan – Aspirational WMBE Goals, Business Support Strategies, and WMBE Guarantees:
 - 1. Aspirational WMBE Goals are goals Bidder believes can be achieved by good faith efforts. This option is worth a maximum of 6 points;
 - 2. Business Support Strategies are those the Bidder commits to employ for qualified firms. This option is worth a maximum of 4 points;
 - 3. WMBE Guarantees identify WMBE firms the Bidder guarantees to contract with for this project, with agreement reached about the work and pricing for the WMBE scope, including any terms and conditions important to the WMBE for their performance. This option is worth a maximum of 6 points.
- c. Work performed by a WMBE must be commercially useful and a distinct element of work that includes managing and supervising the work. The Contractor should evaluate the amount of work subcontracted, industry practices, and other relevant factors to determine whether the work is commercially useful.
- d. A Bidder scored less than 10 points will be deemed non-responsive. See Scoring section below.
- e. All dollars cited shall exclude sales tax (including references to the Total Bid Cost and estimates made by Prime when completing this form).

2. SCORING INSTRUCTIONS

- a. The average percentage of WMBE utilization on past City projects has been calculated by CPCS and is provided in the table below. This average is used to score the points that will be awarded for the aspirational goals and guarantees. These percentages are updated annually. Note that these averages include total WMBE utilization, not subcontracting alone, since aspirational goals may include prime self-performance.
- b. If the project is characterized by work of various types, CPCS may calculate a unique utilization rate for the project given the weight of each. CPCS determination is not subject to challenge.
- c. The project type and percentage of past WMBE utilization will be stated in the bids advertisement and documents.
- d. If past utilization for a project type was zero, an Aspirational Goal above two percent will receive 6 points. Bidder must still identify Business Support Strategies and Guarantees it is willing to employ and will be scored accordingly.
- e. Points awarded for WMBE Guarantees will be calculated based upon total available work for subcontract given past performance. This section can be awarded as many as 6 points.
- f. A Bidder who has received a formal Deficiency Report issued by the City as a result of unfulfilled WMBE Inclusion Plan commitments on past projects will lose one point from the total score.
- g. When calculations are used to evaluate the points, the City will calculate points to the nearest tenth decimal place. The City will round up to the nearest tenth.

Roadway	Facility	Parks*	Under ground	Boundary	Structural Paint	Structural	Natural Habitat	Dredging	Roof
---------	----------	--------	--------------	----------	------------------	------------	-----------------	----------	------

14%	19%	22%	12%	3%	1%	5%	16%	21%	14%
-----	-----	-----	-----	----	----	----	-----	-----	-----

Note: Boundary refers to projects performed in Pend Oreille County (Boundary). Parks utilization rate excludes the mandatory self-performed WMBE work for a prime.

3. ASPIRATIONAL WMBE GOAL INSTRUCTIONS

- a. Aspirational WMBE Goals represent a serious commitment to use good faith efforts to reach the stated goals.
- b. The City will rely upon the Total to determine responsiveness. The City will correct the Total if that provided by the Bidder does not match the MBE and WBE goals.
- c. Aspirational WMBE Goals are a percentage of the Base Bid and during the course of the project will apply to the total contract amount including all contract change orders (additives and deductives). Contractor may seek a goal adjustment if such changes may merit a greater or lesser goal; CPCS will consider such requests, approve if appropriate, and modify the Plan accordingly.
- d. A WMBE Bidder may include in their goals and guarantees that percentage of contract base bid for work which the WMBE intends to self-perform that is in excess of the mandatory 30% they are otherwise required to perform as required by the City Specifications Section 1-08.1(3).
- e. Bidder will receive between 0 and 6 points for its Aspirational WMBE Goals, with proportional points based on a straight line formula to Past Performance (plus 2%) identified for the project as advertised in the bid solicitation. Bidder receives 3 points if the Total Aspirational Goal is half of Past Performance + 2%. Six points are awarded if the Bidder meets or exceeds Past Performance by 2 or more percentage points. For example, a Roadway project with Past Performance of 14%, would receive 3 points if the Total Aspirational Goal was 8% or 6 points if the Total Aspirational Goal was 16%.

$$P_A = 6A / (P + 2),$$

Where P_A = Points awarded for Bidder's Aspiration Goal

A = Bidder's Aspiration Goal (%)

P = Applicable Past Performance Trend (%)

4. BUSINESS SUPPORT STRATEGIES INSTRUCTIONS

The Bidder may elect to provide the business support identified on Page 2 for qualified firms. The City will provide two points for each choice selected. There are two options, allowing a total of 4 points if both options are chosen:

- 1. Early Retainage Release. The prime and any sub-tier primes will release retainage held for the subcontractor, within thirty (30) days of acceptance of the work performed by the qualified subcontractor.
- 2. For mobilization, the Prime and any sub-tier primes will pay all qualified firms five days in advance of the on-site performance, except if a unique situation prohibits such as an emergency or event requiring an immediate mobilization response. In those events, the Prime (including any sub-tier primes) shall deliver the payment no later than 5 days after job mobilization begins.

6. WMBE GUARANTEE INSTRUCTIONS

- a. This guarantees the City and WMBE that they shall be used for at least the amount given, following the remaining rules below. A WMBE Guarantee expects the Bidder achieved agreement about scope, terms and cost of the work for the WMBE at bid time. The burden is upon the Bidder to resolve any differences, once the guarantee is given.
- b. The City may contact the WMBE firm after Bid opening to verify that the firm has an agreement to perform work as described in the plan. Failure to have agreement may result in rejection of the Inclusion Plan which will render Bid non-responsive.
- c. A bidder will receive between 0 and 6 points for WMBE Guarantees, receiving a proportional number of points based on a straight line formula to Past Performance. A bidder will receive 3 points if the dollar-value of the Guarantees equals half of the Past Performance percentage. Six points are awarded if the Bidder commitments meet or exceed Past Performance.

$$P_G = 6 G / P$$

Where P_G = Points awarded for Bidder's Guaranteed Goal

G = Bidder's Guaranteed WMBE Goal (%)

P = Applicable Past Performance Trend (%)

- c. A WMBE bidder may only include self-performed work above 30%. This is based on the self-performance minimum required by the City Specifications Section 1-08.1(3).
- d. Substitution of a Guaranteed WMBE firm is prohibited absent a waiver granted by the CPCS as a result of:
 - 1. Bankruptcy of the WMBE firm;
 - 2. Failure of the WMBE firm to provide the required bond;

3. The WMBE firm cannot perform the work because they are debarred, not properly licensed, does not meet the subcontractor approval criteria, or in some other way is ineligible to work;
4. Failure of the Subcontractor to comply with a requirement of law applicable to subcontracting;
5. Death or disability of the principal of the WMBE firm rendering it unable to perform the work;
6. Dissolution of the WMBE firm;
7. Failure of the WMBE firm to perform satisfactorily in previous projects not known to Bidder at the time of bid;
8. Failure or refusal of the WMBE to perform work for reasons other than contract term or pricing disputes;
9. A change in scope of the contract which removes the guaranteed work from the project.

6. INCORPORATION OF PLAN INTO CONTRACT AND REPORTING REQUIREMENTS

- a. CPCS may discuss the Plan with the Apparent Successful Bidder before incorporating into the contract and may amend the Plan by mutual consent.
- b. The Contractor must provide reports and documents as required by CPCS.
- c. CPCS will evaluate Contractor's WMBE utilization throughout the project.
- d. Contractor may not substitute a WMBE firm identified in the guaranteed portion of the plan unless the substitution is approved by CPCS. Such a substitution will not be considered unless Contractor can demonstrate clear necessity for such substitution. A Contractor granted permission to substitute for a guaranteed WMBE firm shall use good faith efforts to recruit another WMBE firm to perform the Work.
- e. If CPCS determines the Contractor is not making good faith efforts, it may take action as described in the project specification such as withholding invoice payments and breach of contract.
- e. The City will evaluate the WMBE utilization at close-out and may assign a Deficiency rating for failure to demonstrate good faith efforts. Deficient ratings are used by the City to determine Bidder responsibility on future work and debarment. To avoid a deficiency rating, the Contractor must demonstrate:
 1. A good faith effort to achieve Aspirational goals. Attainment under 80% of the goal will likely be considered deficient;
 2. Timely submittal of required and requested materials and reports to CPCS;
 3. Having advance agreements with each WMBE Guarantee, such that the WMBE understands and agrees that the WMBE Guarantee represents mutual agreement at time of the bid submittal;
 4. Using all "WMBE Guarantees" named in the Inclusion Plan, unless Prime received written authorization from CPCS for substitution;
 5. WMBE relationships are harmonious, clearly communicated and free of undue dispute; and
 6. WMBE work was commercially useful as defined above.

STRATEGIES. Total available score: 4 points

Each of the two options below is worth 2 points. Bidder may select one, both, or neither. Once selected, it applies to:

7. Registered as a Women or Minority Owned Business in the City Online Business Directory, and/or
8. Small Business Concern as certified by King County, and/or
9. Disadvantaged Business Enterprise of any definition certified by the State of Washington, and/or
10. Women or Minority Owned Business Enterprise as certified by the State of Washington; and/or
11. Small Business Concern certified by the State of Washington

Business Support Strategy	Accept
Early Retainage Release. The prime (and any sub-tier primes) will release retainage held for the subcontractor, within thirty (30) days of acceptance of the work performed by the qualified subcontractor.	
Advance Mobilization Pay: The Prime (and any sub-tier primes) shall advance 10% of the specified and agreed-upon mobilization costs that were identified by line item within the WMBE firms bid, to each qualified firm at least 5 days in advance of the mobilization event.	

WMBE GUARANTEES. Total available score: 6 points.

A Bidder may offer to guarantee work to WMBE firms for the project, by identifying the WMBE and minimum dollar value of such work in the table below. You may add additional rows.

WMBE Business Name	Minimum Guaranteed Dollar Amount
	\$
	\$
	\$
	\$
	\$
	\$
TOTAL	\$

**The City of Seattle
Public Works
Women and Minority Business
Inclusion Plan Instructions**

Carefully review all instructions. All Bidders must complete this form. The City public works inclusion plan requires the Bidder identify the good faith efforts the Bidder will use to include woman-owned and minority-owned business (WMBE) firms on the City project. There are 3 options for evidencing good faith efforts. Each option is worth points which can vary depending on information supplied by the Bidder. There are a maximum of 16 points available. The Bidder must earn at least 10 points. Bidders that earn less than 10 points will be found non-responsive and the Bid will be rejected. This Inclusion Plan becomes a material part of the Bidder's contract if the project is awarded to Bidder.

WMBE firms are state certified or self-identified firms that are at least 51% WMBE owned (per SMC 20.42). A WMBE need not be self-identified within the City Online Directory at bid time, but in such case must self-identify and register by time of award. These resources may assist bidders:

City On-Line Directory: <http://web6.seattle.gov/fas/registration/>

OMWBE Directory: http://www.omwbe.wa.gov/certification/certification_directory.shtml

4. INSTRUCTIONS

- f. All Bidders (including WMBE Primes) must complete and submit this form as part of the Bid for City design-bid-build public works project having an Engineer's Estimate of \$300,000 or greater, unless the City expressly instructs otherwise in the bid package.
- g. There are three commitments Bidders can use to establish an Inclusion Plan – Aspirational WMBE Goals, Business Support Strategies, and WMBE Guarantees:
 - 4. Aspirational WMBE Goals are goals Bidder believes can be achieved by good faith efforts. This option is worth a maximum of 6 points;
 - 5. Business Support Strategies are those the Bidder commits to employ for qualified firms. This option is worth a maximum of 4 points;
 - 6. WMBE Guarantees identify WMBE firms the Bidder guarantees to contract with for this project, with agreement reached about the work and pricing for the WMBE scope, including any terms and conditions important to the WMBE for their performance. This option is worth a maximum of 6 points.
- h. Work performed by a WMBE must be commercially useful and a distinct element of work that includes managing and supervising the work. The Contractor should evaluate the amount of work subcontracted, industry practices, and other relevant factors to determine whether the work is commercially useful.
- i. A Bidder scored less than 10 points will be deemed non-responsive. See Scoring section below.
- j. All dollars cited shall exclude sales tax (including references to the Total Bid Cost and estimates made by Prime when completing this form).

5. SCORING INSTRUCTIONS

- h. The average percentage of WMBE utilization on past City projects has been calculated by CPCS and is provided in the table below. This average is used to score the points that will be awarded for the aspirational goals and guarantees. These percentages are updated annually. Note that these averages include total WMBE utilization, not subcontracting alone, since aspirational goals may include prime self-performance.
- i. If the project is characterized by work of various types, CPCS may calculate a unique utilization rate for the project given the weight of each. CPCS determination is not subject to challenge.
- j. The project type and percentage of past WMBE utilization will be stated in the bids advertisement and documents.
- k. If past utilization for a project type was zero, an Aspirational Goal above two percent will receive 6 points. Bidder must still identify Business Support Strategies and Guarantees it is willing to employ and will be scored accordingly.
- l. Points awarded for WMBE Guarantees will be calculated based upon total available work for subcontract given past performance. This section can be awarded as many as 6 points.
- m. A Bidder who has received a formal Deficiency Report issued by the City as a result of unfulfilled WMBE Inclusion Plan commitments on past projects will lose one point from the total score.
- n. When calculations are used to evaluate the points, the City will calculate points to the nearest tenth decimal place. The City will round up to the nearest tenth.

Roadway	Facility	Parks*	Under ground	Boundary	Structural Paint	Structural	Natural Habitat	Dredging	Roof
14%	19%	22%	12%	3%	1%	5%	16%	21%	14%

Note: Boundary refers to projects performed in Pend Oreille County (Boundary). Parks utilization rate excludes the mandatory self-performed WMBE work for a prime.

6. ASPIRATIONAL WMBE GOAL INSTRUCTIONS

- f. Aspirational WMBE Goals represent a serious commitment to use good faith efforts to reach the stated goals.
- g. The City will rely upon the Total to determine responsiveness. The City will correct the Total if that provided by the Bidder does not match the MBE and WBE goals.
- h. Aspirational WMBE Goals are a percentage of the Base Bid and during the course of the project will apply to the total contract amount including all contract change orders (additives and deductives). Contractor may seek a goal adjustment if such changes may merit a greater or lesser goal; CPCS will consider such requests, approve if appropriate, and modify the Plan accordingly.
- i. A WMBE Bidder may include in their goals and guarantees that percentage of contract base bid for work which the WMBE intends to self-perform that is in excess of the mandatory 30% they are otherwise required to perform as required by the City Specifications Section 1-08.1(3).
- j. Bidder will receive between 0 and 6 points for its Aspirational WMBE Goals, with proportional points based on a straight line formula to Past Performance (plus 2%) identified for the project as advertised in the bid solicitation. Bidder receives 3 points if the Total Aspirational Goal is half of Past Performance + 2%. Six points are awarded if the Bidder meets or exceeds Past Performance by 2 or more percentage points. For example, a Roadway project with Past Performance of 14%, would receive 3 points if the Total Aspirational Goal was 8% or 6 points if the Total Aspirational Goal was 16%.

$$P_A = 6A / (P + 2),$$

Where P_A = Points awarded for Bidder's Aspiration Goal
 A = Bidder's Aspiration Goal (%)
 P = Applicable Past Performance Trend (%)

4. BUSINESS SUPPORT STRATEGIES INSTRUCTIONS

The Bidder may elect to provide the business support identified on Page 2 for qualified firms. The City will provide two points for each choice selected. There are two options, allowing a total of 4 points if both options are chosen:

- 3. Early Retainage Release. The prime and any sub-tier primes will release retainage held for the subcontractor, within thirty (30) days of acceptance of the work performed by the qualified subcontractor.
- 4. For mobilization, the Prime and any sub-tier primes will pay all qualified firms five days in advance of the on-site performance, except if a unique situation prohibits such as an emergency or event requiring an immediate mobilization response. In those events, the Prime (including any sub-tier primes) shall deliver the payment no later than 5 days after job mobilization begins.

12. WMBE GUARANTEE INSTRUCTIONS

- f. This guarantees the City and WMBE that they shall be used for at least the amount given, following the remaining rules below. A WMBE Guarantee expects the Bidder achieved agreement about scope, terms and cost of the work for the WMBE at bid time. The burden is upon the Bidder to resolve any differences, once the guarantee is given.
- g. The City may contact the WMBE firm after Bid opening to verify that the firm has an agreement to perform work as described in the plan. Failure to have agreement may result in rejection of the Inclusion Plan which will render Bid non-responsive.
- c. A bidder will receive between 0 and 6 points for WMBE Guarantees, receiving a proportional number of points based on a straight line formula to Past Performance. A bidder will receive 3 points if the dollar-value of the Guarantees equals half of the Past Performance percentage. Six points are awarded if the Bidder commitments meet or exceed Past Performance.

$$P_G = 6G / P$$

Where P_G = Points awarded for Bidder's Guaranteed Goal
 G = Bidder's Guaranteed WMBE Goal (%)
 P = Applicable Past Performance Trend (%)

- h. A WMBE bidder may only include self-performed work above 30%. This is based on the self-performance minimum required by the City Specifications Section 1-08.1(3).
- i. Substitution of a Guaranteed WMBE firm is prohibited absent a waiver granted by the CPCS as a result of:

10. Bankruptcy of the WMBE firm;
11. Failure of the WMBE firm to provide the required bond;
12. The WMBE firm cannot perform the work because they are debarred, not properly licensed, does not meet the subcontractor approval criteria, or in some other way is ineligible to work;
13. Failure of the Subcontractor to comply with a requirement of law applicable to subcontracting;
14. Death or disability of the principal of the WMBE firm rendering it unable to perform the work;
15. Dissolution of the WMBE firm;
16. Failure of the WMBE firm to perform satisfactorily in previous projects not known to Bidder at the time of bid;
17. Failure or refusal of the WMBE to perform work for reasons other than contract term or pricing disputes;
18. A change in scope of the contract which removes the guaranteed work from the project.

6. INCORPORATION OF PLAN INTO CONTRACT AND REPORTING REQUIREMENTS

- f. CPCS may discuss the Plan with the Apparent Successful Bidder before incorporating into the contract and may amend the Plan by mutual consent.
- g. The Contractor must provide reports and documents as required by CPCS.
- h. CPCS will evaluate Contractor's WMBE utilization throughout the project.
- i. Contractor may not substitute a WMBE firm identified in the guaranteed portion of the plan unless the substitution is approved by CPCS. Such a substitution will not be considered unless Contractor can demonstrate clear necessity for such substitution. A Contractor granted permission to substitute for a guaranteed WMBE firm shall use good faith efforts to recruit another WMBE firm to perform the Work.
- j. If CPCS determines the Contractor is not making good faith efforts, it may take action as described in the project specification such as withholding invoice payments and breach of contract.
- j. The City will evaluate the WMBE utilization at close-out and may assign a Deficiency rating for failure to demonstrate good faith efforts. Deficient ratings are used by the City to determine Bidder responsibility on future work and debarment. To avoid a deficiency rating, the Contractor must demonstrate:
 7. A good faith effort to achieve Aspirational goals. Attainment under 80% of the goal will likely be considered deficient;
 8. Timely submittal of required and requested materials and reports to CPCS;
 9. Having advance agreements with each WMBE Guarantee, such that the WMBE understands and agrees that the WMBE Guarantee represents mutual agreement at time of the bid submittal;
 10. Using all "WMBE Guarantees" named in the Inclusion Plan, unless Prime received written authorization from CPCS for substitution;
 11. WMBE relationships are harmonious, clearly communicated and free of undue dispute; and
 12. WMBE work was commercially useful as defined above.

PUBLIC WORKS WMBE INCLUSION PLAN CHANGE REQUEST FORM

Departments use this form to request modification to a project WMBE Inclusion Plan. Modifications are subject to advance approval from the department WMBE Advisor and City Purchasing and Contracting Services (CPCS).

PROJECT INFORMATION	
Project Name	
PW#	
Date of Request	
Prime Contractor	
Name of Requestor and Title	

When the Prime seeks a change to the WMBE Inclusion Plan, the City Project Manager completes this form, routes to their WMBE Advisor, who then sends to CPCS for approval. Absent CPCS approval, changes to the Inclusion Plan are prohibited. This form is for public works projects with a WMBE Inclusion Plan that needs an adjustment or change to a Guaranteed firm. Check all that apply to this request:

- Request to Remove a Guaranteed WMBE Firm
- Request to Change WMBE Inclusion Plan Aspirational Goal

REMOVE A GUARANTEED WMBE	
WMBE Firm Proposed for Removal	
Guaranteed Amount	\$
Dollar amount of guaranteed work completed, if any	\$

Reason for Removal (check all that apply and attach evidence).

- Bankruptcy of Subcontractor
- Failure of Subcontractor to provide the required bond
- Subcontractor cannot perform the work because they are debarred, not properly licensed, or does not meet subcontractor approval criteria, or in some other way is ineligible to work.
- Failure of Subcontractor to comply with a requirement of law applicable to subcontracting
- The death or disability of Subcontractor (if Subcontractor is an individual)
- Dissolution of Subcontractor (if Subcontractor is a corporation or partnership)
- Failure by Subcontractor to perform under previous contracts
- Failure or refusal of Subcontractor to perform the work for reasons other than contract term or pricing disputes

CPCS will review in collaboration with the appropriate department WMBE Advisor, request documentation as necessary to evidence the change, and will respond to the department Project Manager with direction.

The Prime must make good faith efforts to find another WMBE subcontractor to substitute.

Reduce the Aspirational Goal

Aspirational WMBE Goals

The Total Aspirational WMBE Goal represents the percentage of base bid the Bidder intends to perform with WMBE contractors and also applies to the entire contract cost. **If a contract change, addendum or additive merits modification to the Goals, the City and Prime will discuss whether a greater or lesser goal is appropriate and seek approval to amend the Plan.**

- The City requires a change order for a body of work that has no WMBE opportunity. The goal would be adjusted based on the statistical impact that would have given the associated dollars compared to the total project spend.
- Other: _____

Original Goal	
Proposed Goal as a share of the entire contract value.	

