



2019 WMBE Plans City of Seattle

Prepared by

**CITY PURCHASING &
CONTRACTING SERVICES**



Seattle
Finance &
Administrative Services

August 27, 2019

Attached are the 2019 Annual WMBE Plans from the City departments, commissions, boards and offices. These plans have been reviewed and approved by the Mayor’s Office in compliance with requirements set forth in Executive Order 2014-03: Equity in City Contracting.

The 2019 WMBE Plans for the following three offices are not included in this report:

- Employee Retirement
- Legislative
- Office Labor Standards

2019 Aspirational Goals

The attached plans reflect aspirational goals for WMBE purchasing and consultant utilization in contracting during 2019. Upon tabulating the cumulative results of all departments’ submissions (minus the omission of the three referenced offices), the citywide 2019 aspirational goals are as follows:

Category of Spending	2018		2019 Goal
	Goal	Actual	
Purchasing (Prime Only)	15%	14%	17%
Consultant (Prime Only)	21%	*23%	24%
*At the time of citywide goal setting in Q1-2019, 2018 WMBE utilization for consultant was identified as 22%. Per finalized data in 2019, 2018 WMBE utilization for consultant is 23%.			

Consultant and Purchasing annual aspirational goals and actuals record payments to WMBE primes. These plans do not provide aspirational goals regarding utilization of WMBE firms as subconsultants. The City of Seattle defines WMBE firms as state-certified or self-identified firms at least 51% owned by women and/or minorities. To be recognized as WMBE by the City, firms may self-identify in City of Seattle Online Business Directory (OBD), or be certified through the Washington State Office of Minority and Women Business Enterprises (OMWBE).

For 2019, with the adoption of B2Gnow for consultant contracts that include WMBE Inclusion plan, FAS/CPSCS will have the ability to track and report citywide subconsultant contracts spending. Subject to data availability and data integrity analyses, it is anticipated the cumulative reports for 2019 will reflect subconsultant participation data.

Public works (construction) spending does not have citywide or department aspirational goals, as WMBE utilization is centrally facilitated through FAS-CPCS. However, applicable departments do have responsibilities for outreach and bid approvals. These department efforts and decisions can influence utilization.

2019 WMBE Goal Spreadsheet Summary

Purchasing
Consulting

2019 Department WMBE Plans and Historical Purchasing and Consultant Spend

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

2019 WMBE Goal Purchasing and Consulting Spreadsheet Summary

City of Seattle WMBE Plans

Purchasing	Actual 2018 Overall Spend	Actual 2018 WMBE Spend	Actual 2018 WMBE Percent	Predicted 2018 WMBE Goal	Predicted 2019 Overall Spend (Default is Actual 2018 Spend)	Predicted 2019 WMBE Spend (Default is Actual 2018 WMBE Spend)	2019 Predicted WMBE Goal %
Arts & Cultural Affairs	\$105,611	\$30,025	28%	50%	\$105,611	\$52,806	50%
City Auditor Office	\$17,649	\$9,302	53%	10%	\$1,500	\$150	10%
Civil Rights	\$81,967	\$41,076	50%	25%	\$94,286	\$33,000	35%
Department of Education and Early Learning	\$930,673	\$742,726	80%	50%	\$1,000,000	\$650,000	65%
Department of Information Technology	\$42,583,991	\$10,436,633	25%	17%	\$42,583,991	\$10,920,000	26%
Economic Development	\$712,616	\$79,020	11%	20%	\$200,000	\$30,000	15%
Finance and Administrative Services	\$60,534,397	\$11,321,903	19%	16%	\$67,170,043	\$10,814,377	16%
Fire Department	\$6,674,037	\$1,096,268	16%	13%	\$6,674,037	\$934,365	14%
Housing	\$29,572	\$22,843	77%	50%	\$29,572	\$14,786	50%
Human Services Department	\$1,633,954	\$645,415	40%	25%	\$1,633,954	\$816,977	50%
Immigrant and Refugee Affairs	\$52,272	\$37,229	71%	80%	\$52,272	\$41,818	80%
Law Department	\$303,593	\$55,782	18%	26%	\$200,000	\$70,000	28%
Library	\$3,919,778	\$670,382	17%	12%	\$4,000,000	\$720,000	18%
Mayor's Office	\$46,189	\$25,021	54%	42%	\$46,189	\$21,709	47%
Municipal Court	\$1,605,890	\$482,524	30%	20%	\$1,605,890	\$321,178	20%
Neighborhoods Department	\$287,572	\$183,081	64%	61%	\$287,572	\$184,046	64%
Office Intergovernmental Relations	\$4,480	\$3,947	88%	40%	\$4,480	\$1,568	35%
Parks and Recreation	\$14,406,251	\$2,799,904	19%	21%	\$14,406,251	\$3,025,313	21%
Planning and Community Development	\$42,868	\$14,405	34%	48%	\$42,868	\$13,289	31%
Police Department	\$10,609,715	\$1,047,932	10%	15%	\$10,609,715	\$1,591,457	15%
City Light	\$158,712,059	\$11,504,707	7%	13%	\$158,712,059	\$20,632,568	13%
Seattle Department of Construction and Inspections	\$636,433	\$240,525	38%	22%	\$584,811	\$221,000	38%
Seattle Department of Human Resources	\$7,637,606	\$174,808	2%	50%	\$7,637,606	\$1,909,401	25%
Seattle Department of Transportation	\$23,898,186	\$4,460,845	19%	15%	\$23,898,186	\$4,540,655	19%
Seattle Center	\$4,560,388	\$891,499	20%	50%	\$4,560,388	\$1,140,097	25%
Seattle Public Utilities	\$42,353,811	\$8,208,807	19%	14%	\$42,353,811	\$6,353,072	15%
Sustainability and Environment	\$206,354	\$151,857	74%	60%	\$140,000	\$70,000	50%
Waterfront	\$50,338	\$16,659	33%	11%	\$50,338	\$9,061	18%
City Budget Office	\$26,698	\$11,752	44%	50%	\$26,698	\$12,014	45%
Office Labor Standards *	\$114,876	\$66,460	58%	0%	\$114,876	\$0	0%
Employee Retirement *	\$3,229,426	\$87,110	3%	13%	\$3,229,426	\$0	0%
Legislative *	\$187,269	\$9,660	5%	10%	\$187,269	\$0	0%
Total	\$386,371,334	\$55,602,849	14%	15%	\$392,243,699	\$65,144,706	17%