Reducing Goal	Printed Name	Approved Denied	Signature	Date
Department Construction Representative				
Department WMBE Representative				
FAS/CPCS				

Cc:
 Resident Engineer
 Contractor PM, Requestor
 Sub-Contractor
 City WMBE Equity Office
 City Purchasing and Contracting, Contract Analyst

Appendix F - Trend lines for minority and white-women utilization rates by contract type

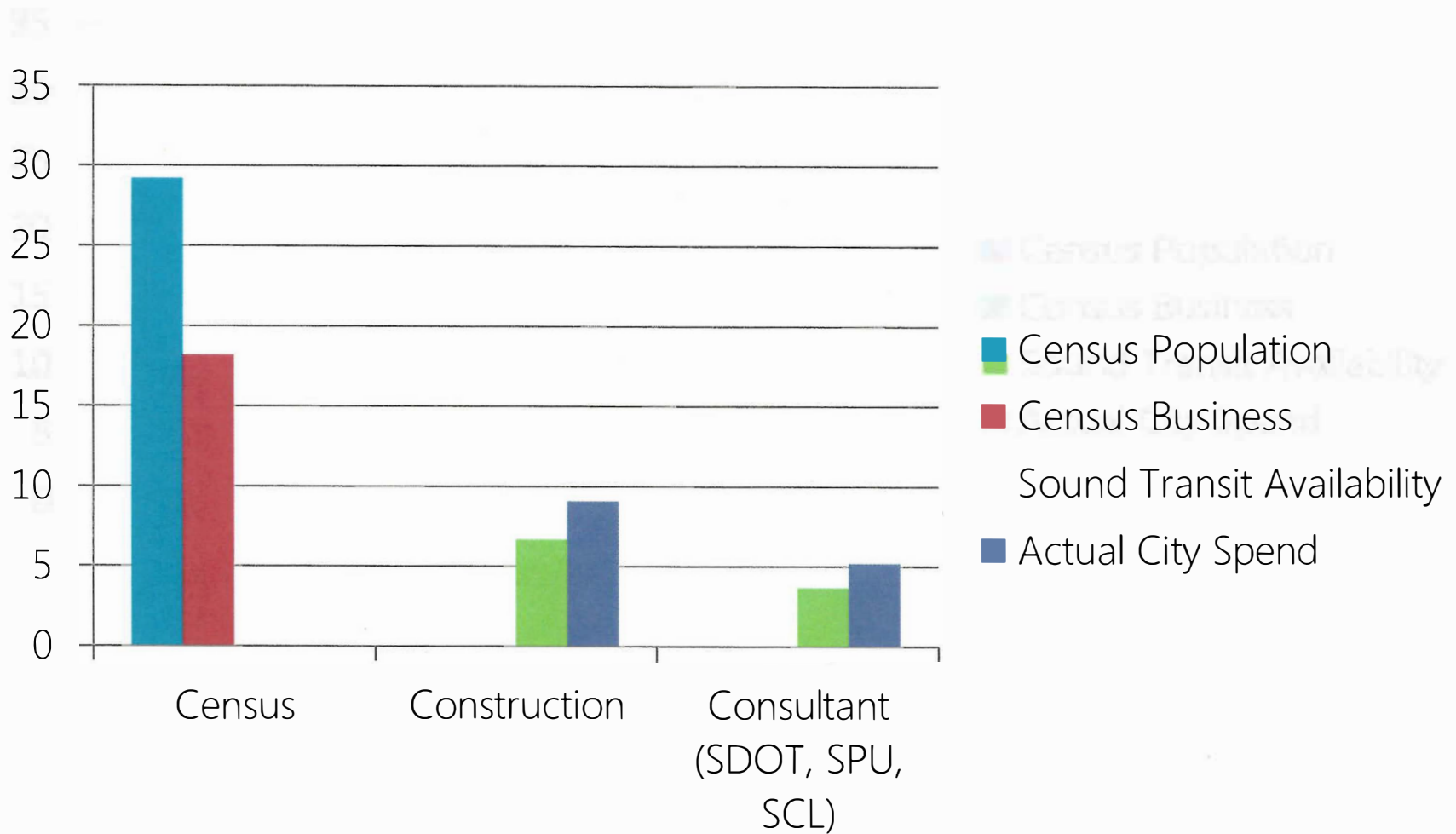
Race utilization rates

Race utilization rates

3

Minority

Availability measures compared to city 2015 utilization

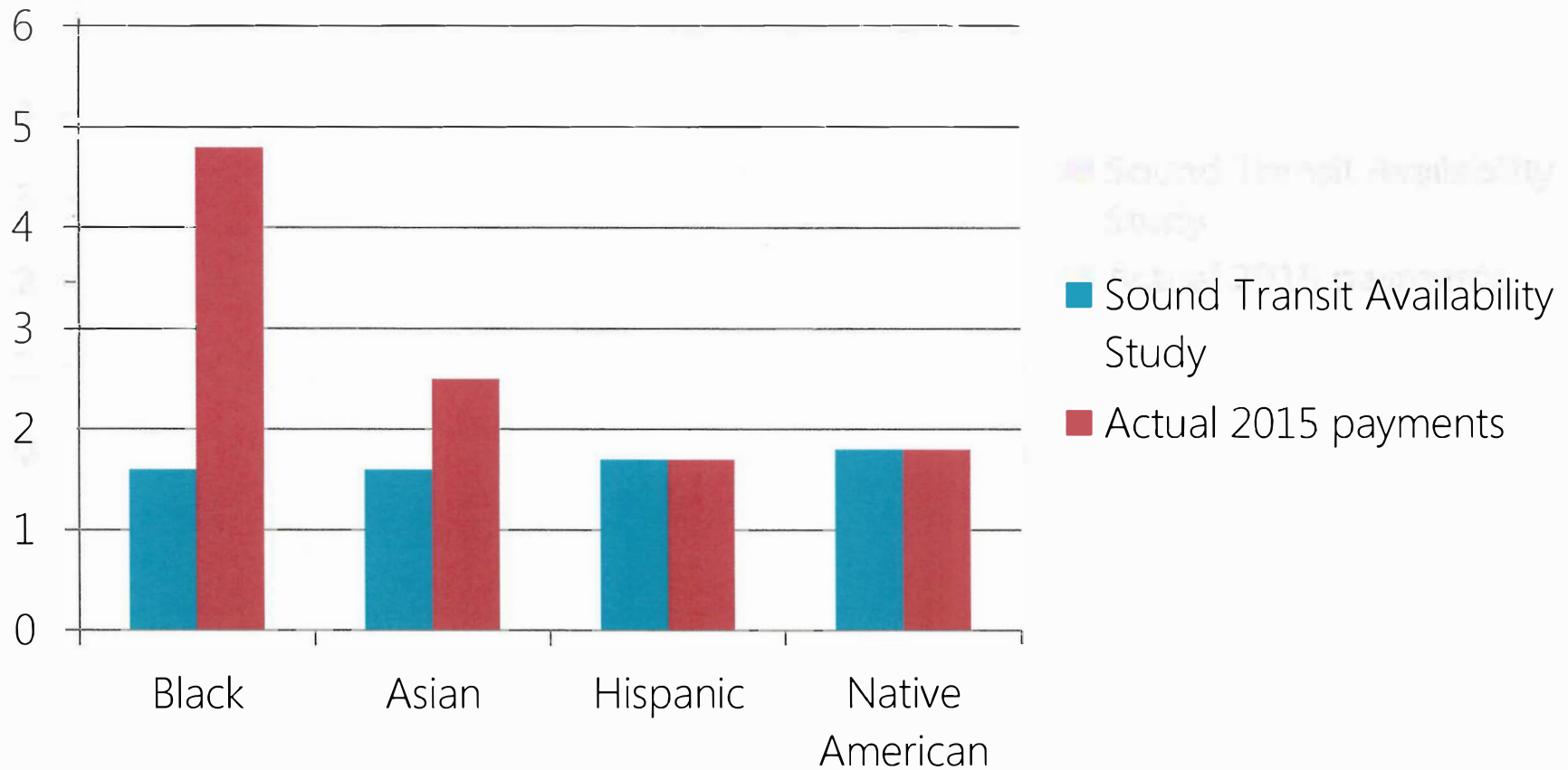


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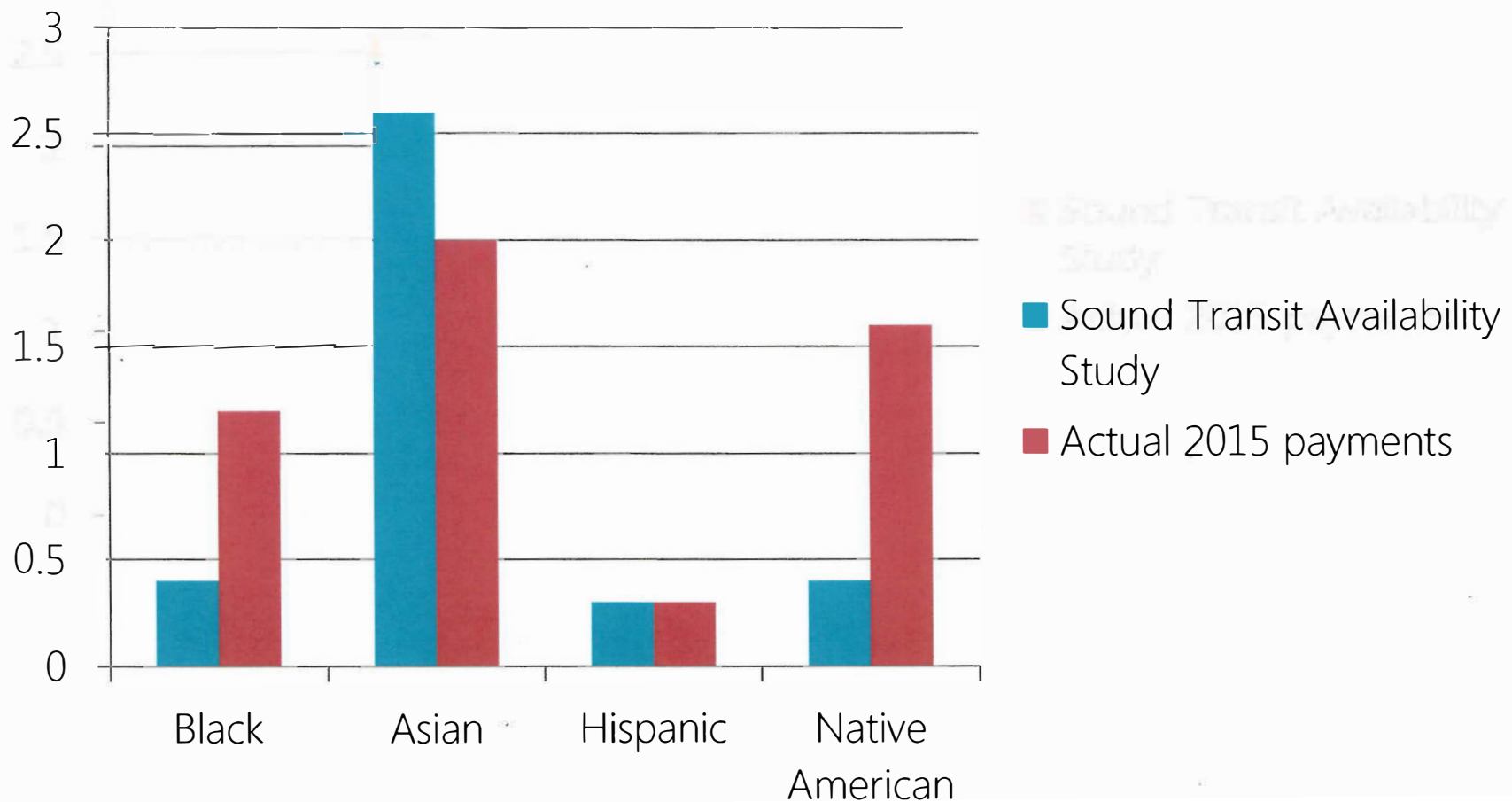
By Race construction

Capital departments (SDOT, SPU, SCL)

Availability measures compared to utilization



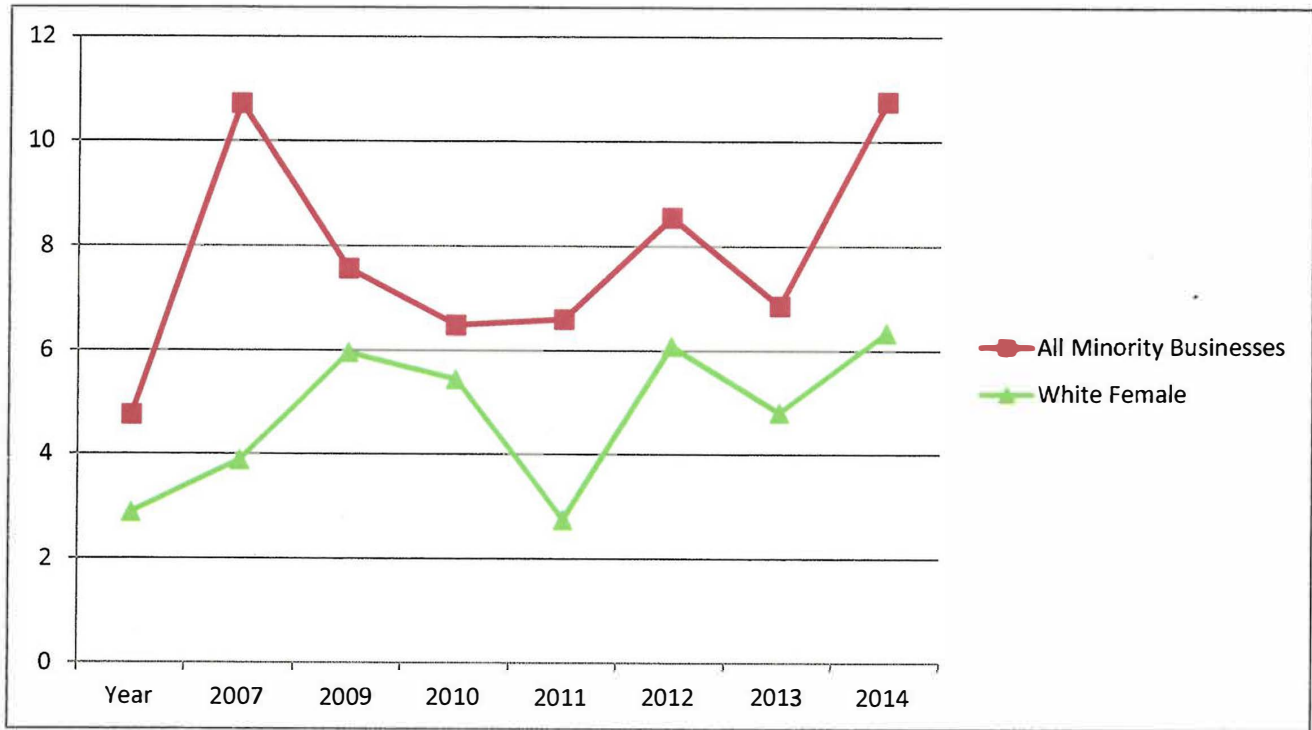
By Race for Consultant Capital departments (SDOT, SPU, SCL) *Availability measures compared to utilization*



Public Works (Combined) WMBE Utilization Trends

Public Works Combined	2007	2009	2010	2011	2012	2013	2014	2015
Black	1.07	1.33	0.34	0.25	0.49	2.89	3.41	4.8
Asian	1.72	6.89	4.27	2.54	2.9	3.65	1.29	2.48
Native American	0.75	1.37	2.18	3.23	2.74	1.56	0.97	1.68
Hispanic	1.22	1.13	0.78	0.47	0.47	0.45	1.19	1.8
White Female	2.88	3.88	5.96	5.45	2.74	6.09	4.81	6.35

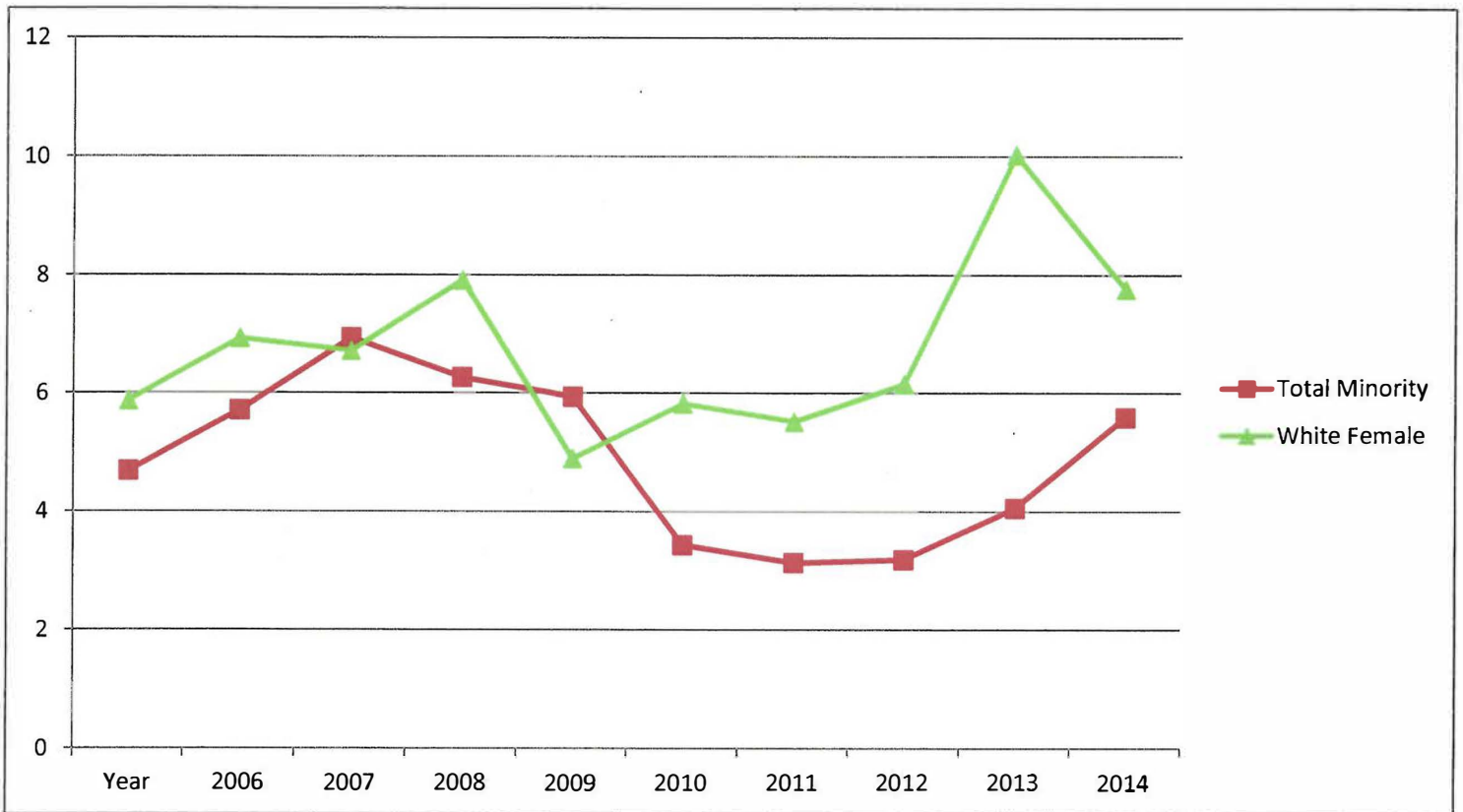
Year	2007	2009	2010	2011	2012	2013	2014	2015
All Minority Business	4.76	10.72	7.57	6.49	6.6	8.55	6.86	10.76
White Female	2.88	3.88	5.96	5.45	2.74	6.09	4.81	6.35



Consultant Contract WMBE Utilization Trends

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Black	1.96	1.38	1.35	1.22	0.65	0.71	0.57	0.47	0.66	1.35
Asian	1.42	2.98	4.35	4.25	4.89	2.69	2.17	1.63	2.47	2.38
Native American	0.02	0.33	0.09	0.15	0	0	0.02	0.75	0.56	1.22
Hispanic	1.29	1.02	1.14	0.64	0.4	0.04	0.38	0.34	0.37	0.64
White Female	5.87	6.92	6.71	7.91	4.89	5.82	5.52	6.15	10.03	7.76
	10.57	12.64	13.65	14.16	11.92	9.26	8.66	9.24	14.06	13.35

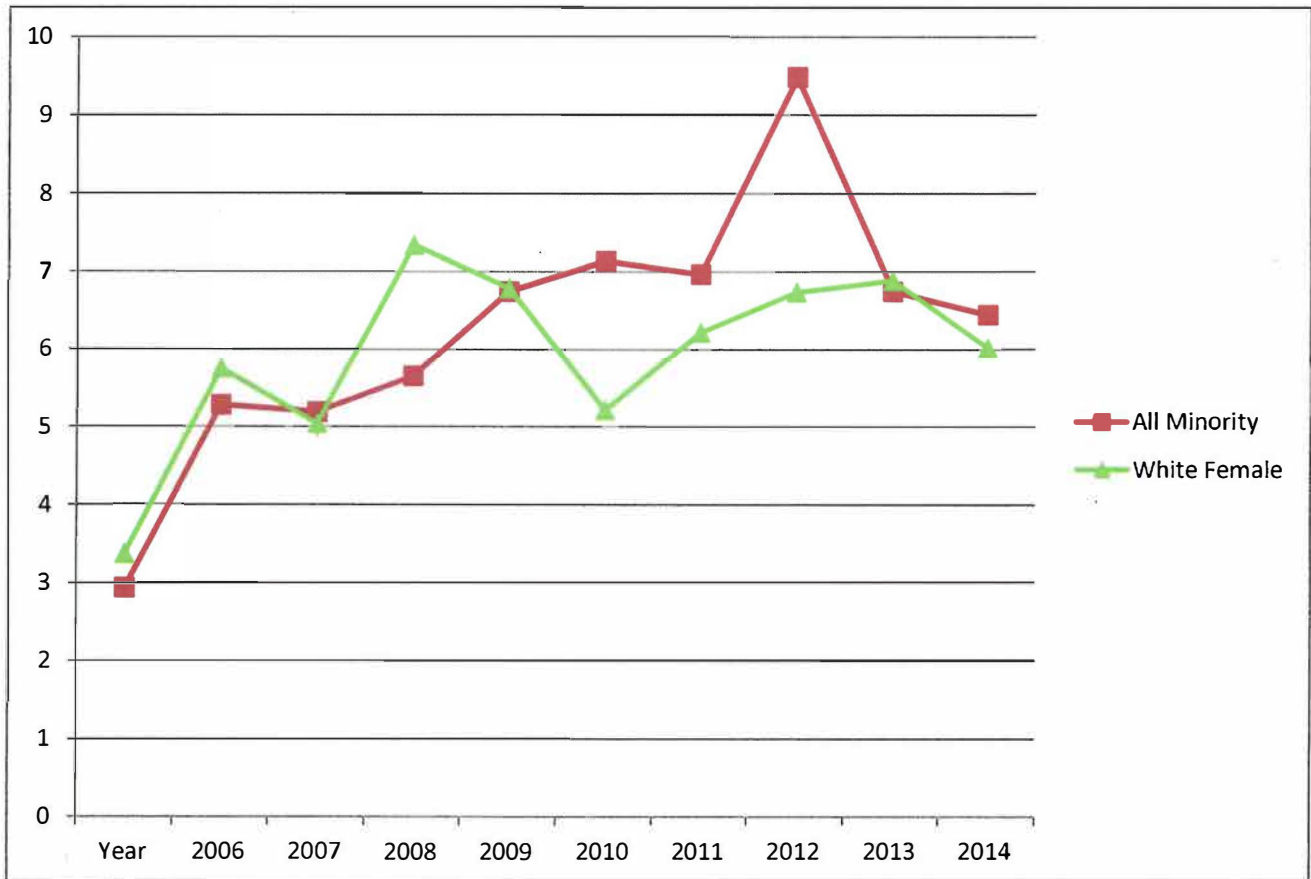
Year	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Total Minority	4.69	5.71	6.93	6.26	5.94	3.44	3.14	3.19	4.06	5.59
White Female	5.87	6.92	6.71	7.91	4.89	5.82	5.52	6.15	10.03	7.76



Purchasing WMBE Utilization Trends

Purchasing	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Black	0.5	0.95	1.87	1.75	2.72	2.2	2.16	2.27	1.91	1.37
Asian	2	3.61	2.54	2.92	2.96	3.23	3.84	6.39	4.23	4.45
Native American	0.15	0.26	0.27	0.07	0.14	0.35	0.4	0.34	0.4	0.49
Hispanic	0.29	0.46	0.51	0.91	0.93	1.36	0.57	0.48	0.21	0.14
White Female	3.37	5.75	5.04	7.34	6.79	5.21	6.22	6.74	6.89	6.02
		11.03	10.23	12.99	13.54	2.34	13.19	15.19	13.64	12.47

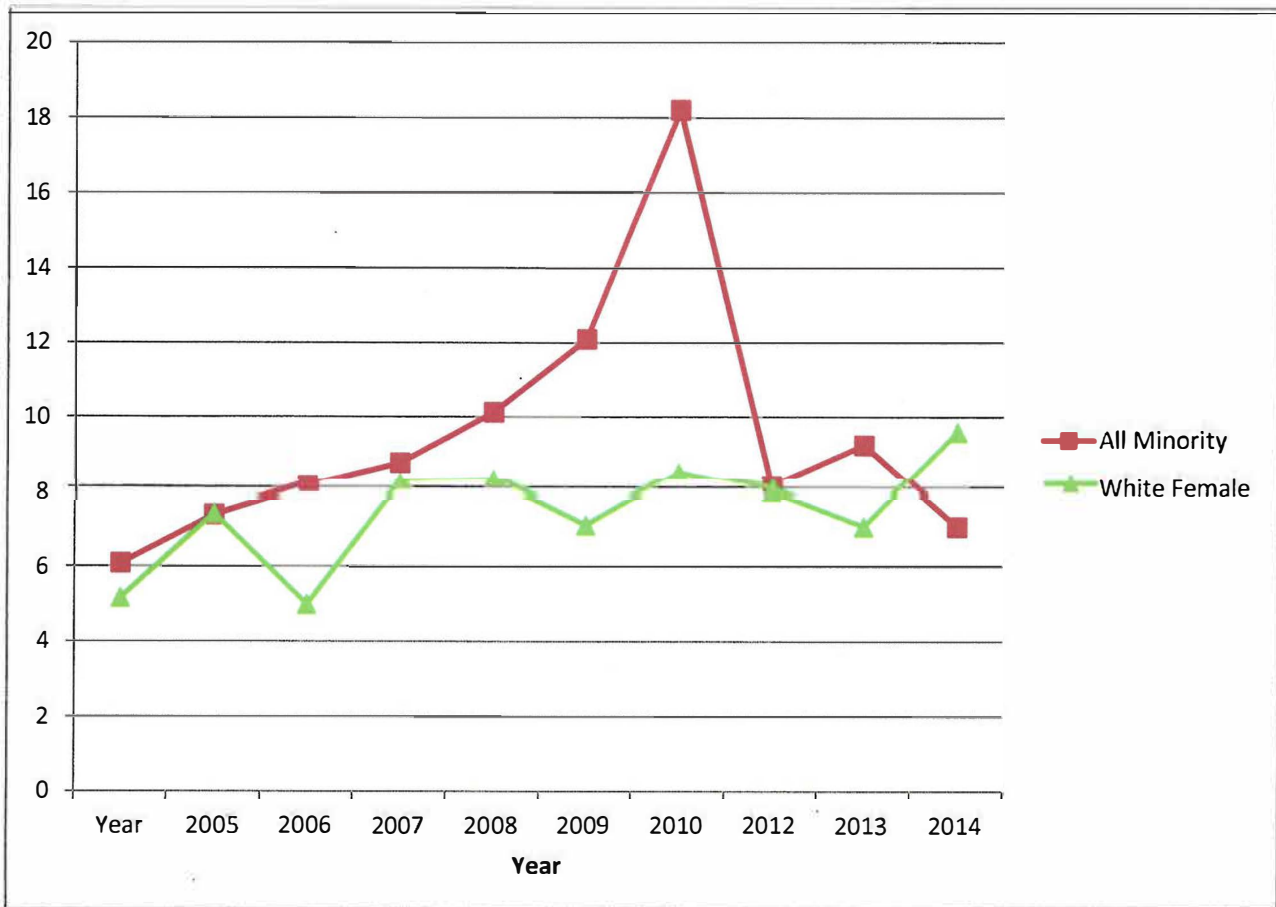
Year	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
All Minority	2.94	5.28	5.19	5.65	6.75	7.14	6.97	9.48	6.75	6.45
White Female	3.37	5.75	5.04	7.34	6.79	5.21	6.22	6.74	6.89	6.02



Completed Public Works WMBE Utilization Trends

Public Works Complete	2005	2006	2007	2008	2009	2010	2012	2013	2014	2015
Black	0.14	1.61	0.72	0.22	0.24	0.5	1.86	0.22	1.29	0.33
Asian	3.26	4.16	4.88	1.69	5.34	7.74	12.98	1.44	3.94	0.42
Native American	1.74	0.81	1.62	4.5	1.75	2.76	1.98	4.12	2.91	6.29
Hispanic	0.95	0.8	0.94	2.36	2.81	1.11	1.39	2.38	1.11	0.02
White Female	5.16	7.41	4.98	8.22	8.31	7.09	8.51	8	7.06	9.6

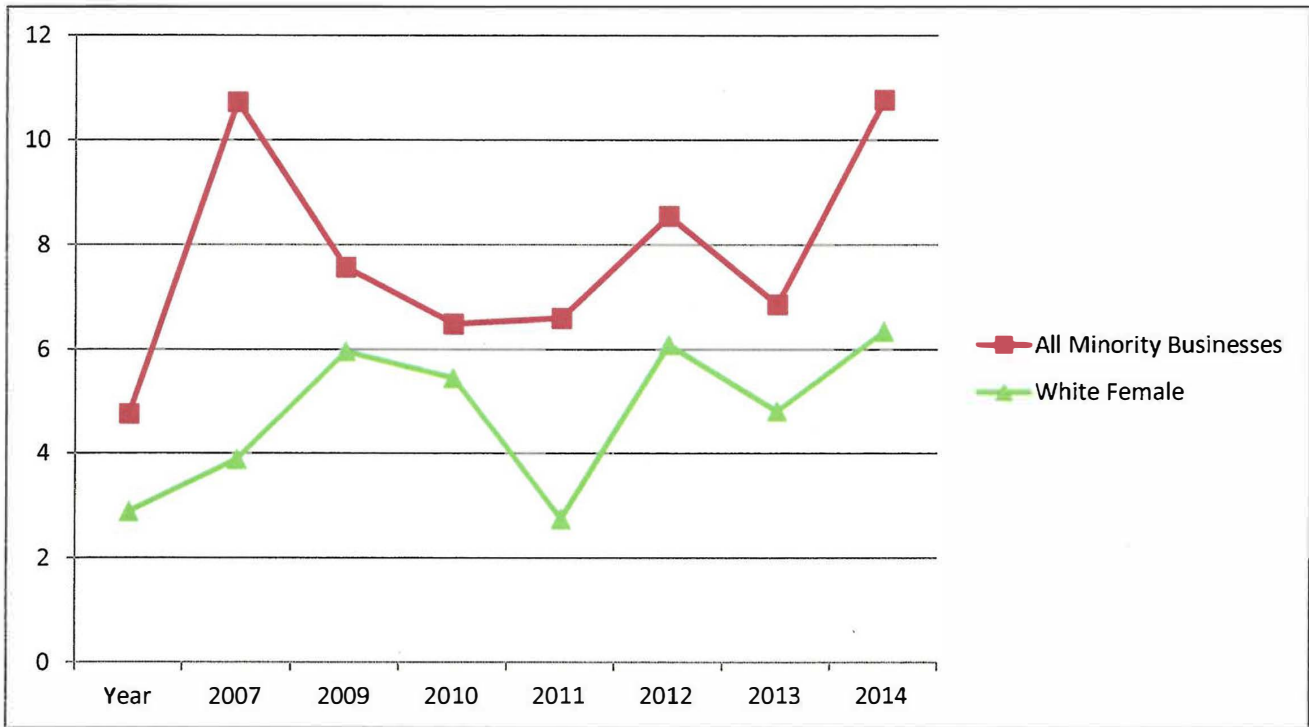
Year	2005	2006	2007	2008	2009	2010	2012	2013	2014	2015
All Minority	6.09	7.38	8.16	8.77	10.14	12.11	18.21	8.16	9.25	7.06
White Female	5.16	7.41	4.98	8.22	8.31	7.09	8.51	8	7.06	9.6



Public Works (Combined) WMBE Utilization Trends

Public Works Combined	2007	2009	2010	2011	2012	2013	2014	2015
Black	1.07	1.33	0.34	0.25	0.49	2.89	3.41	4.8
Asian	1.72	6.89	4.27	2.54	2.9	3.65	1.29	2.48
Native American	0.75	1.37	2.18	3.23	2.74	1.56	0.97	1.68
Hispanic	1.22	1.13	0.78	0.47	0.47	0.45	1.19	1.8
White Female	2.88	3.88	5.96	5.45	2.74	6.09	4.81	6.35

Year	2007	2009	2010	2011	2012	2013	2014	2015
All Minority Business	4.76	10.72	7.57	6.49	6.6	8.55	6.86	10.76
White Female	2.88	3.88	5.96	5.45	2.74	6.09	4.81	6.35



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Appendix G - Utilization compared to Availability by Race

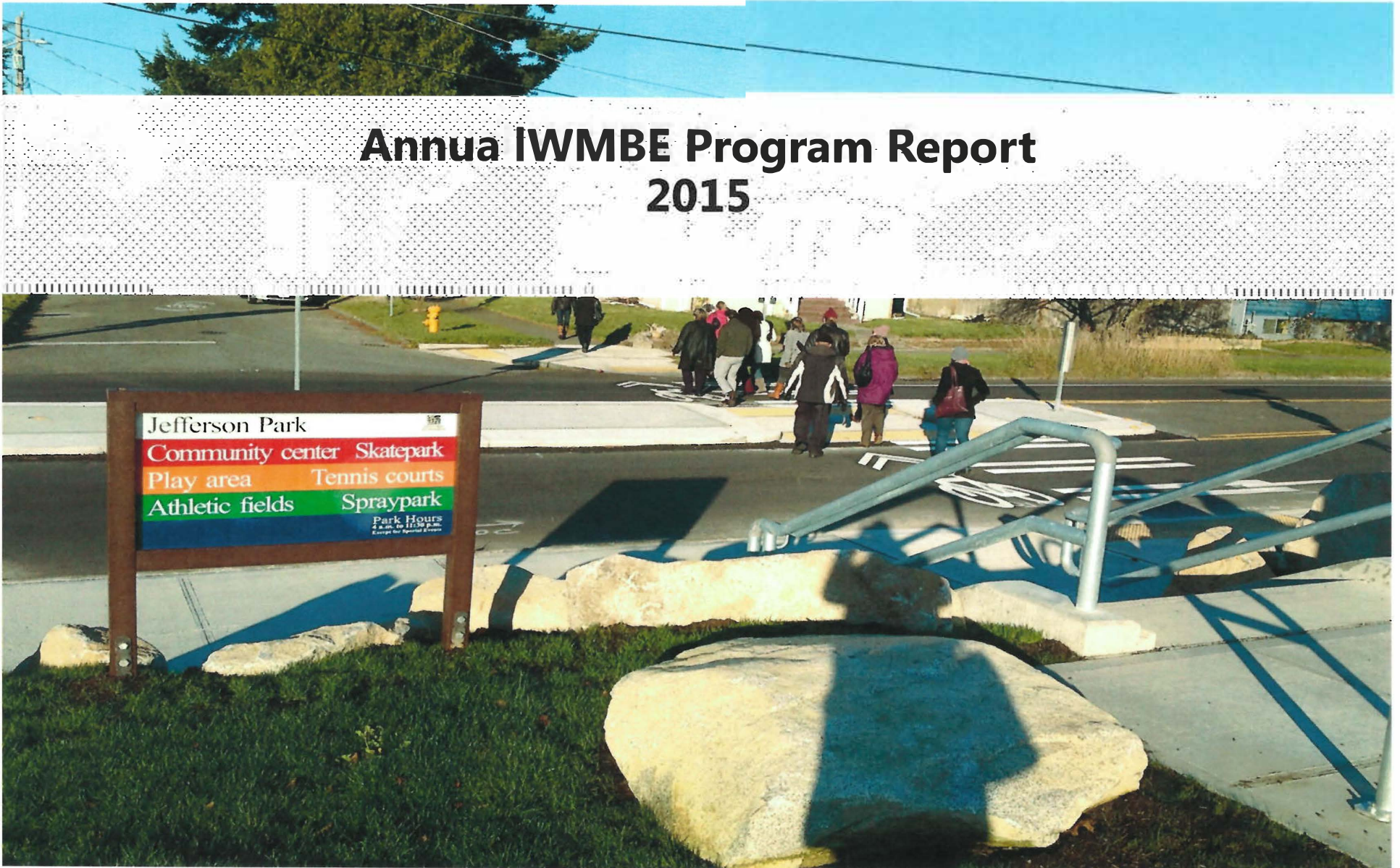
King County Census Data			2015 City of Seattle total utilization rates compared to total spend by type of purchase		
	Population King County	Business Census Availability – King County	Public Works Invoice Payments	Purchasing	Consultant
Black	6.6%	3.3%	4.8%	1.4%	1.35%
Native American	1.1%	0.9%	1.7%	0.5%	1.22%
Asian/API	16.7%	11.2%	2.5%	4.2%	2.38%
Hispanic	9.3%	2.8%	1.8%	0.2%	0.64%
Minority	29.2%	18.2%	10.8%	6.45%	5.59%

King County Census Data		2015 city utilization rates by type of purchase, compared to business availability as reported by the King County Census data		
	Business Census Availability – King County	Public Works Invoice Payments	Purchasing	Consultant
Black	3.3%	69%	41.5%	41%
Native American	0.9%	54%	54%	180%
Asian/API	11.2%	22%	38%	21%
Hispanic	2.8%	64%	7.5%	23%
Minority	18.2%	59%	35%	30.7%

Department Expenditure Trend lines

Purchasing and Consultant Spends

Annual IWMBE Program Report 2015



September 2015

2015 data

Citywide utilization graphs

Jan 1 to July 1, 2015

Consultant expenditures

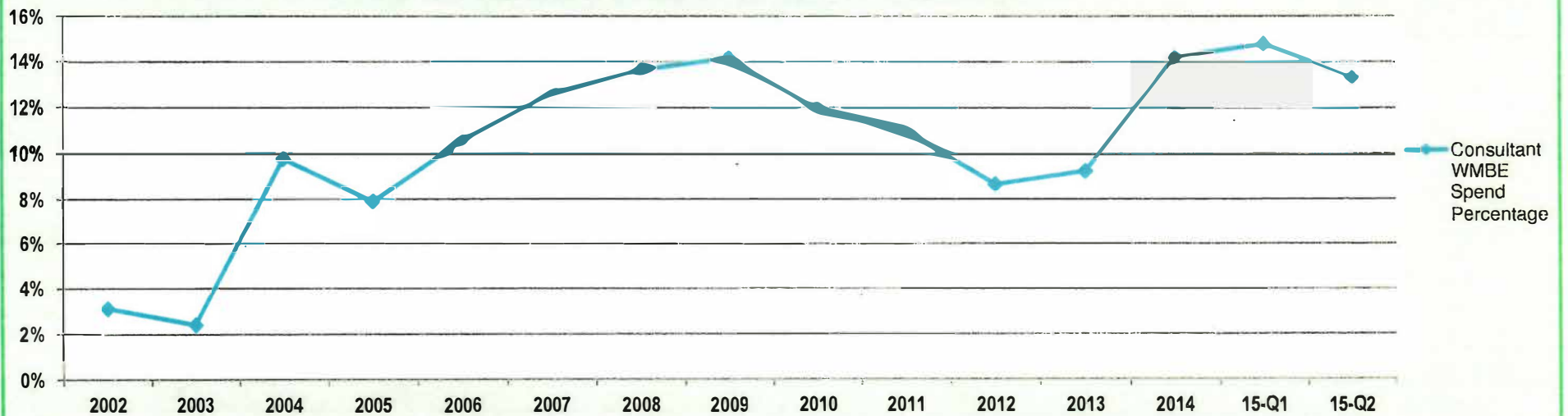
2002 to 2015-Q2 Consultant WMBE Spend

City of Seattle

Consultant WMBE Spend

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

City Consultant WMBE Spend (Prime Only) - All Departments



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

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

*Produced by City of Seattle, FAS/CPCS, 7/15/2015

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

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

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

Consultant expenditures – total city spend

Through July 1, 2015
consultants as primes

86% full solicitation consultant contracts
\$69 million

14% consultant roster
\$10.8 million

Full Solicitations
10% WMBE

Roster
41% WMBE

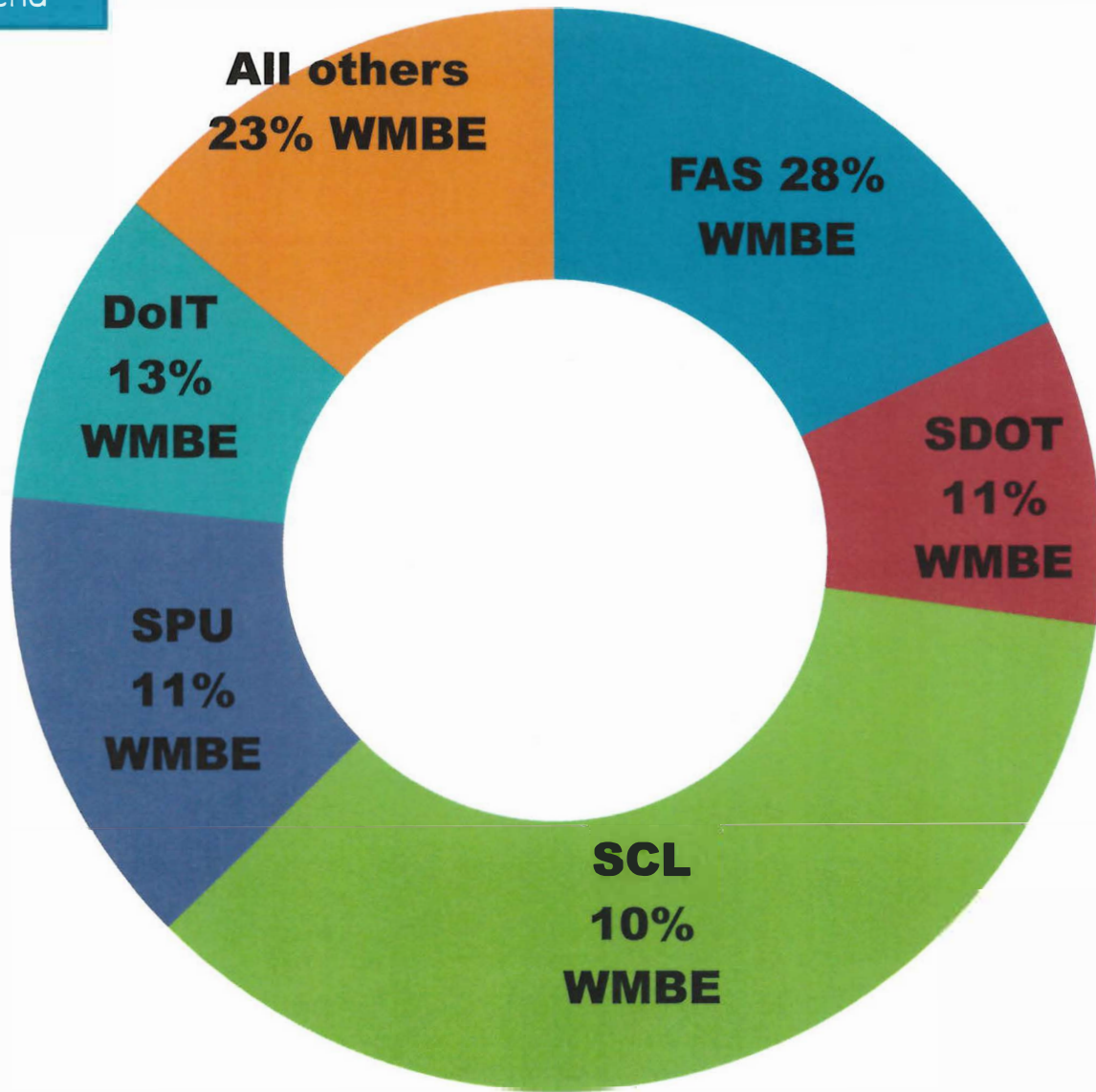
Consultant contracts above \$350,000: 2015-2016 priorities
Pursue greater unbundling
Prepare and promote WMBE's to serve as primes
Tracking subconsultant guarantees