* Annual WMBE plan is not included in this report

Consulting	Actual 2018 Overall Spend	Actual 2018 WMBE Spend	Actual 2018 WMBE Percent	Predicted 2018 WMBE Goal	Predicted 2019 Overall Spend (Default is Actual 2018 Spend)	Predicted 2019 WMBE Spend (Default is Actual 2018 WMBE Spend)	2019 Predicted WMBE Goal %
Arts & Cultural Affairs	\$0	\$0	0%	0%	\$0	\$0	0%
City Auditor Office	\$407,591	\$26,564	7%	10%	\$488,882	\$48,882	10%
Civil Rights	\$766,706	\$11,380	1%	5%	\$766,706	\$10,000	5%
Department of Education and Early Learning	\$1,918,943	\$687,539	36%	50%	\$1,500,000	\$750,000	50%
Department of Information Technology	\$17,610,454	\$5,753,940	33%	30%	\$17,610,454	\$6,120,000	36%
Economic Development	\$4,685,793	\$539,867	12%	60%	\$700,000	\$105,000	15%
Finance and Administrative Services	\$22,747,065	\$1,454,117	6%	19%	\$11,299,394	\$2,553,663	23%
Fire Department	\$2,392,625	\$713,151	30%	25%	\$2,392,625	\$669,935	28%
Housing	\$249,229	\$46,000	18%	20%	\$249,229	\$49,846	20%
Human Services Department	\$708,338	\$441,658	62%	75%	\$708,338	\$531,254	75%
Immigrant and Refugee Affairs	\$3,550,484	\$180,060	5%	75%	\$3,550,484	\$2,662,863	75%
Law Department	\$1,213,950	\$30,000	2%	0%	\$175,000	\$43,750	25%
Library	\$684,908	\$76,770	11%	11%	\$500,000	\$60,000	12%
Mayor's Office	\$29,625	\$0	0%	33%	\$29,625	\$6,814	23%
Municipal Court	\$14,790	\$5,000	34%	18%	\$14,790	\$2,662	18%
Neighborhoods Department	\$273,069	\$102,735	38%	53%	\$273,069	\$210,263	77%
Office Intergovernmental Relations	\$535,250	\$166,500	31%	35%	\$535,250	\$187,338	35%
Parks and Recreation	\$5,533,798	\$2,545,543	46%	21%	\$5,533,798	\$1,162,098	21%
Planning and Community Development	\$614,573	\$246,176	40%	50%	\$4,465,946	\$357,276	8%
Police Department	\$1,062,475	\$234,289	22%	12%	\$1,062,475	\$159,371	15%
City Light	\$26,899,287	\$4,855,138	18%	13%	\$26,899,287	\$3,496,907	13%
Seattle Department of Construction and Inspections	\$1,177,111	\$141,197	12%	42%	\$4,116,667	\$494,000	12%
Seattle Department of Human Resources	\$1,344,384	\$653,524	49%	50%	\$1,344,384	\$672,192	50%
Seattle Department of Transportation	\$49,713,079	\$14,077,683	37%	23%	\$49,713,079	\$14,913,924	30%
Seattle Center	\$1,671,323	\$646,196	39%	35%	\$1,671,323	\$668,529	40%
Seattle Public Utilities	\$23,277,884	\$4,650,372	20%	21%	\$23,277,884	\$5,121,135	22%
Sustainability and Environment	\$1,622,393	\$162,705	10%	20%	\$1,174,194	\$182,000	16%
Waterfront	\$12,057,211	\$17,805	0%	18%	\$12,057,211	\$2,170,298	18%
City Budget Office	\$515,946	\$76,597	15%	50%	\$515,946	\$232,176	45%
Office Labor Standards *	\$2,179,024	\$187,680	9%	0%	\$2,179,024	\$0	0%
Employee Retirement *	\$1,142,086	\$264,974	23%	20%	\$1,142,086	\$0	0%
Legislative *	\$780,230	\$251,980	32%	20%	\$780,230	\$0	0%
Total	\$187,526,655	\$39,327,574	22%	21%	\$176,727,381	\$43,642,174	24%

* Annual WMBE plan is not included in this report

2019 Department WMBE Plans and Historical Purchasing and Consultant Spend

City of Seattle WMBE Plans

1. Arts & Cultural Affairs

City of Seattle WMBE Plans



WMBE Report for 2018 and 2019 Annual Plan

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

Department Representatives:

Kelly Davidson (Finance Manager) and Sheila Moss (Accountant) are the Office's representatives for managing and reporting the department WMBE efforts.

2019 Goals:

- Consultant contracts, target 95% WMBE utilization.
- Purchasing target, 50% WMBE utilization.
- Sheila Moss will provide regular updates and reminders to staff regarding WMBE goals and opportunities for participation in contracting and vendor selection for goods and services.
- Increased contracting training will take place with program leads to ensure they are aware of contracting impacts on WMBE utilization.
- The Finance Manager and accounting staff review department purchases of goods and services to identify potentially missed opportunities and educate staff.
- Coordination of WMBE efforts will also involve Diana Falchuk, Manager of Arts & Racial Equity.
- In 2018, ARTS will move its office from Seattle Municipal Tower to King Street Station. This move will include a significant furniture purchase from a WMBE blanket contract. This purchase is estimated to triple ARTS typical annual spending with WMBE vendors.

2019 Prompt Pay:

ARTS will work toward the goal of 95% compliance to make prompt payments on all invoices.

Efforts in Outreach:

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

WMBEs. Because of this situation, our extensive work to reach out to minority and underserved populations is not captured through WMBE reports.

Utilization and Exceptions:

The department’s discretionary purchase of goods and basic services is somewhat limited. ARTS uses City blanket contracts for the lease of office equipment (copier) and to purchase office supplies, IT equipment/software, and other supplies/services for public events and all-day selection panels. These costs make up most of the office’s small discretionary operating expenditures. The Finance Manager and administrative staff identify other blanket contracts available (e.g., printing services) to help ARTS’ staff make proactive and informed choices on vendor selection.

In 2018, ARTS made purchases for furniture when moving into the new offices and cultural space at King Street Station. This move was delayed three months, putting the move and furniture deliver to the last week of the year. Purchases from System Source Inc, a WMBE blanket contractor, were accrued at the end of the year as 2018 purchases. Because they were accrued, they are not reflected in the People Soft report, so I have included them in the data below.

Other than regular purchase of normal goods and supplies, a portion of our direct voucher purchases are for materials for maintenance of permanently-sited works of art. These artwork maintenance supplies are specialized and not generally available through any known WMBE vendor.

Table (1) shows expenditures and percentages for our department as shown on the reports for years 2017 and 2018.

2017 & 2018 Performance Summary						
Procurement Type	2017 Performance			2018 Performance		
	Total	WMBE	% WMBE	Total	WMBE	% WMBE
Consultant Contract	\$29,050	\$27,000	92.94%	\$263,415*	\$102,000**	39%
Consultant Total	\$29,050	\$27,000	92.94%	\$263,415	102,000	39%
Blanket Contract	\$87,466	\$43,414	49.63%	\$330,317	\$294,410	89%
Direct Voucher	\$20,090	\$3,328	16.57%	\$40,577	\$896	2.21%
Purchasing Total	\$107,556	\$46,742	43.46%	\$370,894	\$295,306	80%
Grand Total	\$136,606	\$73,742	53.98%	\$634,309	\$397,306	63%

Notes –

*These figures are not reflected in the system due to issues with accurate coding of contract types. The departments contract tracking was used to pull these figures. This will be resolved in 2019 with additional training. Contract training for staff has resulted in proper use of contract templates, increasing documentation of consultant work. New lines of business have also increased consultant contract use.

**Consultant contracts were issued to multiple other WMBE vendors; however, they were not all registered WMBEs. ARTS will work with vendors in 2019 to encourage them to register as WMBE.

***System Source purchase were accrued and not accounted for in People Soft

Table (2) below shows ARTS consultant and purchasing expenditures over the past six years.

YEAR	Consulting			Purchasing		
	TOTAL \$	WMBE \$	PERCENT	TOTAL	WMBE \$	PERCENT
2018	\$263,415	\$102,000	39%	\$370,894	\$295,306	79.62%
2017	\$29,050	\$27,000	92.94%	\$107,556	\$46,742	43.46%
2016	\$154,903	\$128,403	82.89%	\$149,174	\$44,862	30.07%
2015	\$121,039	\$21,540	17.80%	\$143,613	\$30,044	20.92%
2014	\$176,222	\$36,450	20.68%	\$123,663	\$28,338	22.92%
2013	\$226,605	\$15,200	6.71%	\$120,091	\$34,897	29.06%

The increase in consultant contracting was due to new lines of business that required consultant assistance. It is also a reflection of staff training. These contracts are not reflected in the system due to confusion around the distinction of direct exception that is the primary classification used by the department. Further training in 2019 will resolve this, so that consultant contracts are properly tracked in the system.

Consultant contracts to vendors who are known to ARTS as WMBE vendors, but are not registered totals \$46,625 and would bring the total percent for consultant contracts to 56%.

Purchasing numbers reflect expenditures with blanket contractor, System Source, that were accrued for 2018 and not reflected in the system.

WMBE Goals for 2016 were exceeded due to an unusual amount of contracted work with a WMBE vendor, relating to the change in the Langston Hughes program in ARTS, and transition efforts associated with the development of the Langston non-profit organization.

2019 Goals:

The department will continue to provide information, training, and reminders to staff regarding WMBE usage. In 2019, ARTS intends to increase contract training for staff who implement contracts and will include WMBE utilization in that process. We continue to train staff to support eligible businesses being considered for purchases that are not already registered as WMBEs to complete their City WMBE registrations. We hope this will help staff identify any missed opportunities for WMBE participation, both in contracting and direct voucher purchases.

In 2016, ARTS published a Commitment to Racial Equity, a formal step along our path to becoming an office whose internal and community-facing policies, practices and procedures work to eliminate institutional and structural racism and build racial equity. A racial equity lens increasingly guides our decision points throughout our work with non-profit organizations, individual artists and partner institutions. As a result, an increasing segment of our resources and services support people of color and other communities experiencing oppression.

2. City Auditor

City of Seattle WMBE Plans



CITY OF SEATTLE

2019 Office of City Auditor WMBE Outreach Plan

Introduction

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

Department Representative

Rhonda Lyon, Office Manager

2019 Goals

Purchasing Goal: Our purchasing goal is 10% of \$1,500, equaling \$150. Note: because most of our purchases are made with City credit cards, purchases from WMBE vendors are not included in the WMBE utilization reports. Thus, WMBE participation numbers are understated. For example, office supply purchases are made from Keeney's Office Supply, a women-owned business. We will continue to identify and use WMBE vendors for purchases, when possible, for those credit card transactions.

Consulting Goal: Our consultant goal is 10% of \$488,882 equaling \$48,882. Most of our consultant contracts require specialized expertise. Not only is it often difficult to identify WMBE vendors that possess the specialized expertise we require, it is also our policy to work with academic institutions for our program evaluation projects, which comprise the clear majority of consultant expenditures. The bulk of our current consulting budget is being spent through contracts with several universities (e.g. University of Washington, University of Chicago, and University of California Berkeley, which are not WMBE vendors).

Outreach Events

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

Consultant Prompt Pay

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

3. Civil Rights

City of Seattle WMBE Plans

SEATTLE OFFICE FOR CIVIL RIGHTS

IDT Contracting Equity

Latrice yBarra

WMBE Coordinator¹

Latrice yBarra

2019 TARGETS

CONSULTANTS²

5%* – \$10,000

PURCHASING

35% – \$33,000

PROMPT PAY

100%

ACTION PLAN

OUTREACH

Sponsor/Support:

- Annual Purchasing Trade Show.
- Membership with Greater Seattle Business Association.
- Sponsor Indigenous Peoples Day community events.

Utilize WMBE Vendors for:

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

TRAINING

WMBE Training Objectives:

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

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

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

4. Department of Education and Early Learning

City of Seattle WMBE Plans

Department of Education and Early Learning 2019 WMBE PLAN and GOALS

Policy Statements:

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

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

Department Representative: Tim Wolfe, DEEL Finance Director; Nga Nguyen, DEEL Accounting

Department Overview:

The Department of Education and Early Learning (DEEL), established in 2015, administers programs funded by the Families and Education Levy, Seattle Preschool Program, the State of Washington’s Early Childhood Education and Assistance Program (ECEAP), Sweetened Beverage Tax (SBT), General Fund, and the new Families, Education, Preschool and Promise (FEPP) Levy. The majority of DEEL funds are contracted out. DEEL is proud to report that we exceeded our 2018 goal for purchasing (see table below) and is proactive about hiring WMBE vendors when possible.

2019 DEEL WMBE Goals

Type	2017		2018		2019	2019 Estimated Total Expenditures	2019 Estimated WMBE Expenditures
	Target	Actuals	Target	Actuals	Target	Target	Target
Consultant	50%	44%	50%	36%	50%	\$1.5 million	\$750,000
Purchasing	50%	63%	50%	80%	65%	\$1.0 million	\$650,000
Consultant Prompt Pay	95%	99%	95%	98%	95%	N/A	N/A

Actual amounts may be different from what is presented above, given that in 2019 DEEL will be simultaneously ramping down the Families and Education Levy and the Seattle Preschool Program, while ramping up the new FEPP Levy. At this time, the amount to be contracted out for consultants is still somewhat unknown pending further FEPP Levy planning and implementation.

DEEL proposes to maintain its Consultant target while adjusting its Purchasing target based on past performance trending towards greater WMBE purchasing utilization. Historically, DEEL has had a 4-year average of 63% for WMBE Purchasing. DEEL is maintaining its 2018 Consultant Prompt Pay goal at 95% in line with the Citywide expectation, although we exceeded this prompt pay goal in 2018. DEEL will discuss this prompt pay goal with our contracting and program staff to ensure that vendors are paid within a 30-day period.

2018 DEEL Performance Summary

2018 CONSULTANT CONTRACTS: DEEL Target = 50%

Consultant	Total Payments	WMBE Total	Total WMBE %
Consultant Contracts	\$1,341,733	\$272,417	20%
Consultant Roster	\$577,210	\$415,122	72%
Total	\$1,918,943	\$687,539	36%

2018 PURCHASED SERVICES: DEEL Target = 50%

Purchasing	Total Payments	WMBE Total	Total WMBE %
Blanket	\$89,152	\$45,593	51%
Direct Voucher	\$841,521	\$697,133	83%
Total	\$930,673	\$742,726	80%

Notes regarding 2018 Performance:

- In many instances, DEEL contracts with vendors selected competitively through Request for Investment (RFI), Request for Qualifications (RFQ), or Request for Proposals (RFP) processes, which can directly affect WMBE actual performance.
- Beginning in mid-year 2015, DEEL solicited our existing Child Care Assistance Program (CCAP) vendors to add them to the City Online Business Directory so that we could include their WMBE status in City reporting. This resulted in an increase in WMBE in the Purchase Contract category. In 2018, as part of the annual renewal process, DEEL continued to encourage (CCAP) vendors to join the City Online Business Directory which positively contributed to DEEL's WMBE purchasing growth.
- DEEL will continue to look for ways to increase the percent of WMBE consultants within the Consultant Roster category. In 2019, DEEL is building out further space to expand into and has been working with FAS to utilize WMBE contractors. DEEL anticipates that this project will positively and significantly contribute to our WMBE purchasing and consultant contracting for 2019.

Outreach Events:

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

Additional Strategies:

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

- Promote WMBE goals at DEEL staff and program meetings.
- Provide training for new purchasing staff on the importance and role of WMBE purchasing and contracting and the tools and resources available to them, as well as the process for working with vendors to register as WMBE.
- Provide guidance and assistance to purchasing staff on how to use the InWeb WMBE Outreach Resources, particularly the Business and Blanket Vendor Contract Registration (VCR) Search, to search for WMBEs.
- Analyze quarterly WMBE reports for any missed opportunities for WMBE usage, or for purchasing and contracting categories that are failing.
- Identify vendors who qualify as WMBEs but have not registered with the City, encourage them to register, and provide any assistance and guidance they need in the registration process.
- DEEL has added an exhibit to all of its consultant contracts with instruction on how vendors can register with the City's Vendor and Contractor Registration System (VCR). DEEL will be proactive about following up with vendors to assist them with the registration process, if applicable.

5. Department of Information Technology

City of Seattle WMBE Plans



April 5, 2019

2019 SEATTLE IT WMBE UTILIZATION PLAN

Department Representative for 2019

Jeremy Doane – Seattle IT Contracts Manager

2019 Goals:

2019 WMBE Performance Goals		
Consulting	36%	\$6,120,000
Purchasing	26%	\$10,920,000

2018 Goals for reference:

2018 WMBE Performance Goals		
Consulting	30% (target)	33% (actual)
Purchasing	17% (target)	24% (actual)

Seattle IT has now operated under its consolidated budget for 2 consecutive years. Departments have been asked to consider and review years between 2014 – 2018 when selecting goals. With 2 years of historical data to rely on, Seattle IT has reviewed the prior 2 years, and the types of work that occurred when proposing the 2019 targets.

As the remaining contracts associated with the Summit Re-Implementation Project (SRI) project wrap up, the consultant contract spend for 2019 is likely to be similar to 2018 spend (estimated to be \$17,000,000). 2018 consultant contracting overall saw an increase in spending of 18%, while WMBE spend saw a decrease of 13%. This is mostly due to the SRI contracts ending. Most ended in 2017, but a few remained into 2018. This project was highly compatible with WMBE Consultant Roster participants. Now that this project is coming to an end, the high WMBE utilization numbers are decreasing from the 46% in 2017. A greater emphasis on finding additional WMBE

firms that can perform regularly requested functions, such as Quality Assurance and Testing, should provide an additional boost for WMBE spend in 2019.