Departments that influence citywide results Consultant expenditures

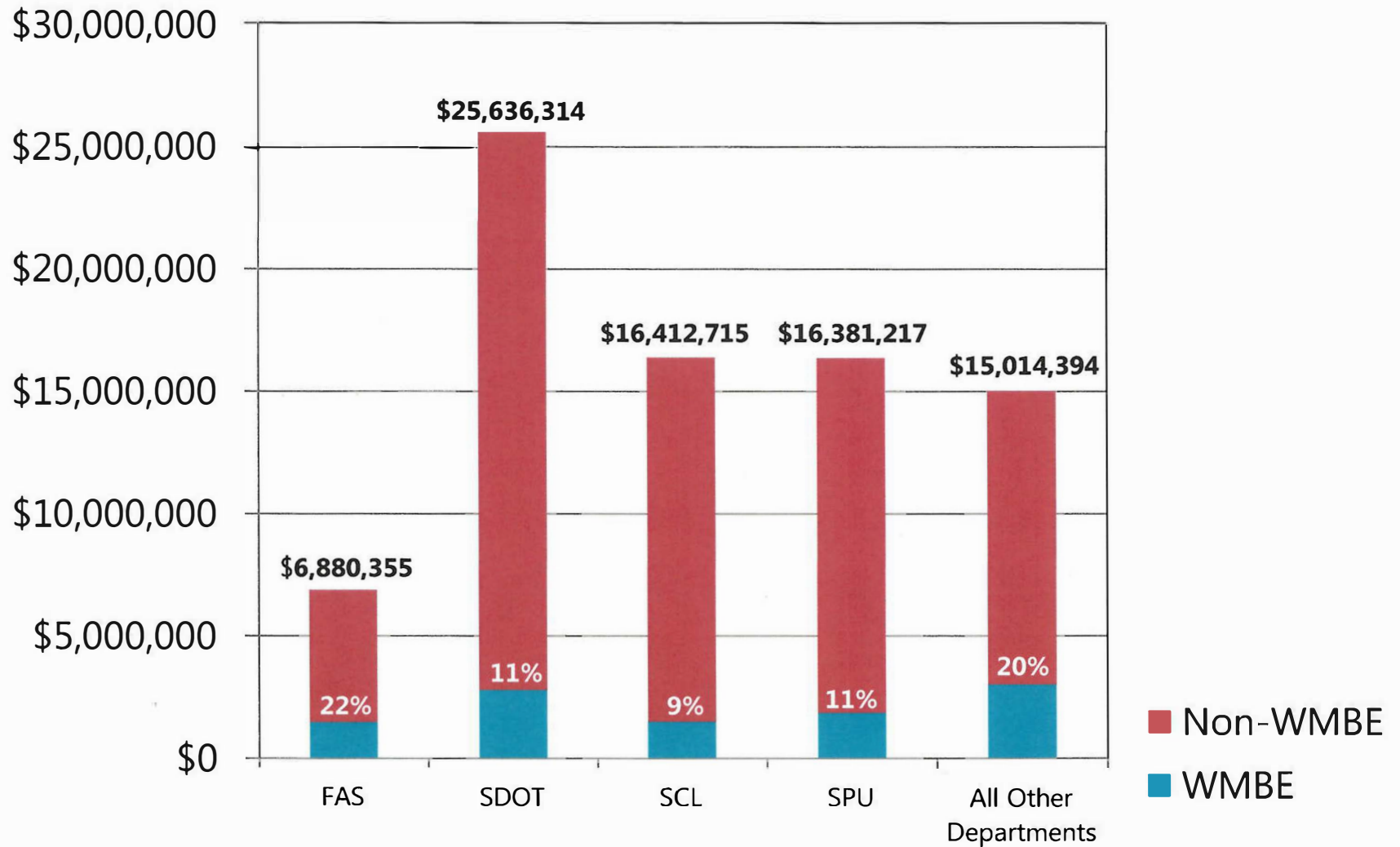
color blocks are proportional to department share of total spend

Share of total spend

FAS	25%
SCL	35%
SDOT	9%
SPU	13.8%
DoIT	10%
Others	14%



Consultant WMBE Dollars by Department



Purchasing Expenditures

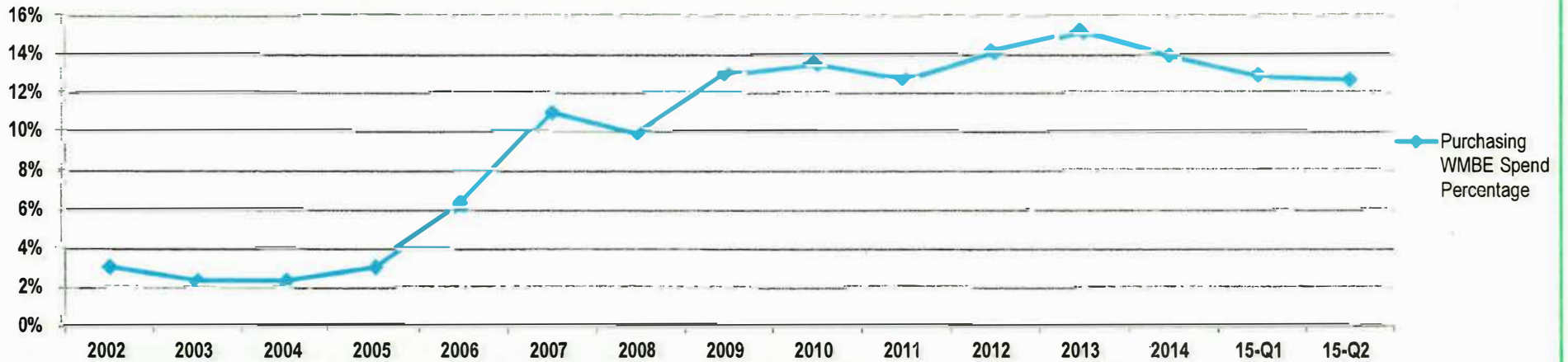
2002 to 2015-Q2 Purchasing WMBE Spend

City of Seattle

Purchasing WMBE Spend

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

City Purchasing WMBE Spend (Prime Only) All Departments



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

*2011 includes \$841,000 CBRE/FAS

*2013 includes \$800,000 CBRE

*Produced by City of Seattle, FAS/CPCS, 7/15/2015

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

*2012 includes \$718,035 CBRE/FAS

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

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

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

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

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

Citywide Overview

Procurement acquisitions -total dollars by type

July 1, 2015

89.3% \$148 million
Blanket Contracts (repetitive buys)
Computers, supplies, services, etc.

4.9% Small buys
\$9 million



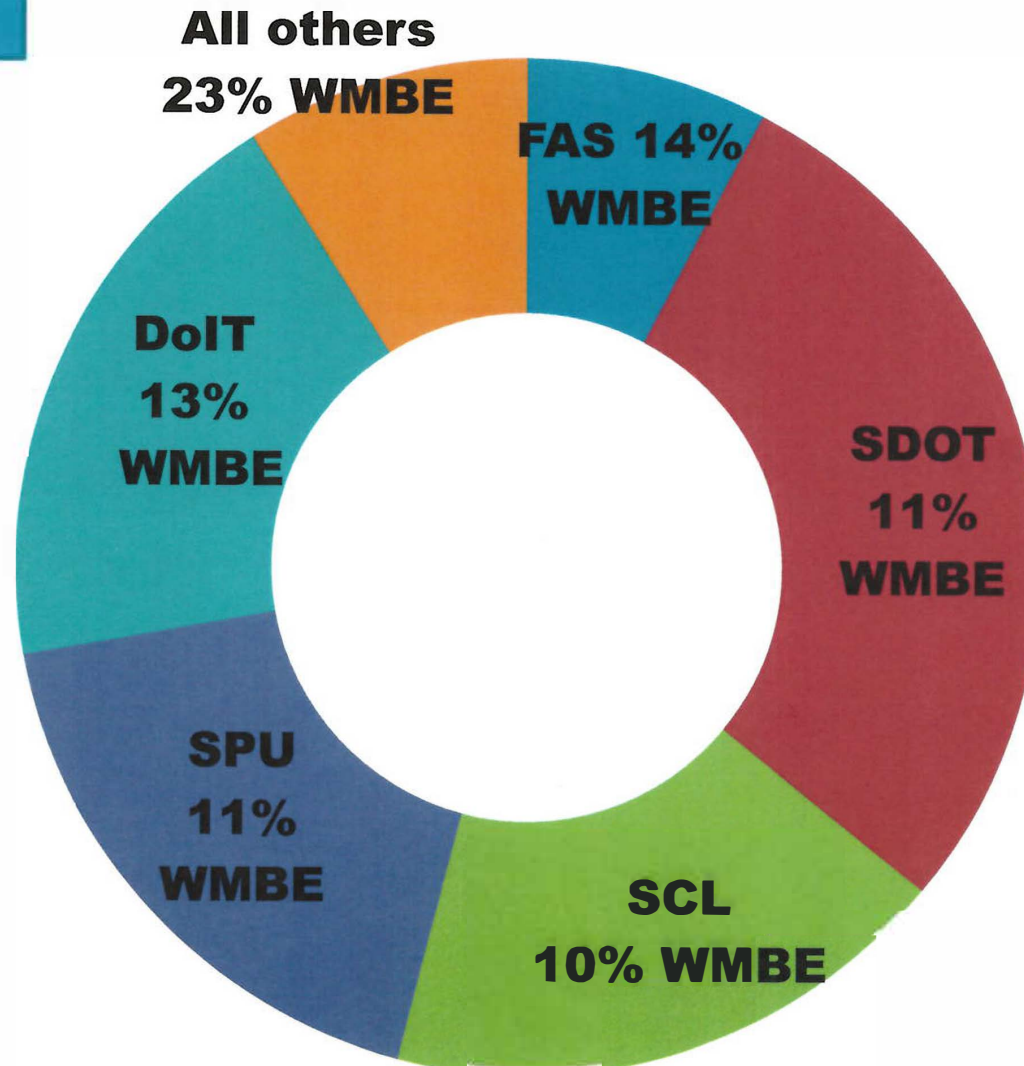
*Repetitive spend contracts above \$47,000:
Study city standards that limit competition*

5.8% one-time buys
\$22 million
Boats, generators, etc.

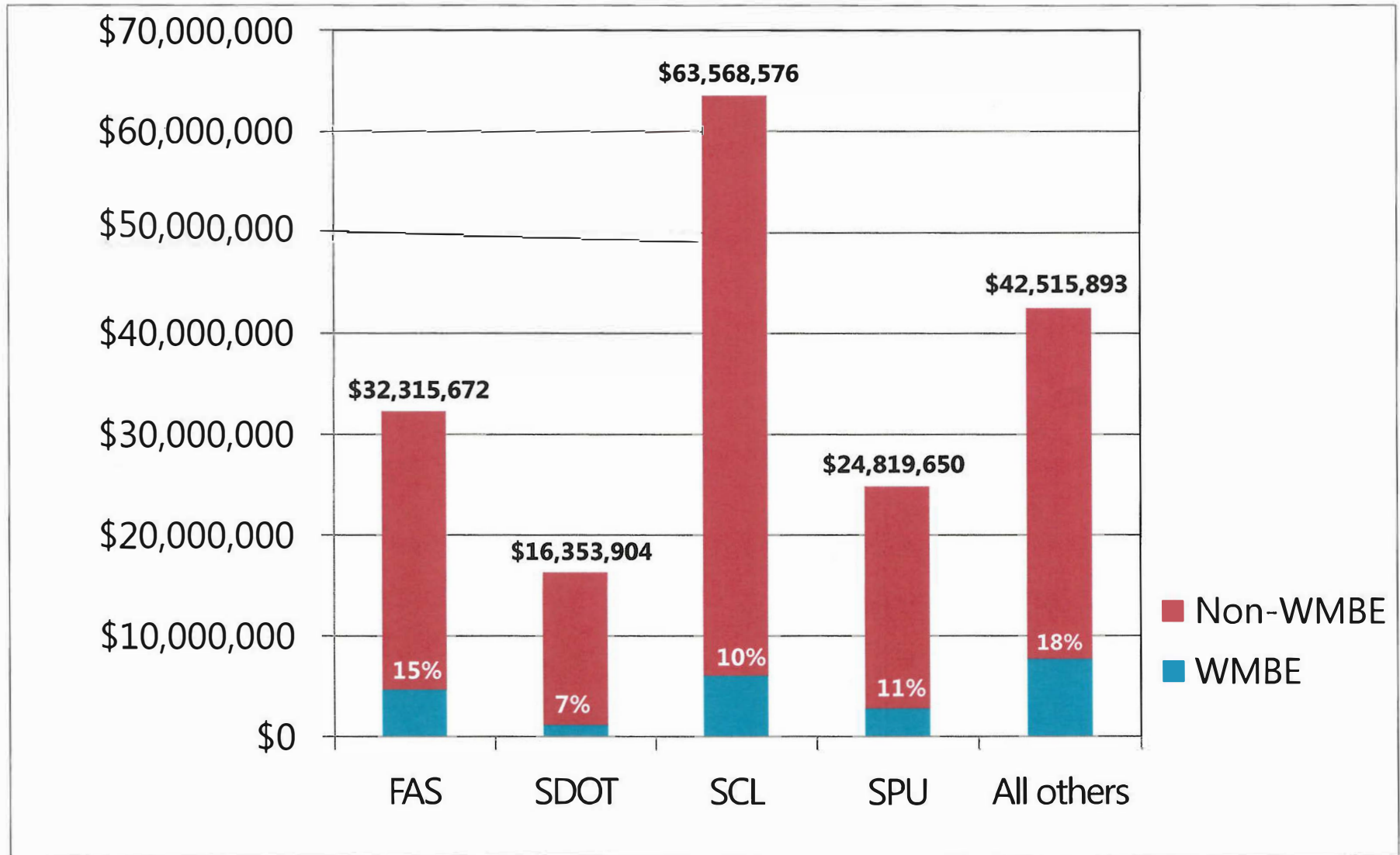
Departments that influence citywide results Purchasing expenditures

Share of total spend

FAS	18%
SCL	35%
SDOT	9%
SPU	13.8%
DoIT	10%
Others	14%



Purchasing WMBE Dollars by Department



Construction Spend

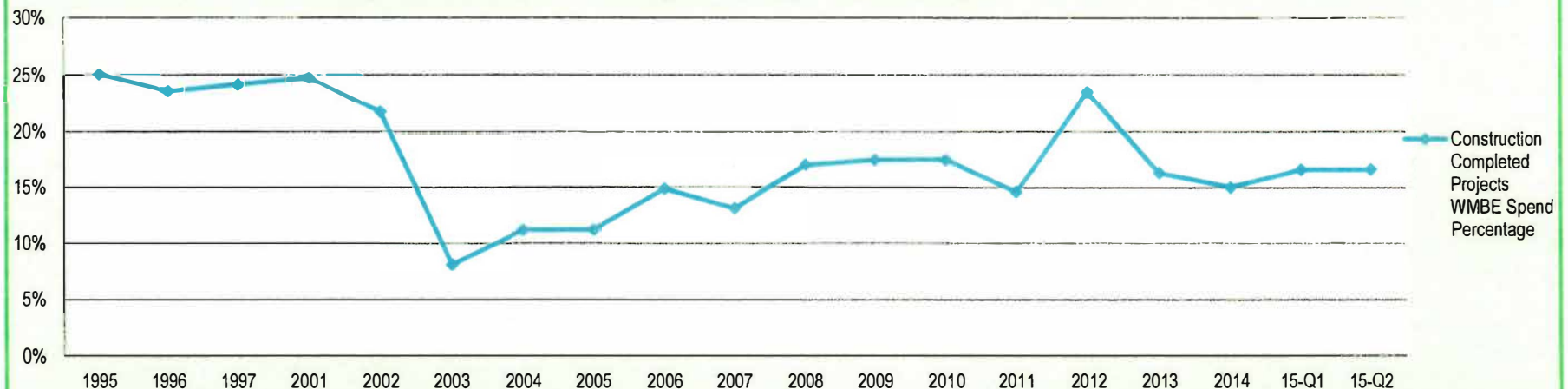
1995 to 2015-Q2 Construction WMBE Spend

City of Seattle

Construction Completed Projects WMBE Spend

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

Citywide Construction Completed Projects WMBE Spend



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

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

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

*Produced by City of Seattle, FAS/CPCS, 7/15/2015.

City Of Seattle
City Purchasing and Contracting
All Invoices Paid for All Construction Projects Report 1/1/2015 to 6/30/2015

Dept.	# of Contracts	City Contract Payment (w/o tax)	Actual MBE Payments	Actual WBE Payments	Total WMBE Payments	WMBE % of City Contract Payment (w/o tax)
FAS	20	\$ 7,669,102.36	\$ 1,958,329.23	\$ 1,733,505.14	\$ 3,691,834.37	48%
LIGHT	17	\$ 13,287,822.86	\$ 295,438.90	\$ 274,524.69	\$ 569,963.59	4%
PARKS	15	\$ 3,927,389.22	\$ 384,270.29	\$ 1,058,968.28	\$ 1,443,238.57	37%
SDOT	25	\$ 92,731,112.12	\$ 11,452,131.31	\$ 4,676,784.63	\$ 16,128,915.94	17%
SPU	30	\$ 32,364,394.00	\$ 2,144,519.63	\$ 1,793,921.42	\$ 3,938,441.05	12%
SEACTR	1	\$ 484,294.00	\$ 29,682.33	\$ 116,020.01	\$ 145,702.34	30%
SPL	1	\$ 128,280.00	\$ -	\$ 24,908.15	\$ 24,908.15	19%
Grand Total	109	\$ 150,592,394.56	\$ 16,264,371.69	\$ 9,653,724.17	\$ 25,918,095.86	17.2%

Contractor Payment by Ethnicity		
Ethnicity	Total Contractor Payment (provided by Prime)	% of City Contract Payment (w/o tax)
Black	\$ 7,232,816.32	4.80%
Asian American	\$ 3,735,529.99	2.48%
Hispanic	\$ 2,530,593.97	1.68%
Native American	\$ 2,717,255.66	1.80%
White Female	\$ 9,566,104.52	6.35%
Non-Minority	\$ 124,810,094.10	82.88%
Grand Total	\$ 150,592,394.56	100.00%

WMBE data includes all payments to prime contractors and subcontractors

Data includes all construction projects.