Purchasing spend in 2018 was similar to 2017, and is expected to remain comparable in 2019 (estimated to be \$43,000,000). The addition of General Microsystems Inc, a WMBE reseller of Oracle, is expected to increase WMBE spend by a few percentage points in 2019.

In 2019, Seattle IT Contracting will continue to make invoicing instructions and send-to addresses clear on all consultant contracts. In addition, the team will also update invoicing addresses on all contracts that were consolidated into Seattle IT from other City departments. Our consultant Prompt Pay goals for 2019 is as follows.

Consultant Prompt Pay:

2019 Consultant Prompt Pay Goals	
Consulting Roster	95%
Consulting Non-Roster	95%
Total	95%

As our mission is to provide powerful technology solutions for the City and public we serve, Seattle IT is looking forward to meeting our 2019 goals in consultant and purchasing services with WMBE businesses in the Seattle region.

6. Economic Development

City of Seattle WMBE Plans

Mayor's Executive
Office of Economic Development (OED) & Office of Film + Music
2019 WMBE ANNUAL PLAN

DEPARTMENT WMBE REPRESENTATIVE STAFF:
Amanda Allen, Director of Finance & Operations
Yonas Seifu, Small Business Advisor

2019 VOLUNTARY TARGETS FOR OED

PURCHASING VOLUNTARY TARGET: 15% (of a \$200,000 budget)

CONSULTANT VOLUNTARY TARGETS: 15% (of a \$700,000 budget)

2018 WMBE Vendor Utilization

The Office of Economic Development's overall total spending with WMBE vendors registered with the City in 2018 was 11.5%; however, this number rises to 13.6% when we account for the vendors known to be WMBEs, but who are not formally registered with the City. Of the total \$5.4 million spent by OED in 2018, \$3.9 million of those expenditures were made with nonprofit organizations (NPO) and municipal or quasi-governmental organizations like the Seattle Colleges, Business Improvement Areas (BIAs), and the Port of Seattle, all of which are not eligible for WMBE status. Factoring out these ineligible expenditures, OED's spending with WMBEs rises dramatically to 77% or approximately \$732,000 out of \$951,000. It should be noted that the Seattle Chinatown/International District Public Development Authority (SCIDPDA) is reported as a WMBE (\$103,462 spent), but that the Chinatown/International District Business Improvement Area (CIDBIA) is not listed as a WMBE (\$84,400 spent). Both organizations serve a community of color, however it seems like an error to allow the PDA to claim WMBE status as it is a governmental organization.

OED's WMBE expenditure rate was weighted more heavily by expenditures made with WMBE consultants. Whereby, using the revised calculations which factor out ineligible spending and which also includes all WMBE spending, formally registered or not, 79% of approximately \$774,000 was spent with WMBE contractors, totaling over \$612,000. Overall purchasing (blanket contract, direct voucher, and purchase contract spending) was recorded at 67.6% or \$120,000, using the same variables.

OED has found that encouraging staff to use WMBE vendors and familiarizing them with the City's Online Business Directory (OBD) has helped them identify and use these vendors. Within our business development contracts, including a WMBE outreach goal has helped to ensure that targeted outreach takes place. Below is a summary of the strategies OED used in 2018 that we will continue to use in 2019 to engage and strengthen business diversity.

Please refer to Attachment1, a table of 2018 OED Consultant and Purchase Contract Expenditures by WMBE Status, for more detail on OED's expenditures.

Summary of 2018 Outreach and Engagement Strategies

Outreach Events & Small Business Engagement:

- OED staff encouraged WMBE vendors to register and self-identify on the City's Online Business Directory through face to face business contacts, community events, community forums, and chamber events.
- To enhance the accessibility of our programs, OED continued to use our Language Line account which allows our staff to provide over-the-phone translation services in over 200 languages.
- OED staff continued our relationship with Tabor 100 and attended member meetings, presented our services to the membership, and participated in their annual business resource fair.
- Of the 90 office hour appointments our Startup Advocate held with tech startup founders, investors, and job seekers, 60% were with individuals and businesses that identify as women and/or persons of color.
- Our Restaurant Advocate conducted 10 Restaurant Success orientations. Three were in partnership with the Seattle Public Library at various locations throughout the city, five at the SBA and Greater Seattle SCORE offices, and one was for Project Feast and one was for Seattle Central Community College. These partnerships help make the orientations accessible to all people by locating them in neutral settings which were either centrally located or in low-income neighborhoods. Two additional food truck specific presentations were conducted at the UW and at the Renton Small Business Fair. In addition to the orientations, OED sponsored two Road Shows targeted at providing information to food businesses on how to navigate regulatory processes and providing the opportunity to meet face to face with the regulatory agencies.
- In 2018 OED won a grant to provide 200 small businesses in-language assistance through EnviroStars- a green business recognition program, offering rebates and incentives, pollution reduction guidance and marketing to showcase their green practices. Prior to that, OED in partnership with ECOSS and Cascadia Consulting (a WMBE firm), will be conducting an in-language focus group to understand barriers and work to translate checklists, and other EnviroStars program material in Spanish.
- 10 Seattle based WMBE clean energy companies were interviewed to provide project insight on a clean energy resource map which is set to launch in Q2 of 2019.
- OED's contract with the Ethnic Business Coalition provided marketing and technical assistance to ethnic, refugee, and minority owned business owners to provide businesses support services, marketing & PR, and financial support for tenant improvements.
- Lastly, OED conducted entrepreneurship training workshops in partnership with Ventures, a non-profit organization that supports people of color and immigrants. Our goal was to provide workshops to WMBE businesses or entrepreneurs. Ventures served a total of 234 individuals, 29% which were low or extremely low income, providing business financial management technical assistance (please note that 67% of those served did not report their income). Twenty eight of the 187 individuals assisted were existing business owners.

Plans and Engagement Strategies: Relatively speaking to the City on a whole, the Office of Economic Development (OED) has a small budget that can be spent with WMBE vendors as most our funding for which we contract, almost \$4 million, is awarded to nonprofit organizations and thus is not available to affect our WMBE spending target. That said, we have demonstrated our success in supporting WMBE vendors by encouraging OED staff to make purchases with WMBEs via the blanket purchase contracts, direct vouchers, and consultant contracts. OED staff is regularly informed of WMBE goals and our performance. They are familiar with the City's Online Business Directory to identify vendors for their

own needs and to promote, the registration of women and minority owned businesses, particularly immigrant and refugee entrepreneurs, within the database.

Additionally, part of OED’s mission is to promote Seattle’s business community, including that of WMBE companies. OED has various programs that help expand and nourish the local economy and provide a broad range of assistance for small- and medium-sized businesses, which includes WMBE business support.

2019 Table of Outreach Activities, Strategies, and Goals

In 2019, OED’s goals remain consistent and supportive of serving a broad community of business owners which provide intentional strategies to support WMBEs. The table below provides context for our planned approach in 2019, the populations we are targeting, the methods we are using for service delivery and our overall programs goals or anticipated outcomes.

OED Program Activity	Target Population	Service Mechanism	2019 Goals/Outcomes
Business outreach	WMBE businesses with 50 employees or less and \$10 million dollars in annual revenue	Staff and contracted partners	500 businesses will be targeted for outreach with approximately 250 receiving technical assistance, of those, 20% will be WMBE.
Business technical assistance	Immigrant and minority-owned businesses	Contract with Ventures	Ventures will provide workshops for businesses who receive financing through OED’s Business Development Account program with Mercy Corps NW. Ventures will also provide workshops for up to businesses who participate in Ventures’ 8-week Business Development Training.
	Seattle small businesses	Third party contract of face-to-face business consulting	OED is working with business consultants who able to work in language with Spanish speaking business owners to provide 1-on-1 business coaching/technical assistance to business owners.
	Seattle small businesses	Third party contract of face-to-face business consulting	Lease Education via workshops and one-on-one consultations with businesses experiencing displacement.
Help businesses enhance their operations and make operational adjustments to meet the expectations of new City regulations.	Ethnic, minority, immigrant and refugee owned businesses	Contract with Ethnic Business Coalition (contract began on July 1, 2018 and will be completed by June 30, 2019)	Provide marketing and business technical assistance to a total of 175 businesses per the contract. Scope of work focused on promoting ethnic, minority, immigrant and refugee owned businesses.