Does not include payments to the Boundary Generators 55 & 56 Rebuild in the amount of \$6.8 million dollars to Toshiba International

City of Seattle

City Purchasing and Contracting

Total Payments on Completed Construction Projects 01/01/2015 to 6/30/2015

Dept.	# of Contracts	City Contract Payment (w/o tax)	Actual MBE Payments	Actual WBE Payments	Total WMBE Payments	WMBE % of City Contract Payment (w/o tax)
FAS	3	\$ 4,723,731.04	\$ 158,936.40	\$ 191,332.00	\$ 350,268.40	0%
LIGHT	2	\$ 262,901.80	\$ -	\$ -	\$ -	0%
PARKS	5	\$ 4,700,135.00	\$ 368,259.43	\$ 507,240.68	\$ 875,500.11	19%
SDOT	6	\$ 36,608,506.07	\$ 465,056.39	\$ 5,415,308.68	\$ 5,880,365.07	16%
SPU	6	\$ 18,464,211.47	\$ 3,435,588.00	\$ 296,277.68	\$ 3,731,865.68	20%
SEACTR	1	\$ 274,492.48	\$ -	\$ -	\$ -	0%
SPL	0	\$ -	\$ -	\$ -	\$ -	0%
Grand Total	23	\$ 65,033,977.86	\$ 4,427,840.22	\$ 6,410,159.04	\$ 10,837,999.26	16.7%

Contractor Payment by Ethnicity		
Ethnicity	Total Contractor Payment (provided by Prime)	% of City Contract Payment (w/o tax)
Black	\$ 211,399.18	0.33%
Asian American	\$ 275,263.67	0.42%
Hispanic	\$ 4,089,396.11	6.29%
Native American	\$ 15,889.43	0.02%
White Female	\$ 6,246,050.87	9.60%
Non-Minority	\$ 54,195,978.60	83.33%
Grand Total	\$ 65,033,977.86	100.00%

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

City of Seattle – Construction Workforce Diversity

Reporting Periods From: 1/1/2015 Thru: 6/30/2015

Race and Gender Worker Hours Summary

Apprentice Summary		
Race	Labor Hours	Percent of Apprenticeship Hours
African American	12,047.0	15.8%
Asian	824.5	1.1%
Latino	12,330.5	16.2%
Native American	578.5	0.8%
White	43,882.0	57.5%
Other	5,251.5	6.9%
Not Specified	1,386.0	1.8%
Gender	Labor Hours	Percent of Apprenticeship Hours
Female	16,293.0	21.4%
Male	60,007.0	78.6%
Total Apprentice Labor Hours	76,300.0	

Journey Level Summary		
Race	Labor Hours	Percent of Journey Level Hours
African American	22,617.3	4.7%
Asian	12,867.0	2.7%
Latino	54,706.5	11.3%
Native American	7,734.5	1.6%
White	335,957.0	69.6%
Other	8,562.7	1.8%
Not Specified	40,496.7	8.4%
Gender	Labor Hours	Percent of Journey Level Hours
Female	23,205.5	4.8%
Male	459,736.2	95.2%
Total Journey Level Hours	482,941.7	

Minority and Female Worker Hours Summary

Apprentice Worker Hours		Journey Level Worker Hours		Combined Worker Hours	
Total Apprentice Hours	76,300.0	Total Journey Level Hours	482,941.7	Total Hours	559,241.7
Apprentice Utilization	13.6%	Journey Level Utilization	86.4%		
Minority Hours	40.7%	Minority Hours	22.1%	Minority Hours	24.6%
Female Hours	21.4%	Female Hours	4.8%	Female Hours	7.1%

Apprentice Utilization and Contract Requirement and Goals	Apprentice Utilization Requirement	15%
	Minority Apprenticeship Goal	21%
	Female Apprenticeship Goal	20%

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

Department Expenditure Trend lines

Purchasing and Consultant Spends

Report Date: 6/31/2015

WMBE Utilization year-to-date

Produced by: FAS, PCSD/Locke/Beltran

For questions, please call Nancy Locke (684-8903) or Miguel Beltran

1. Gender equity spend
2. SDOT (Seattle Department of Transportation)
3. FAS (Department of Finance and Administrative Services)
4. SCL (City Light)
5. SPU (Public Utilities)
6. Parks
7. Department of Information Technology
8. Arts and Cultural Affairs
9. Fire Department
10. Human Services
11. Law (City Attorney)
12. Legislative
13. Library
14. Mayor
15. Municipal Court
16. Neighborhoods
17. City Auditor
18. Civil Rights
19. Economic Development
20. Ethics and Elections
21. Housing
22. Intergovernmental Relations
23. Sustainability and Environmental Affairs
24. Personnel Department
25. Planning and Development
26. Police
27. Seattle Center
28. Retirement
29. OIRA
30. City Budget Office
31. Education and Early Learning



City of Seattle
 Payment Information by WMBE (Combined)
 Ethnicity
 (Sorted by Doc Type)
 1/1/2015 to 6/30/2015

Report ID: Snap210BC
 Run Date: 6/30/2015
 Run Time: 9:21:43PM
 Database: SUMMIT8
 Query: _CRYS_ZAP_Snap210AD

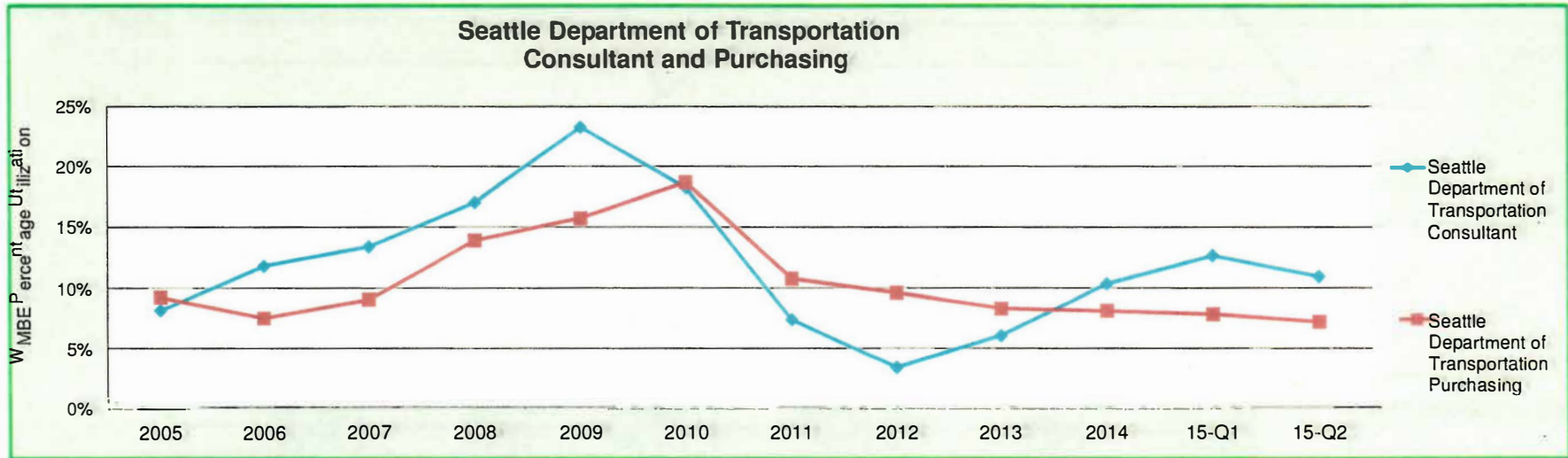
	<u>Total \$</u> <u>Payments</u>	<u>African</u> <u>American</u>	<u>African</u> <u>American %</u>	<u>Asian</u>	<u>Asian</u> <u>%</u>	<u>Native</u> <u>American</u>	<u>Native</u> <u>American %</u>	<u>Hispanic</u>	<u>Hispanic %</u>	<u>White</u> <u>Female</u>	<u>White</u> <u>Female %</u>	<u>Total \$</u> <u>for WMBE</u>	<u>Total</u> <u>WMBE %</u>
<u>NAME1</u>						<u>DEPTID</u>							
Consultant													
Consultant	69,521,664.32	614,824.33	.88%	1,314,325.21	1.89%	880,880.82	1.27%	375,731.36	.54%	3,062,017.82	4.40%	6,247,779.54	8.99%
Contract													
Roster	10,803,330.12	470,852.27	4.36%	594,234.16	5.50%	98,057.75	.91%	141,403.78	1.31%	3,170,251.86	29.35%	4,474,799.82	41.42%
<u>Subtotal:</u>	<u>80,324,994.44</u>	<u>1,085,676.60</u>	<u>1.35%</u>	<u>1,908,559.37</u>	<u>2.38%</u>	<u>978,938.57</u>	<u>1.22%</u>	<u>517,135.14</u>	<u>.64%</u>	<u>6,232,269.68</u>	<u>7.76%</u>	<u>10,722,579.36</u>	<u>13.35%</u>
Other													
Emergency	122,581.69	0.00	.00%	0.00	.00%	0.00	.00%	0.00	.00%	78,555.44	64.08%	78,555.44	64.08%
Contract													
<u>Subtotal:</u>	<u>122,581.69</u>	<u>0.00</u>	<u>.00%</u>	<u>0.00</u>	<u>.00%</u>	<u>0.00</u>	<u>.00%</u>	<u>0.00</u>	<u>.00%</u>	<u>78,555.44</u>	<u>64.08%</u>	<u>78,555.44</u>	<u>64.08%</u>
Purchasing													
Blanket	148,389,660.36	1,913,143.51	1.29%	7,660,741.16	5.16%	796,875.87	.54%	161,531.74	.11%	9,478,499.83	6.39%	20,010,792.11	13.49%
Contract													
Direct Voucher	9,021,682.97	207,546.53	2.30%	256,090.53	2.84%	47,291.92	.52%	37,656.15	.42%	543,528.88	6.02%	1,092,114.01	12.11%
Purchase	22,271,621.03	336,593.13	1.51%	79,646.20	.36%	38,303.10	.17%	46,886.57	.21%	796,086.42	3.57%	1,297,515.42	5.83%
Contract													
<u>Subtotal:</u>	<u>179,682,964.36</u>	<u>2,457,283.17</u>	<u>1.37%</u>	<u>7,996,477.89</u>	<u>4.45%</u>	<u>882,470.89</u>	<u>.49%</u>	<u>246,074.46</u>	<u>.14%</u>	<u>10,818,115.13</u>	<u>6.02%</u>	<u>22,400,421.54</u>	<u>12.47%</u>
Unavailable													
Non-Compliant	1,090,269.91	900.00	.08%	0.00	.00%	0.00	.00%	0.00	.00%	38,968.01	3.57%	39,868.01	3.66%
Contract													
<u>Subtotal:</u>	<u>1,090,269.91</u>	<u>900.00</u>	<u>.08%</u>	<u>0.00</u>	<u>.00%</u>	<u>0.00</u>	<u>.00%</u>	<u>0.00</u>	<u>.00%</u>	<u>38,968.01</u>	<u>3.57%</u>	<u>39,868.01</u>	<u>3.66%</u>
<u>City Total:</u>	<u>261,220,810.40</u>	<u>3,543,859.77</u>	<u>1.36%</u>	<u>9,905,037.26</u>	<u>3.79%</u>	<u>1,861,409.46</u>	<u>.71%</u>	<u>763,209.60</u>	<u>.29%</u>	<u>17,167,908.26</u>	<u>6.57%</u>	<u>33,241,424.35</u>	<u>12.73%</u>

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

2015 GOALS:

Purchasing = 10%

Consultant = 12%



Footnotes:

***Federally Funded Projects:**

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

****Subconsultant Payments:**

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

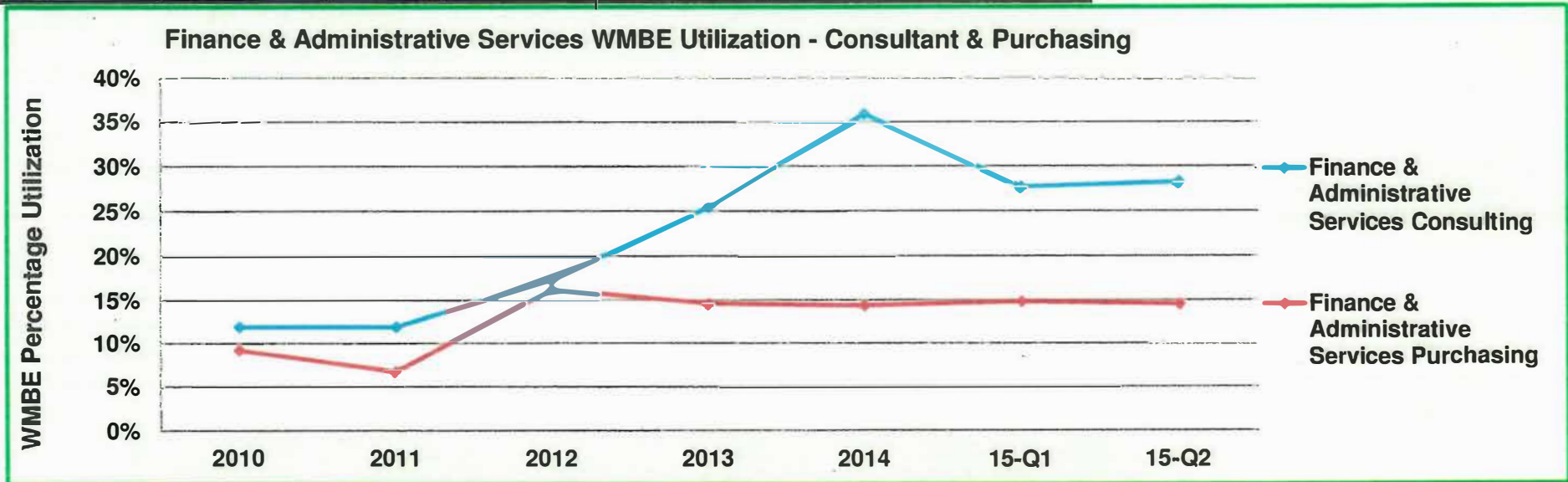
**15-Q2 includes SDOT WMBE Consultant spend \$4,000.

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

- 1) 2015 year to date spend through 6/30/2015
- 2) Produced by CPCS/FAS on 7/15/2015
- 3) Source: Standard Summit Reports

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

2015 GOALS:
Purchasing = 14%
Consultant = 36%

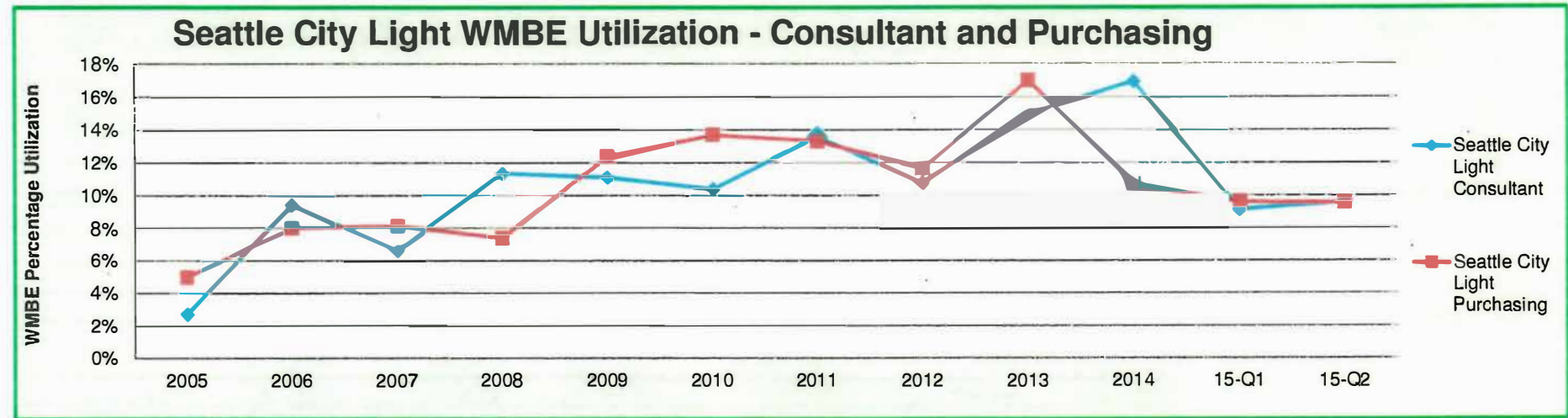


- 1) 2015 year to date spend through 6/30/2015
- 2) Source: Summit Standard Reports + CBRE
- 3) 2014-Q3 - Includes \$600,258 for CBRE WMBE Spend
- 4) Produced by CPCS/FAS on 7/15/2015
- 5) 2014-Q4 includes CBRE estimated spend \$800,000
- 6) 2015-Q1 includes CBRE WMBE spend \$286,193
- 7) 2015-Q2 includes CBRE WMBE spend \$171,460

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

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

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



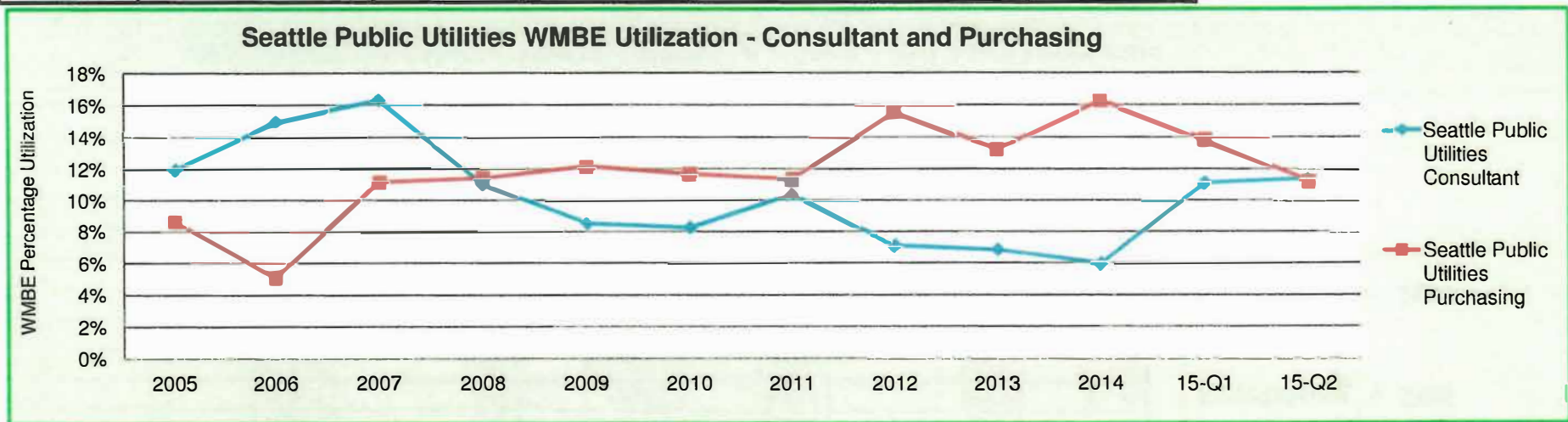
- 1) 2015 year to date spend through 6/30/2015
- 2) Produced by CPCS/FAS on 7/15/2015
- 3) Source: Standard Summit Reports
- 4) 2013 Consultant WMBE spent includes \$1,405,160 paid to Integral, not previously reported
- 5) 2013 Purchasing WMBE spent includes \$1,253,758 paid to Tyndale, not previous reported
- 6) 2014 Consultant WMBE spent includes \$573,049.56 paid to Integral, not previously reported
- 7) 2015-Q1 Consultant WMBE spent includes \$112,550 paid to SCL 2015 Third Party Agreements.
- 8) 2015-Q2 Consultant WMBE spent includes \$69,460 paid to SCL 2015 Third Party Agreements.

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

2015 GOALS:

Purchasing = 17%

Consultant = 8%



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

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

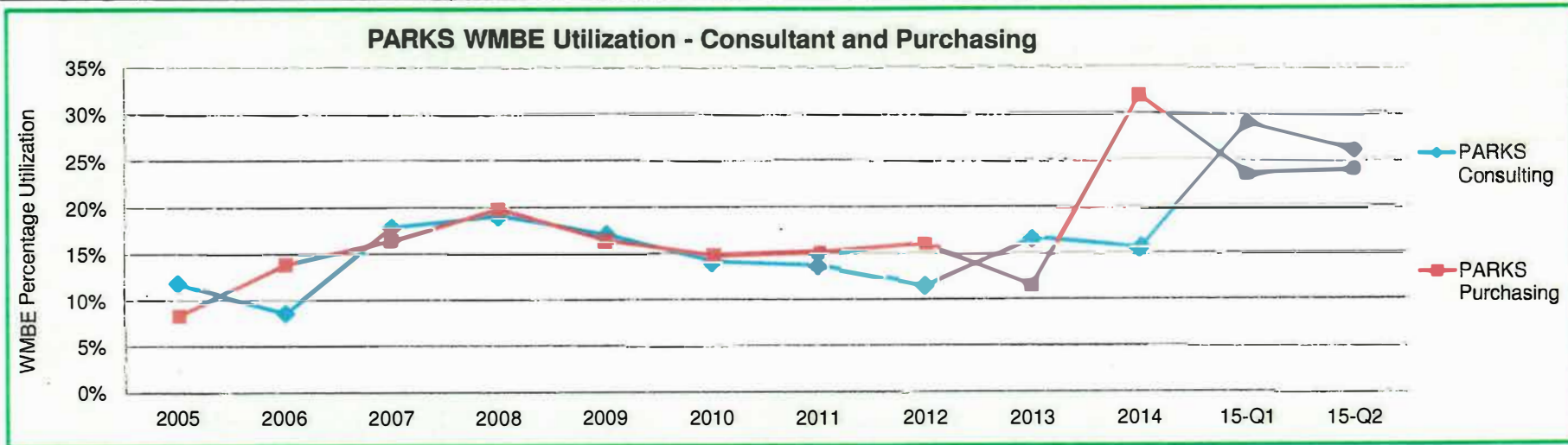
- 1) 2015 year to date spend through 6/30/2015
- 2) Produced by CPCS/FAS on 7/15/2015
- 3) Source: Standard Summit Reports

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

2015 GOALS:

Purchasing = 16%

Consultant = 12%



1) 2015 year to date spend through 6/30/2015

2) Produced by CPCS/FAS on 7/15/2015

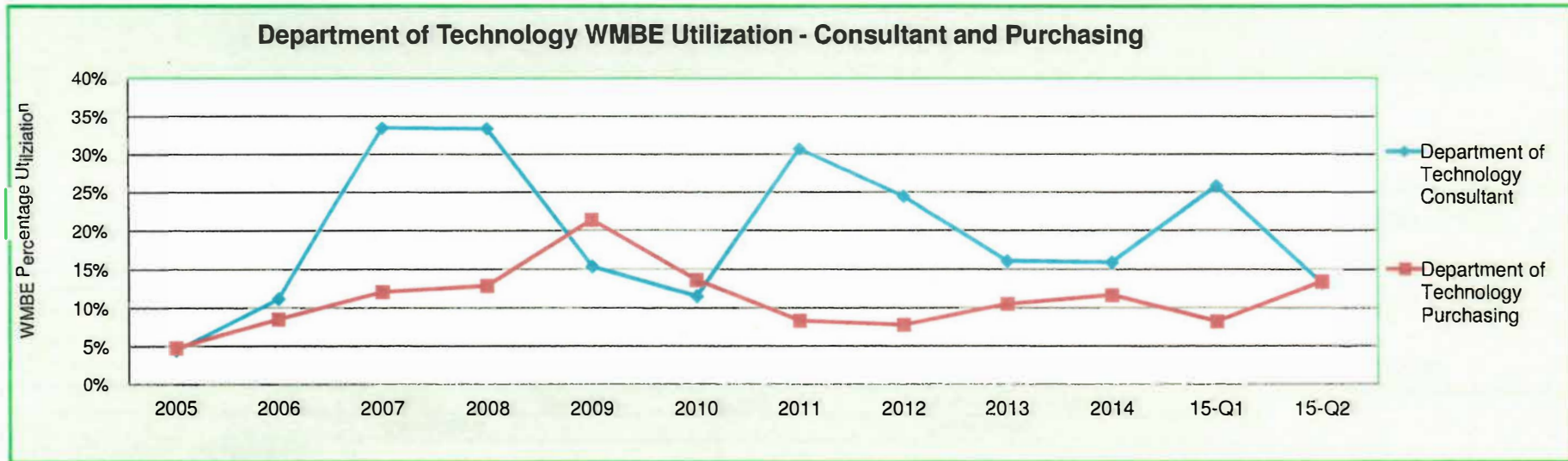
3) Source: Standard Summit Reports

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

2015 GOALS:

Purchasing = 2.5%

Consultant = 8.3%



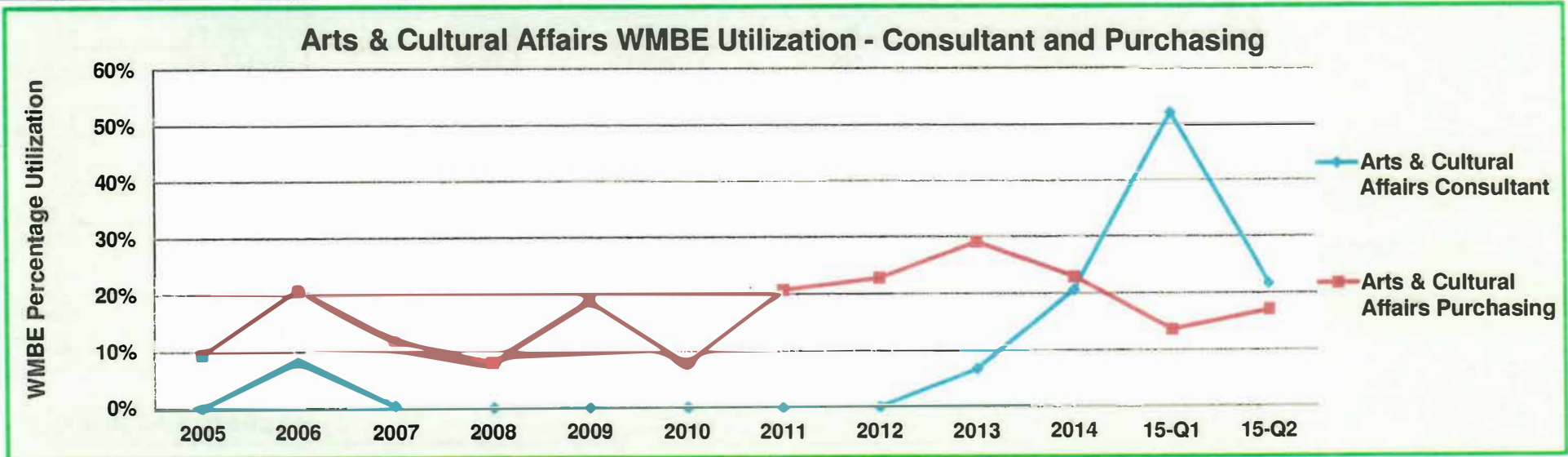
- 1) 2015 year to date spend through 6/30/2015
- 2) Produced by CPCS/FAS on 7/15/2015
- 3) Source: Standard Summit Reports