OED Program Activity	Target Population	Service Mechanism	2019 Goals/Outcomes
Restaurant Success outreach activities	Immigrant and refugee owned businesses	<p>Language Line services</p> <p>Partner with Seattle Public Libraries and SBA & Greater Seattle SCOR</p>	<p>Provide one-on-one opportunities with and for businesses.</p> <p>Conduct Restaurant Success Orientations and Food Business Roadshows throughout the year</p>
Only in Seattle Racial Equity in Business Districts	Ethnic, minority, immigrant and refugee owned businesses	Neighborhood business district organizations and chambers	<p>A component of the Only in Seattle Initiative that works with DON's Community Liaisons to conduct outreach to business owners of color. The outreach is focused on helping businesses with issues and providing services.</p> <p>The program also provides training to business district organizations to improve their skills and tools for overcoming implicit bias and building relationships with business owners of color.</p>

Attachment1: 2018 OED Consultant and Purchase Contract Expenditures by WMBE Status

	Total Expenditures	Total Expenditures w/o NPOs	Reported WMBE Expenditures	% Total Expenditures with Reported WMBEs	All WMBE Expenditures	% Total Expenditures with Actual WMBEs	% Expenditures excluding w/NPOs & w/All WMBEs
Consultant	4,685,793	774,244	539,867	11.5%	612,567	13.1%	79.1%
Purchase	712,616	177,176	79,020	11.1%	119,783	16.8%	67.6%
Grand total	5,398,409	951,420	618,886	11.5%	732,350	13.6%	77.0%

Note: Total Nonprofit Organization Spending: \$3,911,550

7. Finance and Administrative Services

City of Seattle WMBE Plans



Memo

Date: February 28, 2019
To: Edson Zavala, Policy Advisor for Economic Inclusion & Contracting Equity
From: Calvin W. Goings, Department Director
Subject: Department of Finance and Administrative Services 2019 WMBE Plan

The Department of Finance and Administrative Services (FAS) 2019 WMBE Plan complies with Executive Order 2014-03 and Seattle Municipal Code Chapter 20.42, which require that each department and office of the City create a work plan to assure maximum WMBE utilization.

1. Department Representatives

Liz Alzeer, Miguel Beltran, Javier Valdez and Maggie Thompson

2. FAS 2019 WMBE Utilization Goals

2019 WMBE Utilization Goals	
Purchasing	Consulting
16.1%	22.6%
\$10,814,377	\$2,553,663

3. Goal Development

FAS peak WMBE utilization over the past five years was 36 percent (2014) for consultant contracting and 18.6 percent (2018) for purchasing. Utilization reached the high-water mark during those years due to a variety of factors, including competitive selection of WMBE prime consultant contracts and high demand of tenant improvement projects undertaken by the FAS Capital Development and Construction Management division (CDCM) that allowed for larger WMBE spend for space planning and furniture acquisition.

Because the above circumstances will not be repeated in 2019, FAS does not expect to meet prior utilization peak goals. However, FAS is confident our 2019 goals represent maximum WMBE utilization for both purchasing and consultant contracting. Below please see a high-level evaluation of challenges and opportunities in WMBE utilization among the FAS divisions.

- Existing, sole source, specialized contracts and nonprofit organizations:** Several major projects have projected spend committed to existing contracts with non-WMBE firms or projected spend needing a product or service only supplied by non-WMBE firms (sole source). For example, in 2018, the Fleet Management division (FMD) spent more than \$12 million dollars in vehicle and machinery acquisitions. As there are no WMBE vehicle dealers identified in our Online Business Directory, FMD could not use it as a solicitation outreach strategy per our standard practice.

Additional spend requires specialized services that cannot be fulfilled by existing WMBE firms or needs that are best filled by contracting with nonprofit organizations that are not eligible to count toward WMBE spend. For example, City Purchasing and Contracting Services' (CPCS') consultant budget is more than 90 percent committed to existing contracts with nonprofit organizations.

Even with these circumstances, divisions will look for opportunities to subcontract to increase WMBE utilization where feasible.

- **External variables:** There are several opportunities to contract with WMBE firms that are difficult to predict as they are dependent on the needs of other City customers. For example, CDCM provides space planning and tenant improvement services to other departments. This work has WMBE opportunities on both the consultant and the purchasing areas, but the volume of work depends on other departments' needs. Another example is FMD's service to upfit vehicles from other departments. This work can be contracted to a WMBE firm, but work volume depends on other departments' needs and is unpredictable. In both cases, WMBE firms have been identified and have been available when needed.
- **Open consultant and purchasing contracts:** Almost all divisions report opportunities to engage WMBE firms through open contract processes. Divisions report that contracts will be available for furniture acquisition, tenant improvement work, RSJ work, security, HVAC, electrical work, fuel purchasing and shared mobility services. As these contracts become available, divisions will prioritize utilization of WMBE firms where appropriate.
- **WMBE registration and categorization:** Several FAS divisions have reported they work with vendors that are women- and/or minority-owned but have not yet registered as self-identified WMBE firms. As appropriate, FAS will work with these firms to support WMBE enrollment in the Online Business Directory (OBD).
- **WMBE utilization education:** CPCS will work with all levels of staff to support them in making real-time decisions on WMBE purchasing and consultant contracting. This work will include distributing materials about WMBE purchasing, offering staff training on how to find WMBE firms, providing guidance on what spend gets counted and what gets excluded (such as DX and non-compliant) in the WMBE reports and providing other services as needed.

4. FAS WMBE Activities and Accomplishments

Acceptable Construction Work Sites: In 2017, FAS created an acceptable construction work site enforcement program, which prohibits harassment, bullying and related behaviors on City construction sites. This no-tolerance contract requirement protects workers and contractors, including WMBE owners and their employees, and specifically prohibits inappropriate actions based on race, immigrant status, religious affiliation, gender and gender identity or sexual orientation.

FAS, through CPCS, enforces this requirement through job site monitoring and observations, interviews and documentation of worker and contractor experiences. Contractors are required to post an informational poster at the job site.

In 2018, FAS launched a pilot training and awareness program to raise awareness of acceptable work sites. As part of this initiative, three videos were created which will be implemented in 2019. On the pilot construction sites, this program will educate construction owners, supervisors, project managers and

workers on racial bias and will provide them with tools to disrupt harassment as it is occurring, to take action to report the behavior and to begin to shift the work site culture toward one of racial equity.

Procurement Technical Assistance Center: In 2018, the City contracted with the Washington Procurement Technical Assistance Center (PTAC), a nonprofit with eight other locations around the state, to provide technical assistance to small businesses and WMBE firms. Many WMBE firms valued and benefited from the services provided by PTAC. In 2019, FAS/CPCS released a request for proposals that will provide continuity to the technical assistance services by selecting a consulting firm to shape and deliver technical assistance to WMBE firms conducting or interested in conducting business with the City.

WMBE survey: For 2018, FAS contracted with a firm to conduct a series of surveys and focus groups of WMBE and other businesses. The purpose of these surveys was 1) to further understand the businesses' needs for technical assistance and other business support and help inform the City's related programming and 2) to determine potential barriers for WMBE construction firms when working under the City's community workforce agreement and how to best remove or lessen these barriers. The results of this survey helped inform the RFP for the technical assistance services and the focus group work is providing information for CPCS' racial equity toolkit.

Outreach and resources: FAS engages in the following outreach strategies to promote WMBE utilization:

- *Community communications:* FAS provides content for a monthly newsletter to the Tabor 100 membership with information on City contracting that is of particular interest to WMBEs.
- *Outreach resources for City departments:* FAS introduces City departments to outreach resources and events, such as those provided by Tabor 100, the Northwest Mountain Minority Supplier Development Council, National Association of Minority Contractors and the First Thursday organization.
- *Regional Contracting Forum (RCF):* In 2018, FAS served as the lead regional agency in organizing the RCF. The RCF provides information about, and access to, various contracting opportunities. FAS recruits City departments as well as other regional public agencies to host tables and meet with vendors. The RCF presents many opportunities for prime contractors and prime consultants to meet with WMBE firms for one-on-one meetings to explore possible contract needs. Many attendees reported that this forum was the best RCF in years.
- *First Friday:* Each month CPCS hosts First Friday meetings, providing guidance to interested firms on conducting business with the City. Topics include bid policies, procedures, forms, registration and rosters. CPCS staff also meet one-on-one with attendees. CPCS will continue to work with departments, including the Office of Immigrant and Refugee Affairs (OIRA), to also offer workshop sessions in Spanish.
- *Contractor training:* FAS/CPCS will continue training contractors and consultants, especially WMBE firms, on how to use B2GNow for subcontracting payment reporting, prompt pay reporting and WMBE utilization.
- *Tabling at events:* Capital departments regularly invite FAS/CPCS to support their WMBE outreach events by providing information on how to register in the Online Business Directory and how to do business with the City. Some of the events that FAS has attended include SPU's annual A&E event, SDOT's Move Seattle and Ready to Prime events, Seattle City Light's UW Business Growth Collaborative Panel and the Seattle/King County IT Vendor Forum. FAS/CPCS also participated in the Greater Seattle Business Association matchmaking event in 2017 and 2018.

Reverse Vendor Trade Show (RVTS) and Construction Expo: For 2019, FAS/CPCS will conduct the RVTS in July and the Construction Expo in the fall. CPCS will collaborate with City departments to participate in these events.

Alternative-language WMBE firm outreach: FAS/CPCS will conduct four outreach events in languages other than English. The first of these events will be a First Friday monthly meeting in Spanish, which is scheduled for March 2019.

5. FAS Prompt Payment for 2019

Prompt payment is measured by the percent of consulting and purchasing invoices paid within 30 days of invoice.

2018	Goal = 95% Actual = 90%
2019	Goal = 95%

In 2018, our prompt payment rate was 90 percent. On Jan. 1, 2018, the City began using new standardized accounting practices as implemented in an upgraded system, PeopleSoft 9.2. During the early part of 2018, accounting staff needed to become familiar with both new business rules and new technology tools, which slowed the accounts payable departments and impacted prompt pay performance. However, as staff adjusted to new practices and the new system was further stabilized, FAS was able to increase its prompt payment rate over the 2017 rate to 90 percent, a 7.14 percent increase over 2017. Now that the new system has been in place for one calendar year, we are confident we will meet a prompt pay goal of 95 percent in 2019.

6. FAS Job Order Contracting (JOC) Performance

The City has two job order contracts (JOC) with prime contractors Centennial and Forma for up to \$6 million annually of general construction work on each contract. Both contractors can accept work orders for projects less than \$350,000. Under the state requirement, 90 percent of the work of each work order must be subcontracted, and each JOC has a 60 percent goal for WMBE inclusion. FAS/CPCS manages and monitors the WMBE inclusion of the JOC program for both contracts.

JOC Usage				
Year	# of Contracts	Total Payments	WMBE Payments	WMBE %
2018	4	\$814,854	\$488,912	60%
2017	21	\$2,728,294	\$757,688	28%
2016	13	\$2,580,615	\$1,652,766	64%
3 yr total:	38	\$6,123,763		
Averages:	13	\$2,041,254		

FAS projects a \$2 million JOC spend for 2019, which represents CDCM’s average utilization over the last three years.

We expect the WMBE utilization for JOC to stay consistent with past years at 60 percent.

Typically, the projects CDCM executes via JOC are client-requested. Since client requests are unknown until the client submits a request for project services (RPS) form, we are unable to speculate on an actual project list beyond what is already on the planning list:

JOC work on planning list for 2019:

Seattle City Hall Uninterrupted Power Supply (UPS) Replacement	\$350,000
Seattle Justice Center (SJC), Seattle City Hall (SCH), Seattle Municipal Tower (SMT) Americans with Disability Act (ADA) Bathroom Modifications	\$50,000
Seattle Municipal Tower Gender Neutral Restrooms	\$270,000
Seattle Public Utilities (SPU) Haller Lake Drainage and Wastewater Operations Facility	\$300,000
ADA Barrier Removal Schedule	\$200,000
SPU Cedar Falls Education Center Paving Replacement	\$240,000
SMT ADA Barrier Removal Modifications	\$200,000
SJC Weatherization-Air Sealing	\$350,000
SMT 24 TI	\$250,000
SJC Security Improvement	\$90,000

7. Citywide Procurement Role

FAS’ CPCS division has a significant role as the administrator of Citywide procurement and contracting. In accordance with the Seattle Municipal Code (SMC), CPCS is responsible for developing and implementing purchasing and contracting policies and practices and oversees the evaluation, award, administration and enforcement for City public works projects. CPCS works collaboratively with City departments and community stakeholders, continually looking to implement best practices that achieve WMBE utilization in City contracts and to create a welcoming contracting environment. Under this SMC authority, FAS continues to engage in Citywide policy development and hold responsibility for Citywide contracting matters impacting WMBE utilization, such as bidding processes, contract awards, contract dispute resolution, vendor and contractor payments, and contract protections.

This role includes:

- **WMBE Inclusion Plan:** FAS/CPCS leads, manages and enforces Seattle’s WMBE Inclusion Plan for construction and purchasing contracts and advises on consultant inclusion as

requested. In 2019, CPCS will work with departments and the Mayor's Office advisor on equity and inclusion in contracting to revise the Consultant Inclusion Plan.

- **WMBE subconsultant tracking:** Departments have independent authority to execute consultant contracts and, therefore, are responsible for implementation and enforcement. FAS has made B2GNow software available to all City departments to accurately track department use of WMBE subconsultants. In 2019, the Mayor's Office has made the use of this software a key priority, requiring 100 percent adoption of B2GNow subconsultant tracking within all departments for applicable contracts. By Dec. 1, 2019, FAS will conduct departmental B2GNow adoption audit and route the analysis of compliance to the Mayor's Office. FAS will continue to provide B2GNow training for consultant contracts to all departments through 2019.
- **Department WMBE annual plans and City goals:** FAS collects and calculates City departments' proposed WMBE plans for mayoral approval, inputs the final goals into City contracting documents as needed and publishes the final WMBE Plans online.
- **WMBE quarterly reports:** FAS/CPCS produces comprehensive reports on WMBE utilization on a quarterly basis. The reports are distributed to all departments and are posted online. FAS will also generate monthly WMBE reports to better track utilization.
- **P3 projects:** In 2018, FAS/CPCS began participating in public-private partnership projects. In consultation with the Law Department, CPCS negotiates the City's social equity provisions (WMBE, apprenticeship, CWA, AWS) into the development agreements. We are currently working with developers on three large projects at different stages of development (Seattle Center Arena, Seattle Asian Art Museum and Seattle Aquarium).
- **Social equity plan:** In 2017, FAS/CPCS amended the City construction contracts to require the low bidder to submit a detailed social equity plan before contract execution. The social equity plan is a comprehensive document that details the prime contractor's plan for meeting WMBE goals, apprentice utilization requirements, diversity in the workforce projections and any updates to the WMBE inclusion plan to add subcontractors they have secured. CPCS must approve the plan prior to contract execution. In 2018, social equity plans that didn't provide a clear path to meeting the different goals were rejected and sent back to the prime contractor for revision. CPCS will continue using this approach as it has proven effective in reducing non-compliance at contract end.
- **Meeting with capital departments:** In 2018, FAS/CPCS continued hosting monthly meetings with the WMBE advisers from large capital departments (SPU, SDOT and SCL) to discuss any challenges in achieving their projects' WMBE goals and to identify causes and develop solutions on a project by project basis.