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

2015 GOALS:

Purchasing = 23%

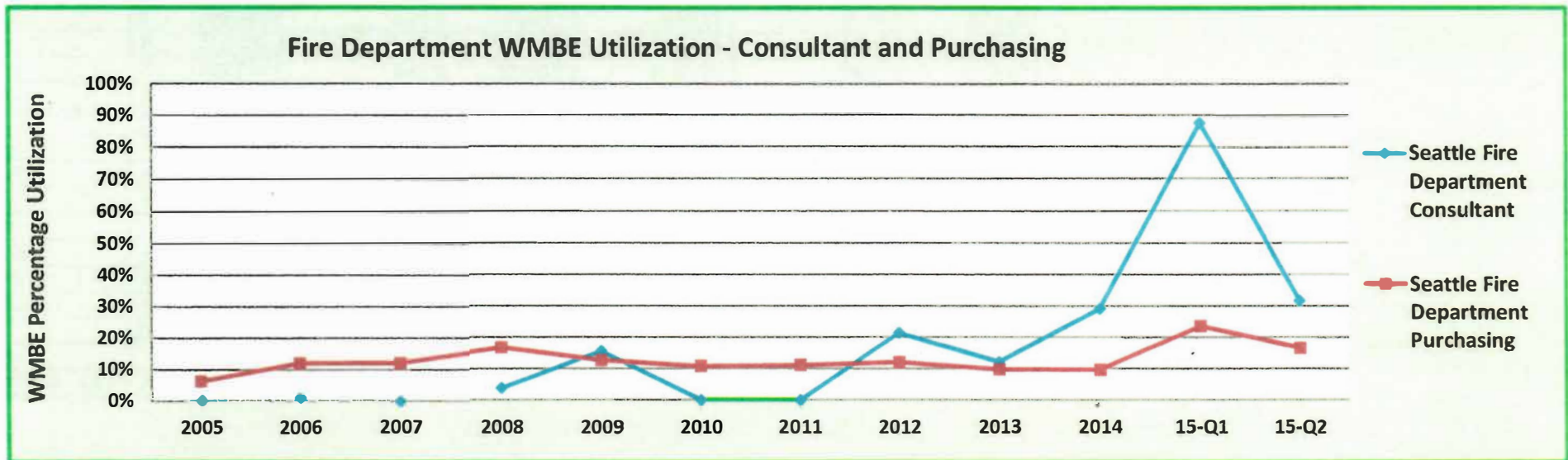
Consultant = 21%



- 1) 2015 year to date spend through 6/30/2015
- 2) Produced by CPCS/FAS on 7/15/2015
- 3) Source: Standard Summit Reports

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

2015 GOALS:
Purchasing = 10.5%
Consultant = 11%



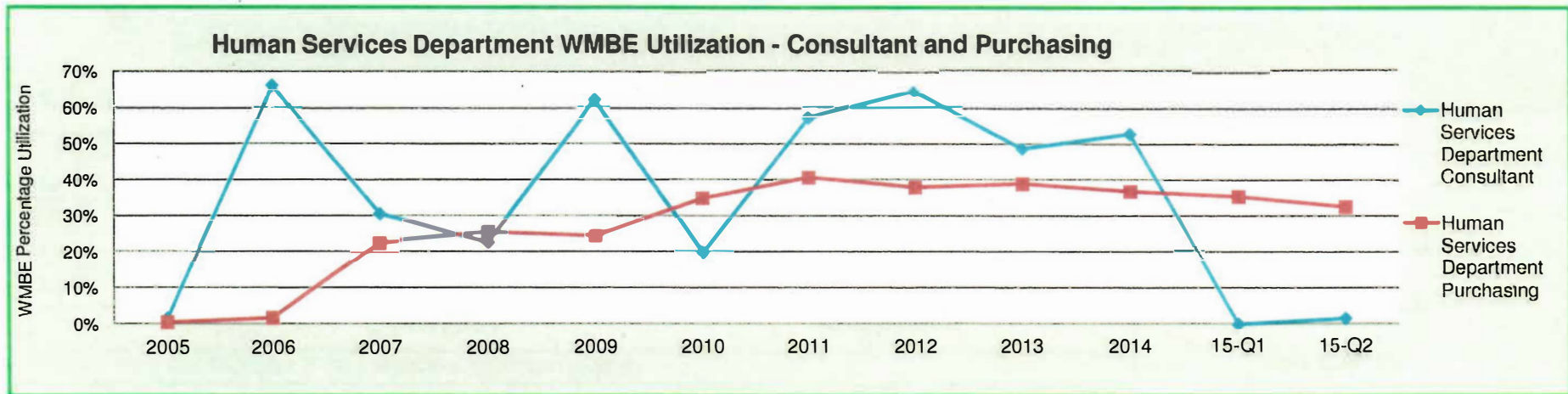
- 1) 2015 year to date spend through 6/30/2015
- 2) Produced by CPCS/FAS on 7/15/2015
- 3) Source: Standard Summit Reports

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

2015 GOALS:

Purchasing = 38%

Consultant = 50%



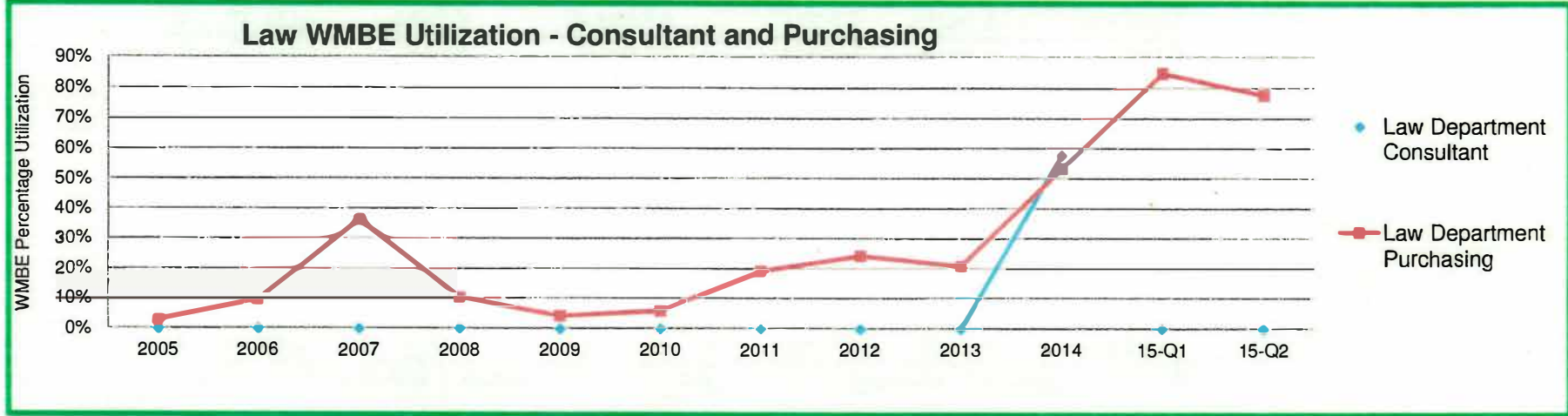
- 1) 2015 year to date spend through 6/30/2015
- 2) Produced by CPCS/FAS on 7/15/2015
- 3) Source: Standard Summit Reports

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

2015 GOALS:

Purchasing = 25%

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



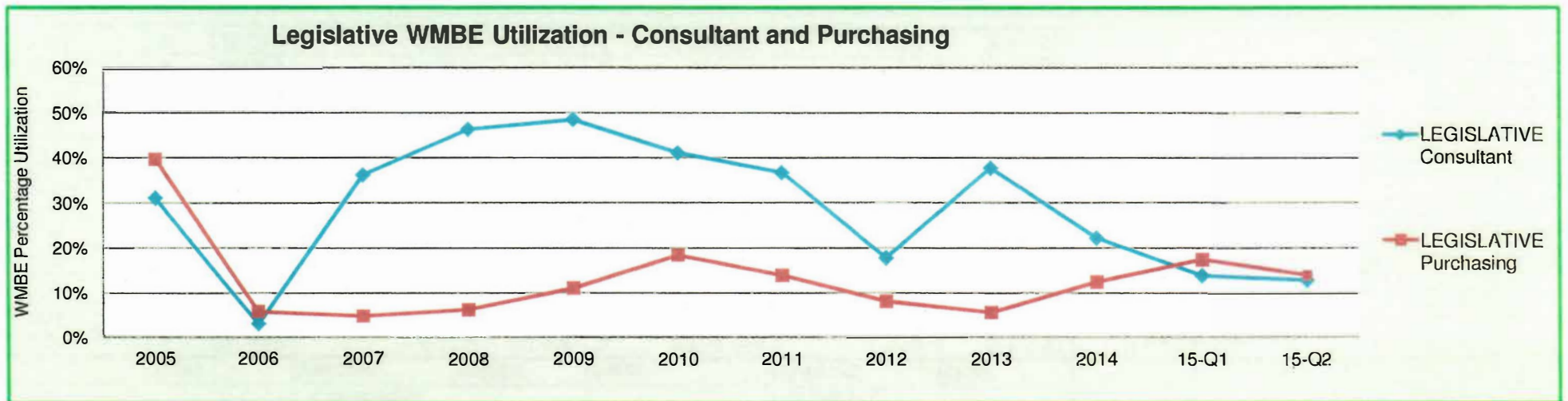
- 1) 2015 year to date spend through 6/30/2015
- 2) Produced by CPCS/FAS on 7/15/2015
- 3) Source: Standard Summit Reports

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

2015 GOALS:

Purchasing = 10%

Consultant = 20%



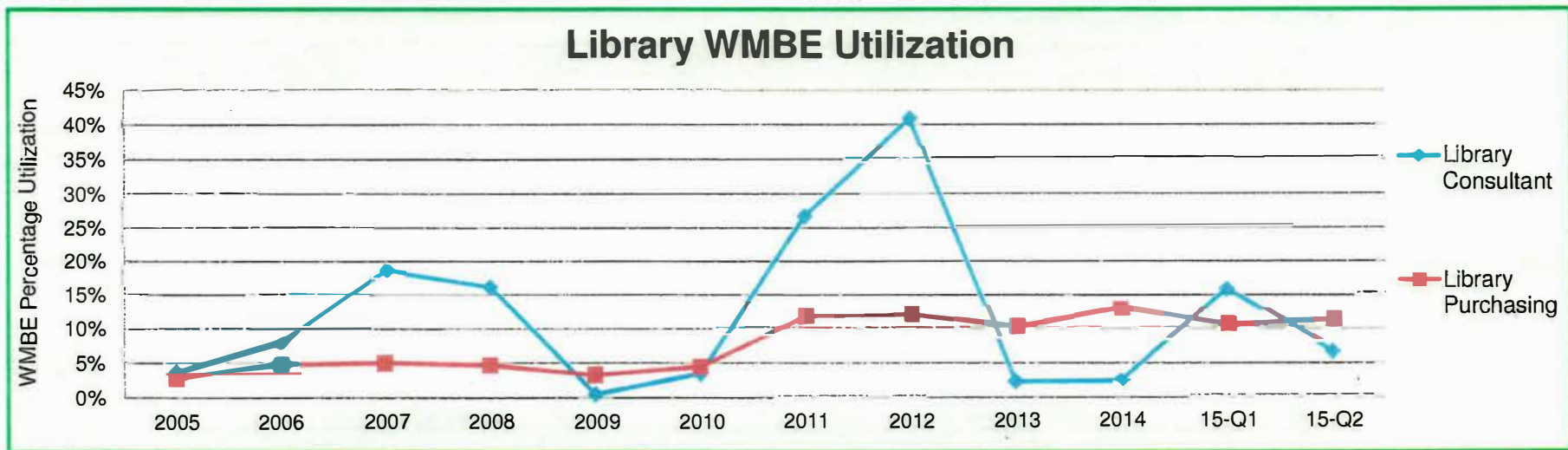
- 1) 2015 year to date spend through 6/30/2015
- 2) Produced by CPCS/FAS on 7/15/2015
- 3) Source: Standard Summit Reports

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

2015 GOALS:

Purchasing = 14%

Consultant = 8%



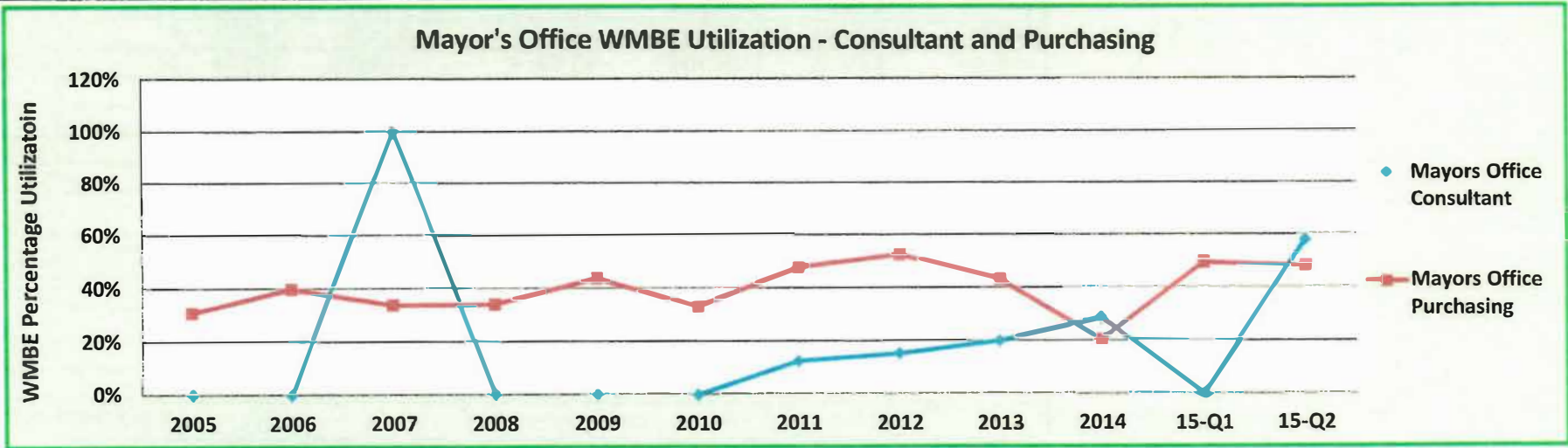
- 1) 2015 year to date spend through 6/30/2015
- 2) Produced by CPCS/FAS on 7/15/2015
- 3) Source: Standard Summit Reports

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

2015 GOALS:

Purchasing = 25%

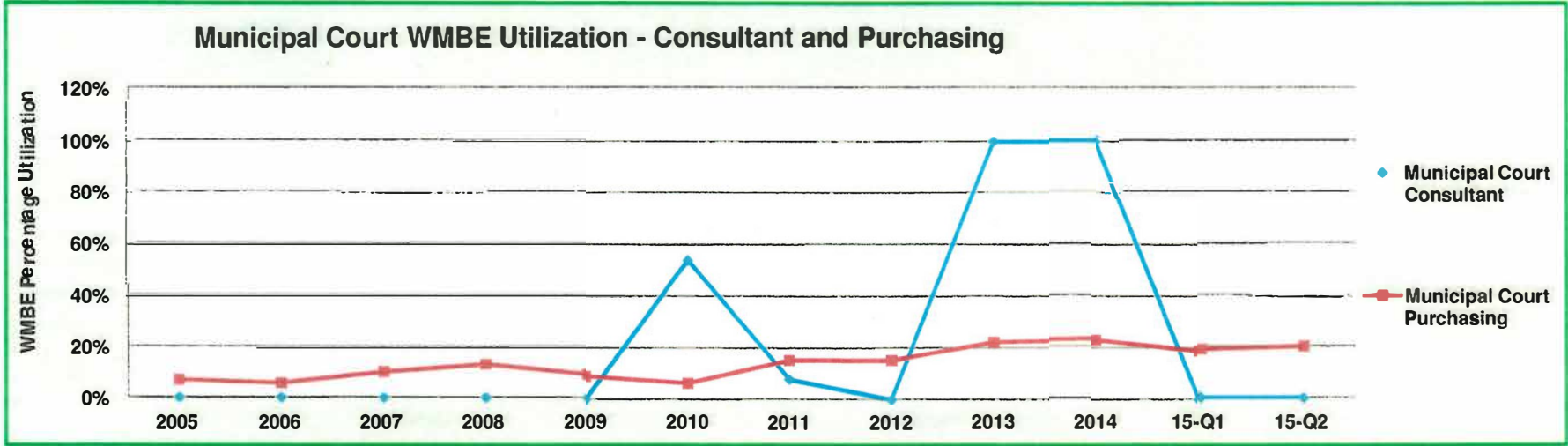
Consultant = 0%



- 1) 2015 year to date spend through 6/30/2015
- 2) Produced by CPCS/FAS on 7/15/2015
- 3) Source: Standard Summit Reports

Municipal Court						
Year	Consultant			Purchasing		
	Total	Percent	WMBE	Total	Percent	WMBE
2005	\$ 33,148	0%	\$ -	\$ 1,037,672	7%	\$ 70,203
2006	\$ 21,755	0%	\$ -	\$ 1,282,863	5%	\$ 70,011
2007	\$ 63,470	0%	\$ -	\$ 1,023,323	10%	\$ 100,641
2008	\$ 73,543	0%	\$ -	\$ 1,844,987	13%	\$ 236,036
2009	\$ 31,813	0%	\$ -	\$ 1,425,649	9%	\$ 125,738
2010	\$ 43,401	54%	\$ 23,401	\$ 1,506,462	6%	\$ 93,156
2011	\$ 183,247	8%	\$ 14,207	\$ 1,730,344	15%	\$ 262,138
2012	\$ 89,000	0%	\$ -	\$ 2,027,011	15%	\$ 305,872
2013	\$ 28,509	100%	\$ 28,509	\$ 1,685,933	22%	\$ 372,514
2014	\$ 6,192	100%	\$ 6,192	\$ 1,904,260	23%	\$ 437,210
15-Q1	\$ 9,000	0%	\$ -	\$ 500,027	19%	\$ 93,290
15-Q2	\$ 9,000	0%	\$ -	\$ 829,540	20%	\$ 163,662

2015 GOALS:
Purchasing = 20%
Consultant = 18%



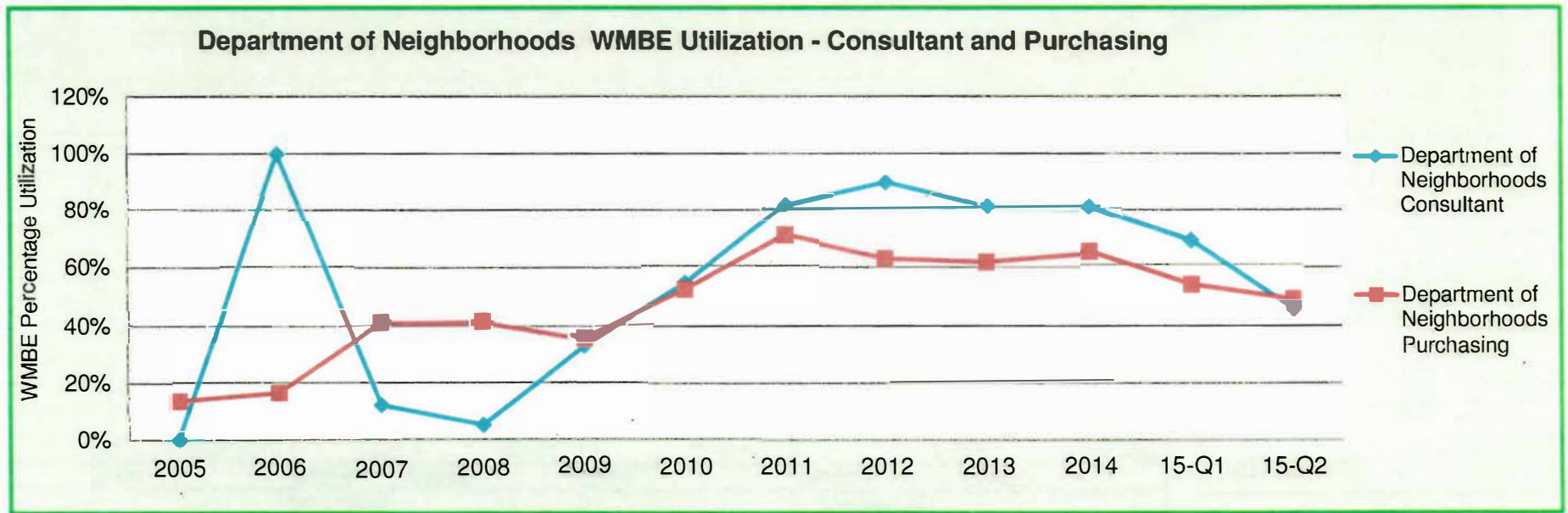
1) 2015 year to date spend through 6/30/2015
2) Produced by CPCS/FAS on 7/15/2015
3) Source: Standard Summit Reports