In closing, I would like to reaffirm FAS' commitment to promoting equity in contracting. While 2018 was a year of transition for us and we were not able to maximize utilization in some areas, through enhanced communication, technical assistance, and accountability, I am confident we will achieve or exceed our 2019 goals for consultant contracting and purchasing. If you have any questions concerning our WMBE Plan, please contact Maggie Thompson at 206-684-3424, Miguel Beltran at 206-684-4525, Javier Valdez 206-684-5584 or Liz Alzeer at 206-684-4535.

cc: David Moseley, Deputy Mayor
Kiersten Grove, Senior Operations Manager
Liz Alzeer, FAS
Miguel Beltran, FAS
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Sherri Crawford, FAS
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Glen Lee, FAS
Maggie Thompson, FAS
Adrian Matanza, FAS
Cyndi Wilder, FAS
Mickey Bannister-Mingo, FAS

8. Fire Department

City of Seattle WMBE Plans



2019 SEATTLE FIRE DEPARTMENT

WMBE OUTREACH PLAN

Department Representative for 2019:

Sheila Kelly

2019 Voluntary Target for Seattle Fire Department:

For 2019, the Seattle Fire Department (SFD) has established a voluntary Woman and/or Minority Business Enterprises (WMBE) utilization goal of twenty-five percent (28%) for Consulting and thirteen percent (14%) for Purchasing.

Voluntary 2019 WMBE Targets	
Consulting	28%
Purchasing	14%

Introduction:

Policy Statement

In accordance with Ordinance 119603, Executive Order 2010-05: Outreach to Women and Minority Businesses, "Equality in Contracting" Ordinance 121717 codified under Seattle Municipal Code Chapter 20.42, and Executive Order 2014-03: Equity in City Contracting, the City of Seattle encourages all of its departments to be inclusive of underrepresented business communities, and strives to use all legal means to see that minority-owned and women-owned businesses do not face unfair barriers in their competition for city contracts and in their successful performance of those contracts.

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

Ordinance 119603 requires each city department to develop an annual outreach plan to provide opportunities for minority-owned and women-owned businesses to gain City contracts and purchasing opportunities. The 2018 Outreach Plan summarizes the past performance and new strategies that will guide the Seattle Fire Department in its inclusion efforts for the year.

2019 SFD WMBE OUTREACH PLAN

SFD's 2018 WMBE Utilization Performance

SFD'S WMBE efforts focused on leveraging the City's purchasing power to include and build the capacity of Woman and Minority-owned businesses. Seattle Fire achieved 19.9% of combined purchasing to WMBE firms this year.

2017-2018 Performance Summary						
Procurement Type	2018 Performance			2017 Performance		
	Total	WMBE	% WMBE	Total	WMBE	% WMBE
Consultant Total	\$2,392,625	\$713,151	30%	\$1,457,463.69	\$608,974.89	41.78%
Purchasing Total	\$6,663,615	\$1,096,268	16%	\$6,508,459.28	\$1,039,452.17	15.97%
Grand Total	\$9,056,240	\$1,809,419	19.9%	\$7,995,331.16	\$1,648,427.17	20.62%

SFD's consultant and purchasing expenditures over the past twelve (12) years.

	Consult			Purchase			Combined %
	Total	Percent	WMBE	Total	Percent	WMBE	
2007	\$620,024	0.00%	\$0	\$4,466,726	11.97%	\$534,499	11.97%
2008	\$1,166,999	3.80%	\$44,325	\$4,986,937	16.57%	\$826,551	14.05%
2009	\$209,693	15.54%	\$32,577	\$5,250,422	12.49%	\$655,596	12.60%
2010	\$270,230	0.00%	\$0	\$5,718,934	10.65%	\$609,130	10.17%
2011	\$409,465	0.00%	\$0	\$8,190,473	10.97%	\$898,538	10.45%
2012	\$962,251	21.35%	\$205,450	\$7,074,074	11.85%	\$838,052	12.98%
2013	\$1,554,510	12.14%	\$188,668	\$10,331,045	9.60%	\$991,718	9.88%
2014	\$1,101,229	29.15%	\$321,045	\$10,353,608	9.48%	\$981,368	11.32%
2015	\$1,357,378	25.34%	\$343,960	\$5,695,636	18.21%	\$1,037,230	19.58%
2016	\$1,723,206	35.28%	\$607,902	\$10,773,250	7.82%	\$842,778	11.58%
2017	\$1,457,463	41.78%	\$608,975	\$6,508,459	15.97%	\$1,039,452	20.62%
2018	\$2,392,625	30%	\$713,151	\$6,663,615	16%	\$1,096,268	19.9%

Performance Considerations:

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

Since the Fire Department does not engage in capital improvements, and grants received federally are earmarked for public safety purposes, opportunities to promote and advance contracting or purchasing to WMBE vendors is limited. FY2019 has several ongoing projects that impede WMBE spending, in that

2019 SFD WMBE OUTREACH PLAN

there are two large recruit classes being held, which uses much of the Department's budget and lowers purchasing thresholds. The Department continues to leverage opportunities and increase WMBE utilization, and will continue to expand efforts to identify WMBE vendors, package purchasing needs in ways that might be better suited to small WMBE business, and to increase internal capacity and promote external networking with stakeholders to identify additional opportunities in 2019, as outlined below.

Large Projects/Purchases

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

- SFD is using the NPP.gov, HGAC and GSA to continue to look for WMBE contracts throughout the country for Fire Service Equipment and Services.

Consultant Contracts

For the last eight years Seattle Fire has had an ongoing WMBE consultant contract with EHS International. This agreement has been extended, after sunseting in June of 2018. Due to the large ongoing consultant contract with Fred Hutch for cancer research (non-WMBE) there will be a noticeable difference in WMBE Consultant Contracts.

Change Management

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

Training

SFD has committed to improve and expand technical assistance, business development, training, and mentoring programs for WMBE firms by greater coordination with organizations, businesses, individuals, and public agencies as well as other City departments and offices. Moreover, SFD has increased focus on practices and processes to change the culture of the department and equip staff with the tools and training necessary to pursue and foster WMBE inclusion. This training was done at multiple levels in 2018 including new officer training classes.

Internal SFD Staff Training

SFD has continued to train new and existing staff on WMBE inclusion. Specifically, staff is informed of program vision and available tools. Internal training is occurring when people are beginning the process of purchasing goods or services. This training was also added at multiple levels in 2018 including new officer training classes.

External Training/ Information Sessions

The purchasing division attends and participates in several vendor fairs each year. Among those listed below as upcoming events, the Department participates in the Reverse Vendor Show hosted by City Purchasing and Contracting and Fire specific trade shows. WMBE vendors often attend these shows and are added to potential rosters to purchase equipment or supply needs on an ongoing basis.

2019 SFD WMBE OUTREACH PLAN

Strategies and Outreach Efforts to Achieve Goals

Consulting

SFD solicits consultants to assist in various projects and programs. Consultant services are procured primarily through Roster Solicitations (Informal Solicitations) or by open solicitation (or competition) of Request for Qualifications (RFQ's) or Request for Proposals (RFP's). For FY 2019, the Department will continue to encourage staff to solicit consultant services from City rosters as a first option to open competitive solicitations.

Consultant Procurement Inclusion Strategies

- In 2019, SFD staff will be referring vendors to the City's website to register as WMBE eligible when appropriate.
- Consultant Contract Manager will strive to do more competitive bid solicitations for WMBE contracts.
- SFD staff will facilitate connections between department needs and WMBE firms that can potentially fill those needs when possible.

Purchasing

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

Purchasing Procurement Inclusion Strategies

- **WMBE Availability Assessment at Procurement Solicitation – Purchasing WMBE Participation Opportunity**
SFD is looking at ways to capture a WMBE Availability Assessment at the beginning of a purchase request. SFD develops procedures to ensure that the use of a WMBE is identified early in the procurement process. Aside from providing an opportunity for impact at the most influential point in procurements, this will enable the department to identify purchasing areas that lack WMBE representation, thereby providing direction and focus for engagement.
- **Focused Networking – Matchmaking Events**
As with Consulting, SFD will coordinate matchmaking events between community WMBE firms and SFD staff to facilitate connections between department purchasing needs and firms that can potentially fill those needs.

Additional Strategies and Focus Areas for SFD:

- **Information Availability**
Expand internal and external information repositories for WMBE documents, updates and tools. Provide presentations to stakeholders and other City audiences on program activities and outcomes.
- **Changing long-term contracts to new vendors when available.**
We are continuing to look for vendors that have WMBE availability and meet our needs for purchasing within the Fire Service.