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

2015 GOALS:

Purchasing = 51%

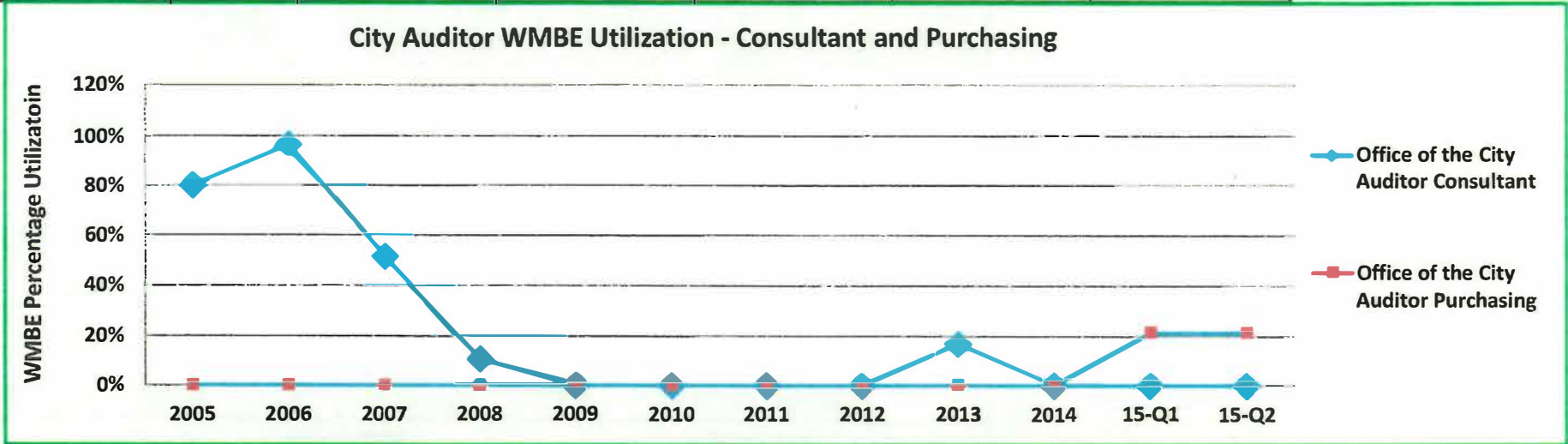
Consultant = 51%



- 1) 2015 year to date spend through 6/30/2015
- 2) Produced by CPCS/FAS on 7/15/2015
- 3) Source: Standard Summit Reports

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

2015 GOALS:
Purchasing = 10%
Consultant = 5%



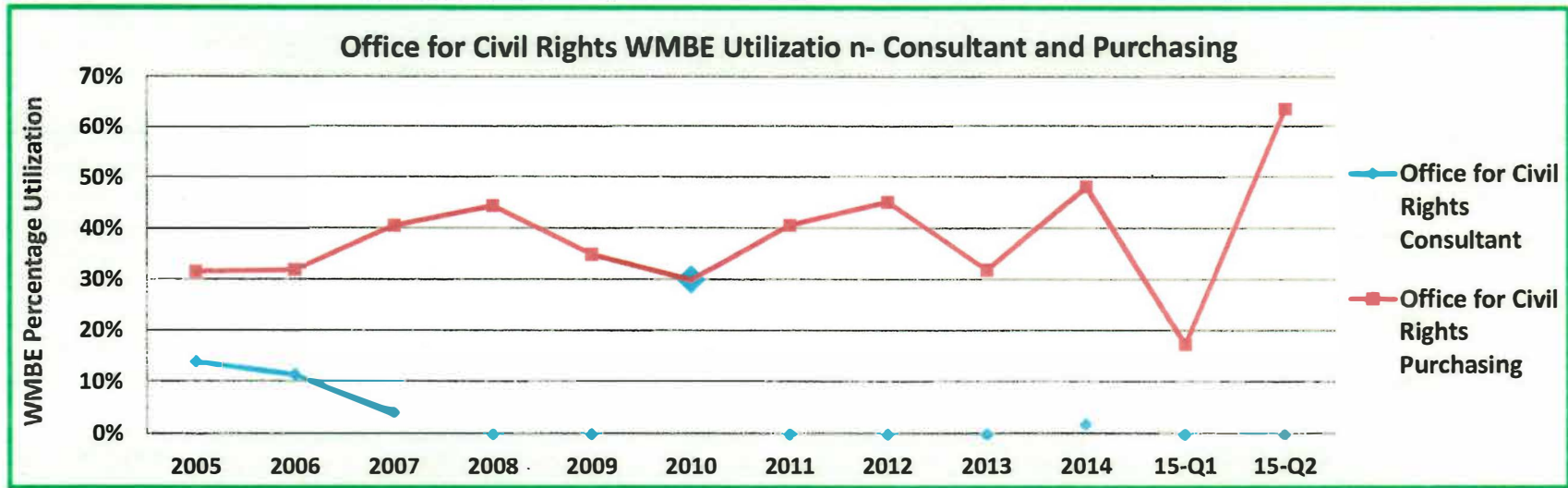
- 1) 2015 year to date spend through 6/30/2015
- 2) Produced by CPCS/FAS on 7/15/2015
- 3) Source: Standard Summit Reports

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

2015 GOALS:

Purchasing = 50%

Consultant = 5%



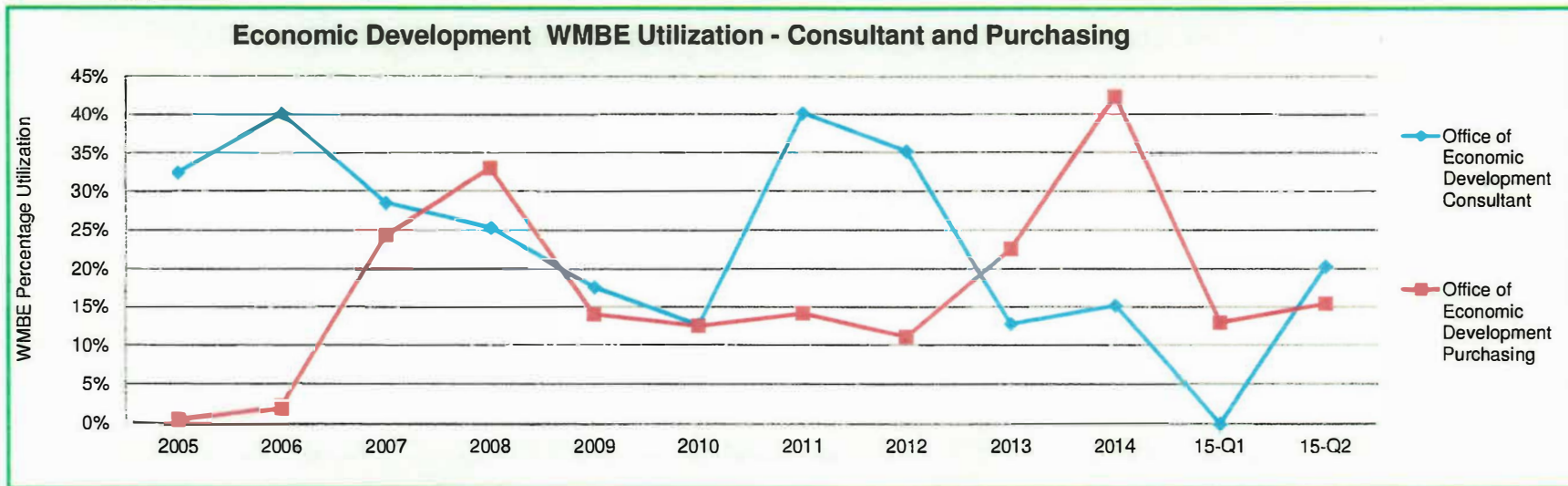
- 1) 2015 year to date spend through 6/30/2015
- 2) Produced by CPCS/FAS on 7/15/2015
- 3) Source: Standard Summit Reports

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

2015 GOALS:

Purchasing = 20%

Consultant = 20%



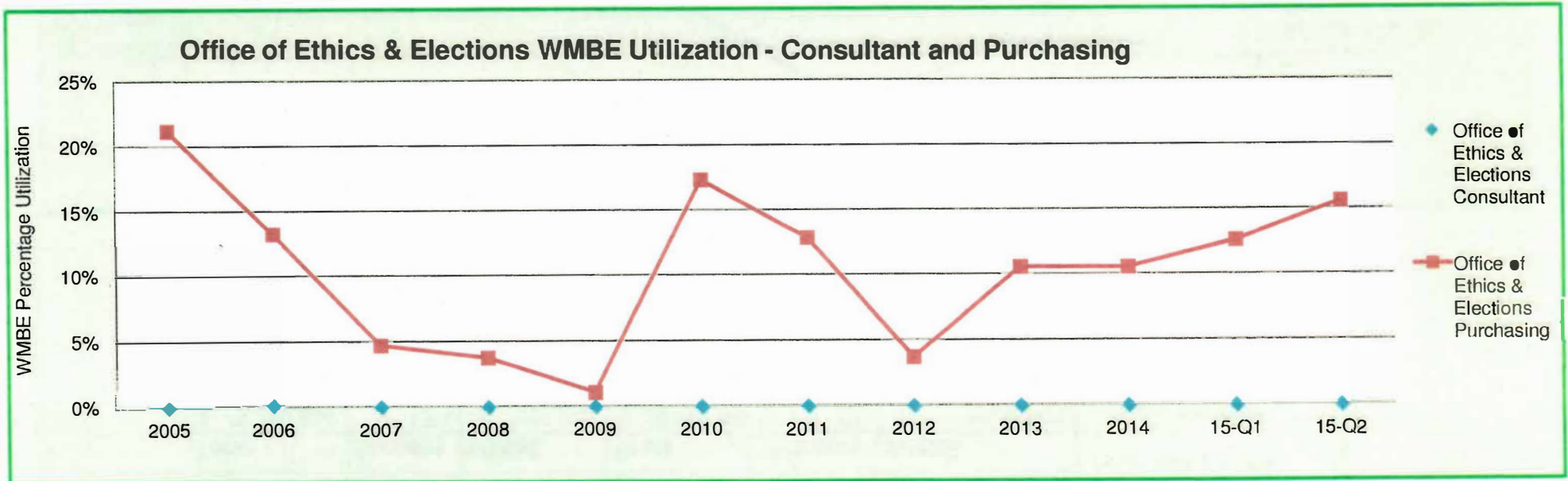
- 1) 2015 year to date spend through 6/30/2015
- 2) Produced by CPCS/FAS on 7/15/2015
- 3) Source: Standard Summit Reports

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

2015 GOALS:

Purchasing = 20%

Consultant = 0%



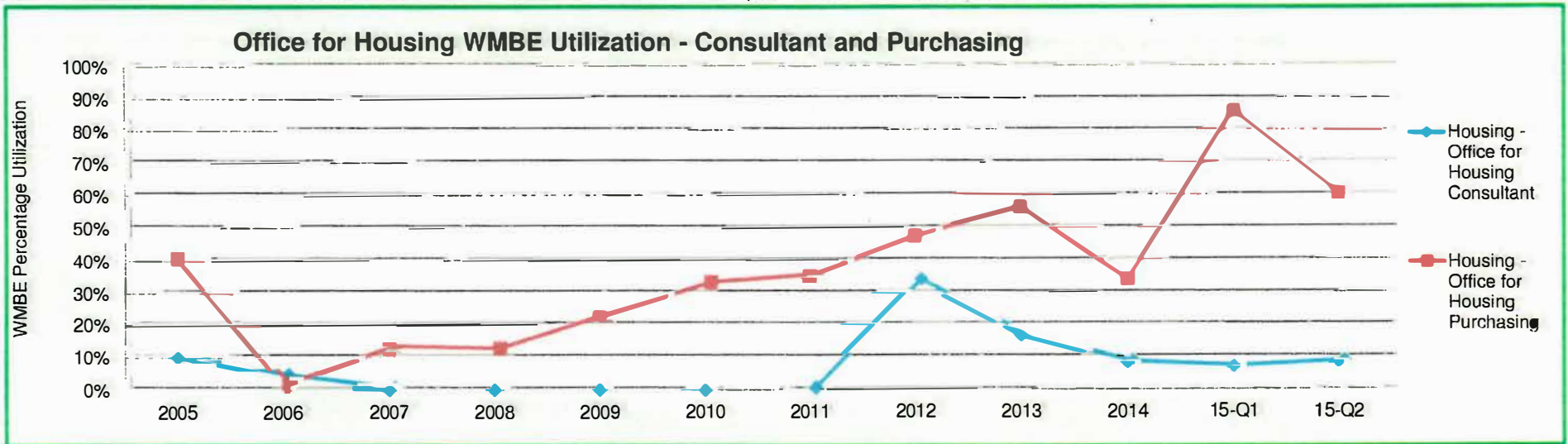
- 1) 2015 year to date spend through 6/30/2015
- 2) Produced by CPCS/FAS on 7/15/2015
- 3) Source: Standard Summit Reports

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

2015 GOALS:

Purchasing = 30%

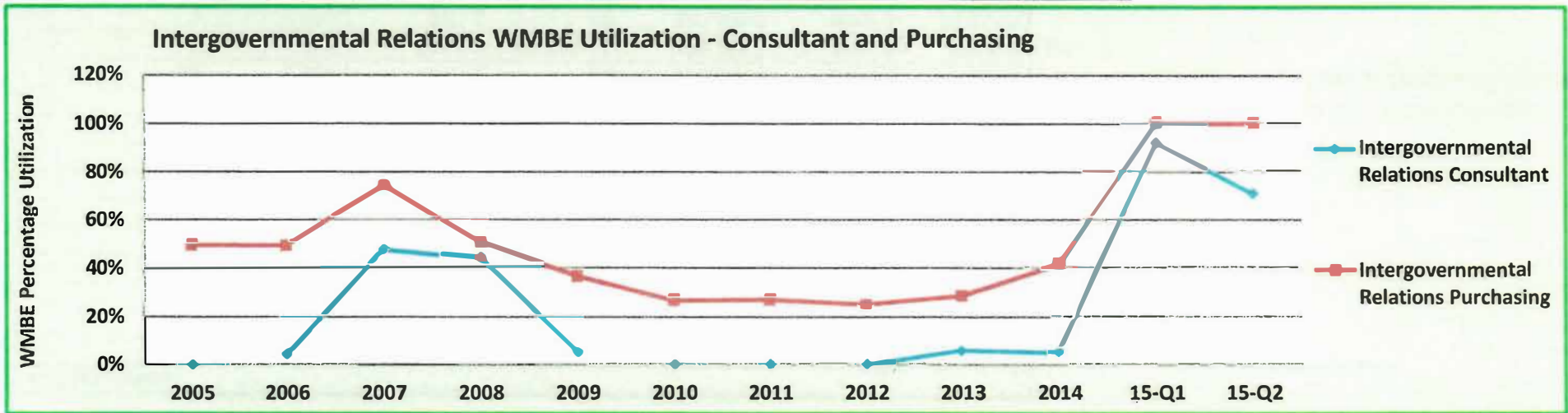
Consultant = 20%



- 1) 2015 year to date spend through 6/30/2015
- 2) Produced by CPCS/FAS on 7/15/2015
- 3) Source: Standard Summit Reports

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

2015 GOALS:
 Purchasing = 30%
 Consultant = 20%



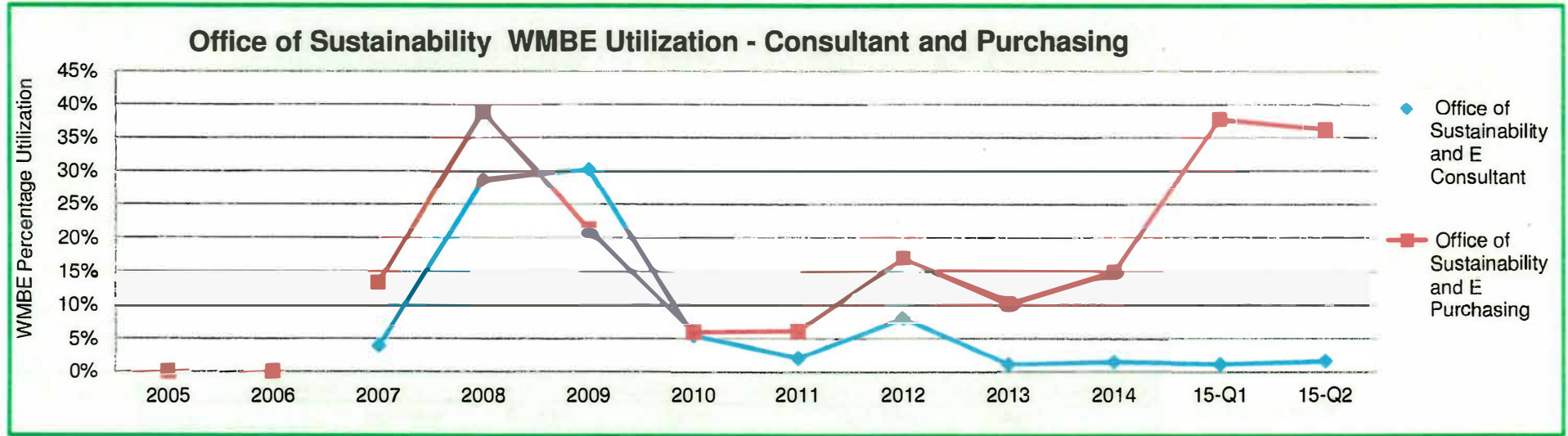
- 1) 2015 year to date spend through 6/30/2015
- 2) Produced by CPCS/FAS on 7/15/2015
- 3) Source: Standard Summit Reports

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

2015 GOALS:

Purchasing = 45%

Consultant = 16%



1) 2015 year to date spend through 6/30/2015
 2) Produced by CPCS/FAS on 7/15/2015
 3) Source: Standard Summit Reports

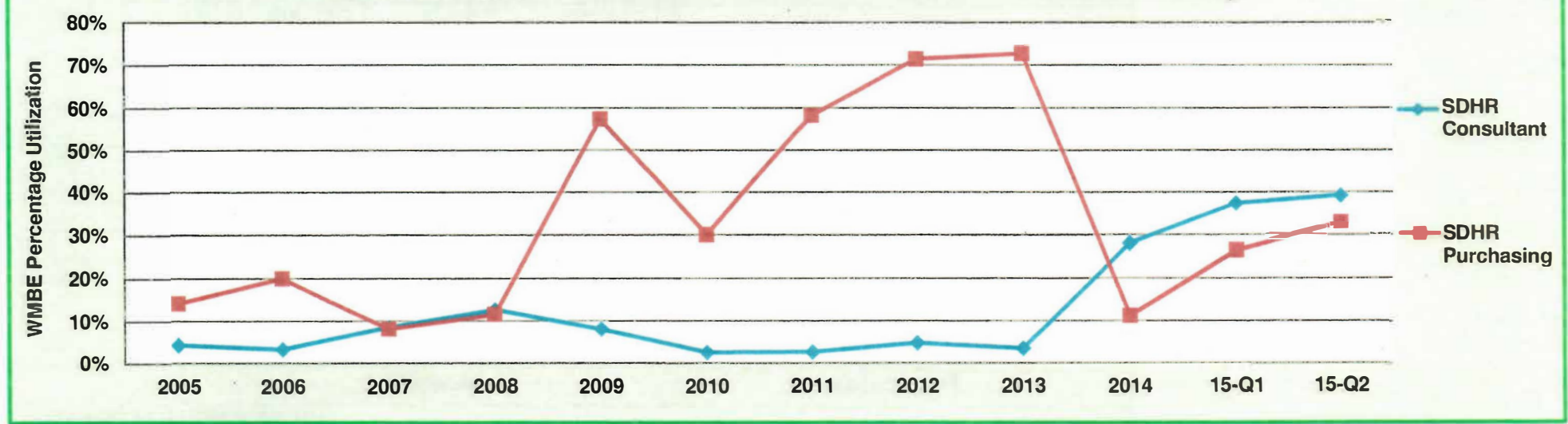
Year	Consultant			Purchasing		
	Total	Percent	WMBE	Total	Percent	WMBE
2005	\$ 1,055,198	4%	\$ 45,518	\$ 426,128	14%	\$ 60,239
2006	\$ 1,492,053	3%	\$ 49,288	\$ 222,324	20%	\$ 44,401
2007	\$ 1,312,625	9%	\$ 112,536	\$ 714,698	8%	\$ 57,929
2008	\$ 918,695	13%	\$ 116,903	\$ 271,570	12%	\$ 31,347
2009	\$ 979,683	8%	\$ 79,530	\$ 6,634	57%	\$ 3,805
2010	\$ 1,282,852	3%	\$ 33,580	\$ 97,999	30%	\$ 29,423
2011	\$ 999,962	3%	\$ 27,000	\$ 165,454	58%	\$ 96,279
2012	\$ 1,084,891	5%	\$ 52,510	\$ 189,890	71%	\$ 135,463
2013	\$ 1,189,290	4%	\$ 42,337	\$ 194,658	73%	\$ 141,296
2014	\$ 1,104,035	28%	\$ 310,660	\$ 1,347,433	11%	\$ 150,512
15-Q1	\$ 380,755	37%	\$ 142,623	\$ 165,610	26%	\$ 43,711
15-Q2	\$ 596,765	39%	\$ 234,324	\$ 356,551	33%	\$ 117,072

2015 GOALS:

Purchasing = 50%

Consultant = 15%

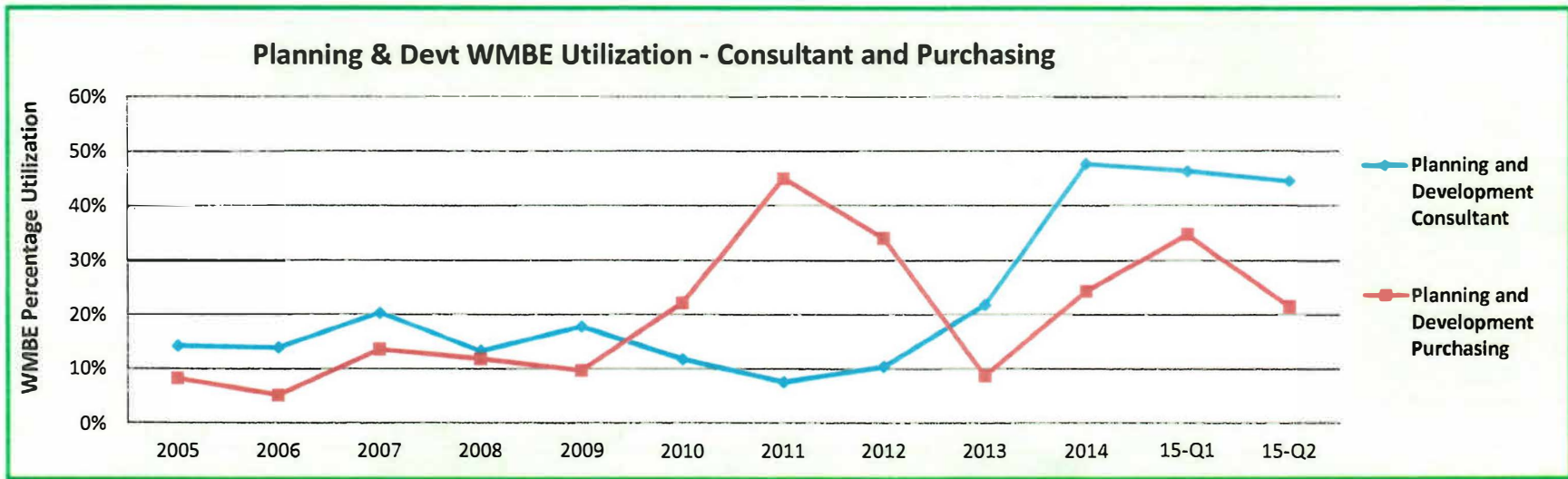
SDHR WMBE Utilization - Consultant and Purchasing



- 1) 2015 year to date spend through 6/30/2015
- 2) Produced by CPCS/FAS on 7/15/2015
- 3) Source: Standard Summit Reports

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

2015 GOALS:
Purchasing = 25%
Consultant = 47%



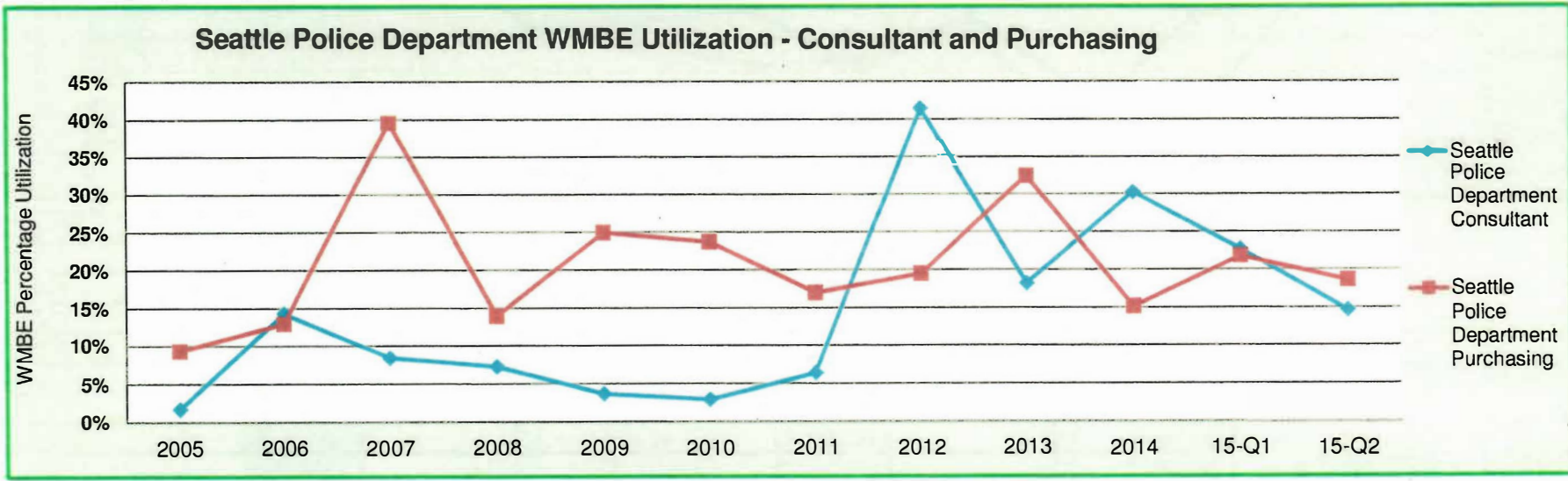
- 1) 2015 year to date spend through 6/30/2015
- 2) Produced by CPCS/FAS on 7/15/2015
- 3) Source: Standard Summit Reports

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

2015 GOALS:

Purchasing = 18%

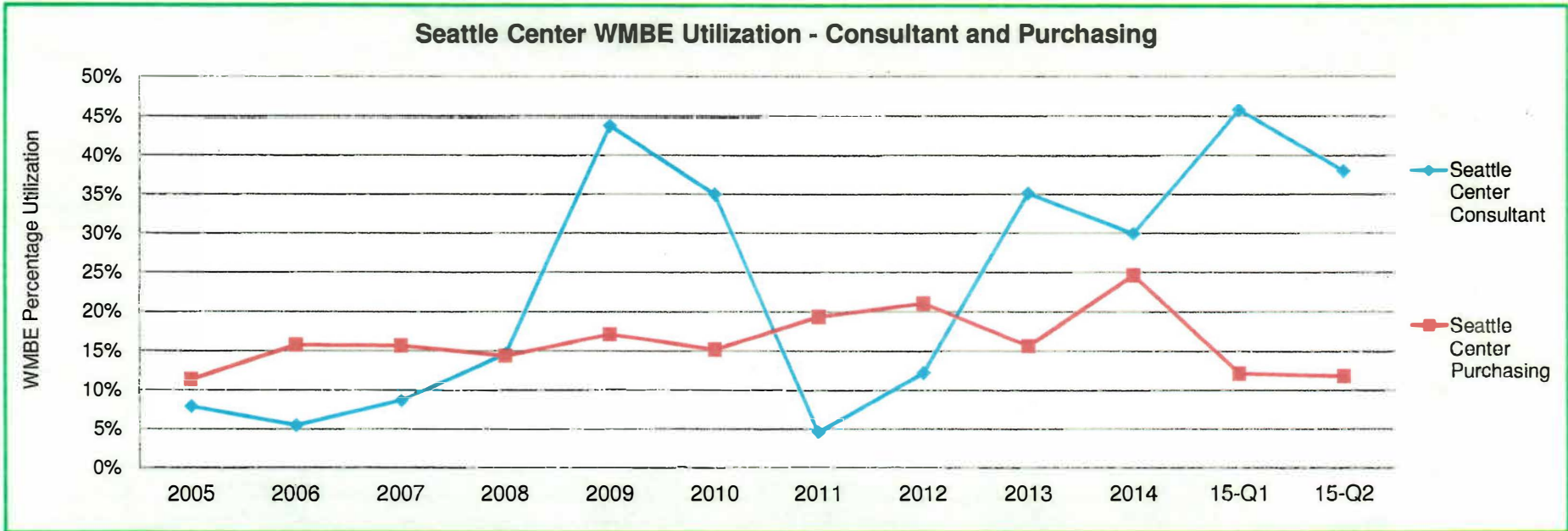
Consultant = 20%



- 1) 2015 year to date spend through 6/30/2015
- 2) Produced by CPCS/FAS on 7/15/2015
- 3) Source: Standard Summit Reports

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

2015 GOALS:
Purchasing = 21%
Consultant = 20%



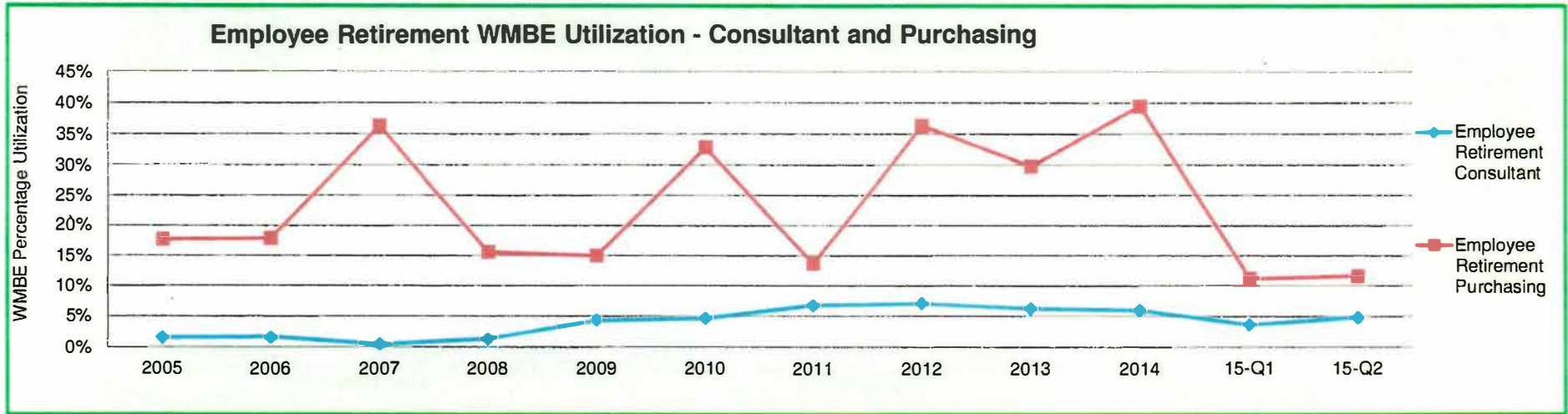
- 1) 2015 year to date spend through 6/30/2015
- 2) Produced by CPCS/FAS on 7/15/2015
- 3) Source: Standard Summit Reports

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

2015 GOALS:

Purchasing = 30%

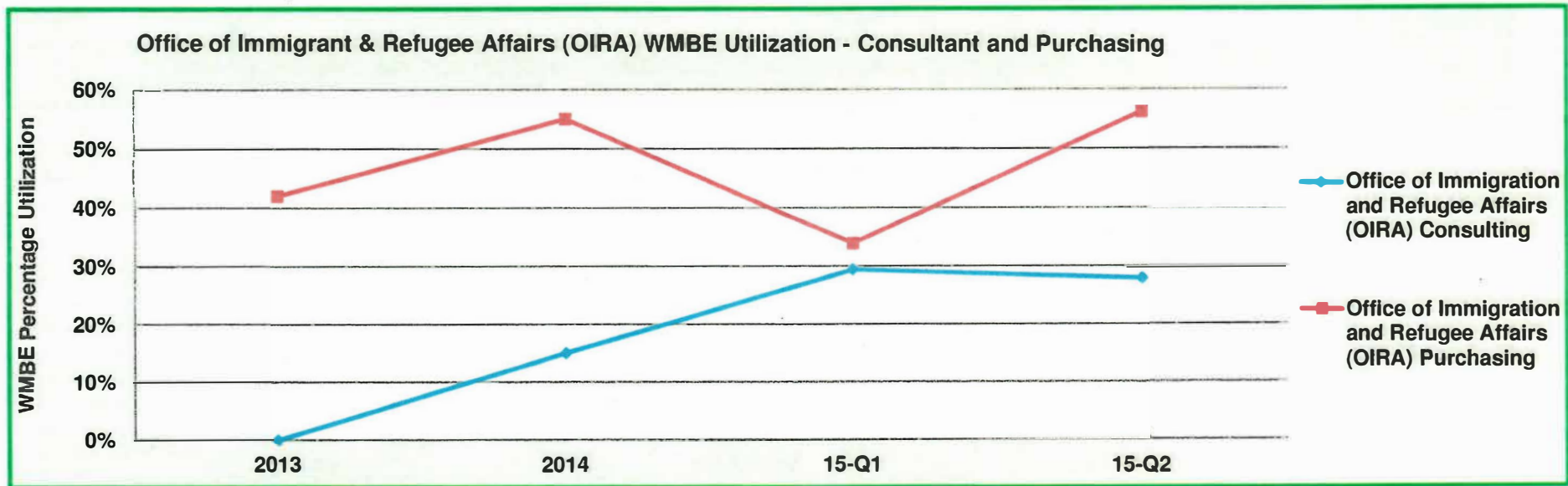
Consultant = 7.5%



1) 2015 year to date spend through 6/30/2015
 2) Produced by CPCS/FAS on 7/15/2015
 3) Source: Standard Summit Reports

Office of Immigration and Refugee Affairs (OIRA)						
	Consulting			Purchasing		
Year	Total	Percent	WMBE	Total	Percent	WMBE
2013	\$ -	0%	\$ -	\$ 5,098	42%	\$ 2,146
2014	\$ 95,415	15%	\$ 14,400	\$ 34,194	55%	\$ 18,853
15-Q1	\$ 43,520	29%	\$ 12,825	\$ 15,373	34%	\$ 5,216
15-Q2	\$ 74,422	28%	\$ 20,800	\$ 25,036	56%	\$ 14,100

2015 GOALS:
Purchasing = 90%
Consultant = 90%



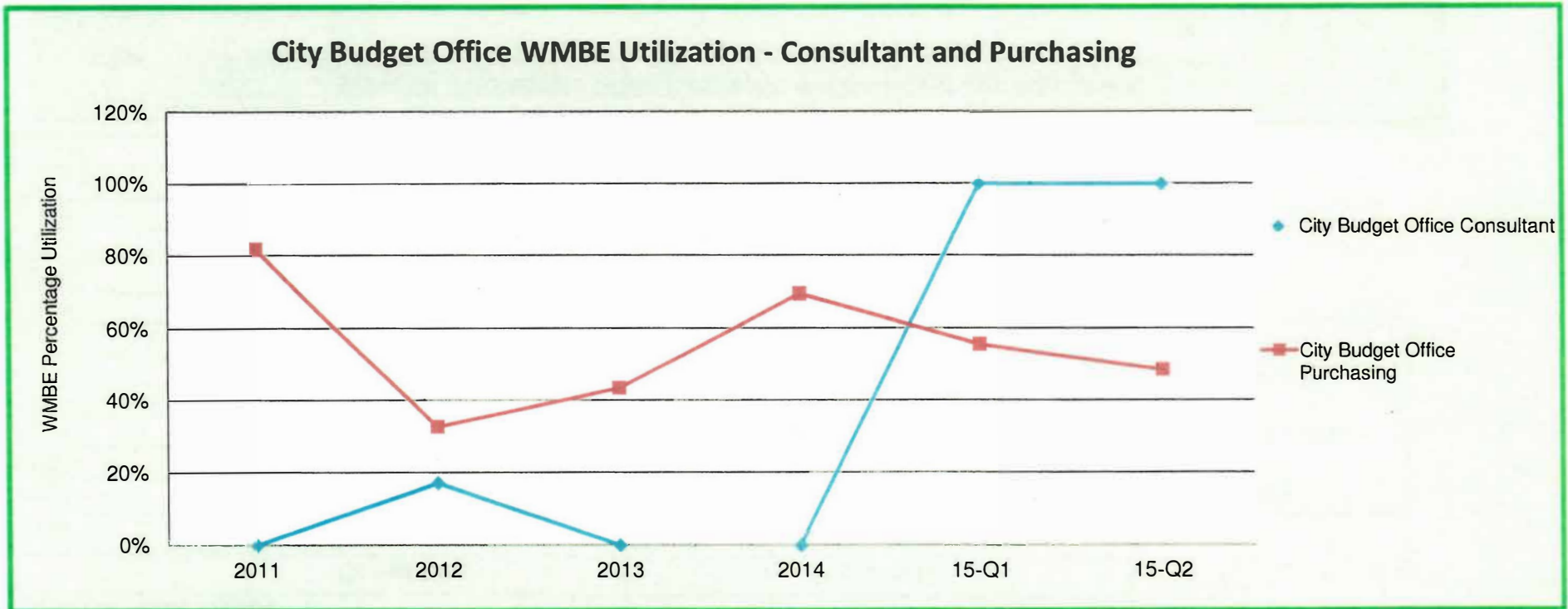
- 1) 2015 year to date spend through 6/30/2015
- 2) Produced by CPCS/FAS on 7/15/2015
- 3) Source: Standard Summit Reports

City Budget Office						
Year	Consultant			Purchasing		
	Total	Percent	WMBE	Total	Percent	WMBE
2011	\$ 643,228	0%	\$ -	\$ 20,368	82%	\$ 16,611
2012	\$ 357,090	17%	\$ 60,900	\$ 43,052	32%	\$ 13,945
2013	\$ 180,550	0%	\$ -	\$ 33,576	43%	\$ 14,530
2014	\$ 12,660	0%	\$ -	\$ 29,468	69%	\$ 20,466
15-Q1	\$ 32,121	100%	\$ 32,121	\$ 22,185	55%	\$ 12,287
15-Q2	\$ 32,121	100%	\$ 32,121	\$ 38,460	48%	\$ 18,559

2015 GOALS:

Purchasing = 25%

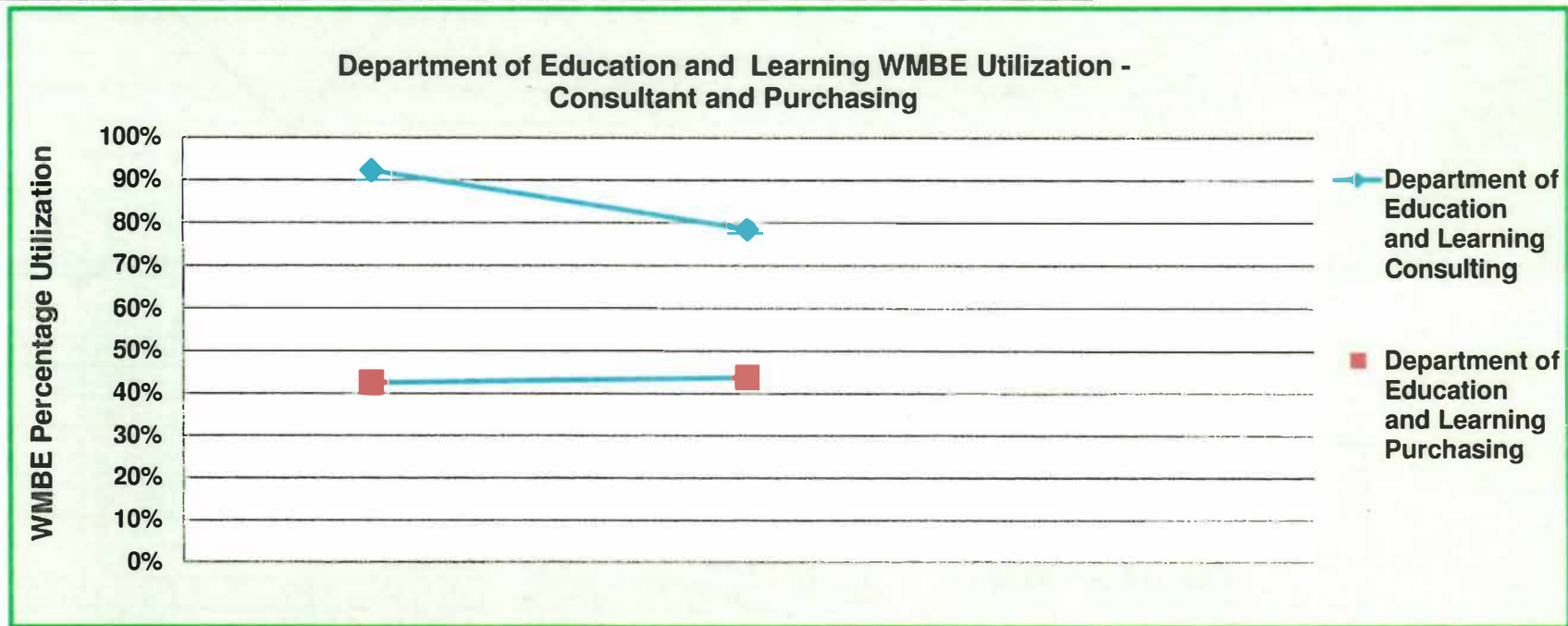
Consultant = 0%



- 1) 2015 year to date spend through 6/30/2015
- 2) Produced by CPCS/FAS on 7/15/2015
- 3) Source: Standard Summit Reports

Department of Education & Learning						
	Consultant			Purchasing		
	Total	Percent	WMBE	Total	Percent	WMBE
15-Q1	\$ 177,829	92%	\$ 164,076	\$ 241,675	43%	\$ 102,870
15-Q2	\$ 425,226	79%	\$ 333,891	\$ 642,631	44%	\$ 281,744

2015 GOALS:
Purchasing = 35%



- 1) 2015 year to date spend through 6/30/2015
- 2) Produced by CPCS/FAS on 7/15/2015
- 3) Source: Standard Summit Reports