2019 SFD WMBE OUTREACH PLAN

Community Outreach Efforts

In 2019, SFD will continue to have a presence in community organizations. Moreover, SFD will continue support and participation in vendor outreach events and trade shows. Scheduled participation in community outreach includes, but is not limited to:

Regional Contracting Forum 2019 - The annual contracting forum with City of Seattle, King County, Washington State Department of Transportation, Port of Seattle, Washington State Office of Minority and Women's Business Enterprises, Sound Transit and others. Attendees will meet government contracting representatives and network with contractors, consultants and suppliers.

Reverse Trade Show (July 2019) - City will participate in the event to connect with firms for construction, consulting and purchasing needs.

Looking Forward

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

DEPARTMENT OUTREACH STAFF:
Sheila Kelly, Support Services Division
DEPARTMENT DIRECTOR:
Harold Scoggins, Fire Chief

9. Housing

City of Seattle WMBE Plans

March 6, 2019

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

From: Steve Walker, Office of Housing

Subject: 2019 WMBE Utilization Plan

Department Representative

Becky Guerra, Finance Manager for OH, is the department's representative and is a member of the WMBE Interdepartmental Team.

2018 WMBE Goals:

Purchasing Goal:

OH ended fiscal year 2018 with 77% WMBE utilization for procurement of goods and services, far exceeding our goal of 50%. OH has had consistently high WMBE utilization rates for purchasing over the last several years. We have determined that an appropriate 2019 WMBE utilization goal for procurement of goods and basic services should remain high at 50%.

Consultant Goal:

In 2018, OH's WMBE utilization for consultant contracts was 18.5%, just short of our goal of 20%. Given the very small number of consultant contracts OH typically has, and the very specialized nature of these contracts, it is not always possible to find a WMBE vendor for this category of work. Despite these challenges, OH has determined that an appropriate 2019 WMBE utilization goal for consultant contracts is still 20%.

Consultant Prompt Pay:

OH's goal for the percentage of consultant invoices that will be paid within 30 days is 100%.

Additional Strategies:

The Office of Housing regularly conducts outreach to low-income populations, non-profit developers serving low income families / individuals, and community stakeholders that advocate for those that are directly impacted by and benefit from our programs. These outreach efforts will continue in 2018 and provide opportunities to connect with WMBE firms related to housing development, home repair and weatherization. We will continue to work with other City departments such as FAS, Seattle City Light, SPU, OPCD, SDCI, Parks, DON and HSD to identify the most appropriate and effective events to reach contractors and service providers.

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

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

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

WMBE utilization for our weatherization and home repair programs and our partners' utilization of WMBE vendors is not included in OH's WMBE reports, as they are not captured as goods, services or consultants; nor are we a capital department. However, each provides an opportunity for OH to advance WMBE inclusion throughout the housing sector.

10. Human Services Department

City of Seattle WMBE Plans



City of Seattle

Jenny A. Durkan, Mayor

Human Services Department

Jason Johnson, Acting Director

Date: February 28, 2019
To: Edson I. Zavala and Miguel Beltran
From: Jason Johnson, Acting Director
Subject: HSD 2019 WMBE Utilization Plan

Per SMC 20.42, below is the Seattle Human Services Department’s (HSD) 2019 WMBE utilization plan.

Department Representative

Terry Hayes, Strategic Advisor, can be reached at Terry.Hayes@seattle.gov or (206) 684-0275.

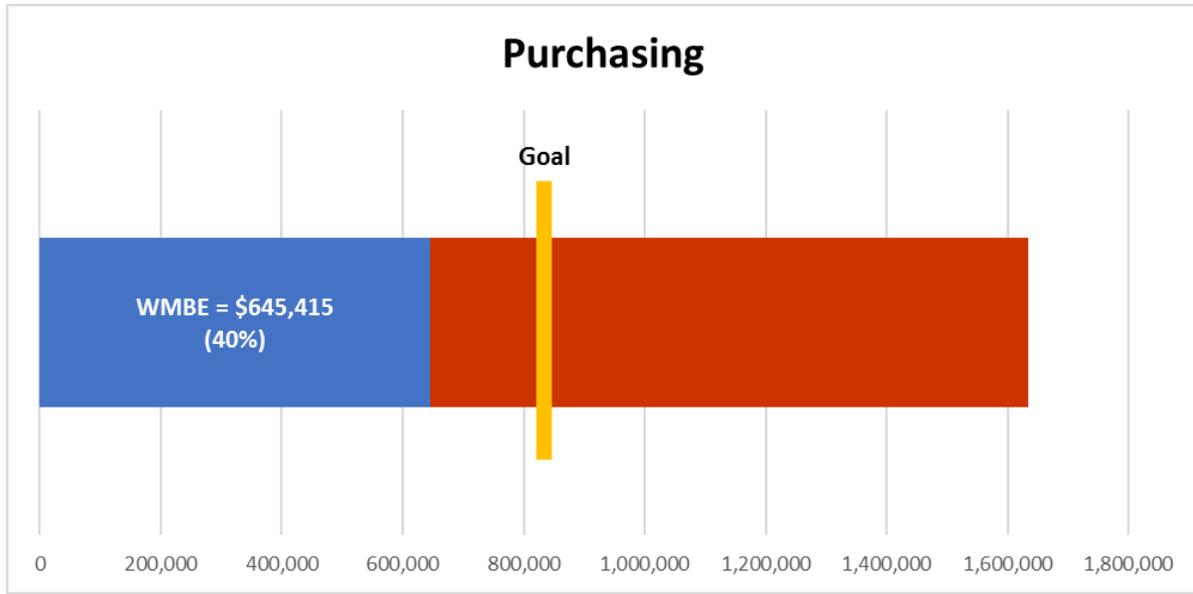
2018 Performance

In 2018 HSD put forward an aggressive WMBE plan. Of the 75% consultant goal, HSD reached 62% success, and the 50% purchasing goal peaked at 40%. In 2018, like 2017, the majority of HSD’s purchases included substantial investments in updating work spaces to which there are no WMBE contractors; this significantly impacted our ambitious purchasing goal.

In addition, HSD anticipated substantial increases in both purchasing and consultant contracts in 2018, however, consultant spending increased only by 15% from 2017 while purchasing declined over 45%. As such, HSD’s 2018 goals were more difficult to attain than anticipated.

The charts below show a total of \$708,338 awarded to consultants, of which approximately \$441,558 (62%) was awarded to WMBEs. HSD purchases totaled \$1,633,953, of which approximately \$645,415 (40%) was awarded to WMBEs in 2018.





2019 Goals

HSD will continue to aspire to higher WMBE goals and is committing to a consultant goal of 75% and a purchasing goal of 50% for 2019.

2019 Strategy

The Department has a long history of engaging in community outreach to help ensure that subcontractors have staff and leadership who reflect the clients we serve. Approximately \$100M is awarded to non-profit agencies, which are excluded from WMBE computations. As HSD moves forward in streamlining delivery of services and contracts, we will continue to explore opportunities to further support WMBE.

An area of potential discovery for HSD is credit card purchases. While credit card purchases are not calculated into the WMBE numbers, HSD spends a significant amount on WMBE businesses such as office supplies and food vendors using our credit cards. In 2019 we plan to devise a tracking system for WMBE credit card purchases and encourage eligible businesses to register as WMBE organizations.

HSD designated a Strategic Advisor to centralize procurement for the Department. The Strategic Advisor will (1) prepare and facilitate WMBE trainings for staff who manage bidding, purchasing, and consultant contracts, (2) coordinate outreach to WMBEs to build awareness around the types purchasing and consulting services that HSD procures, and (3) represent HSD at the City's reverse trade show.

In addition, HSD will use quarterly staff meetings to remind employees about WMBE plans and goals. HSD will also collaborate with City Purchasing & Contracting and the Washington State Department of Commerce to identify potential WMBE vendors that can be used by the department. Finally, HSD will utilize the information on the City's WMBE web page to review and update department information, policies, and procedures accordingly. With these strategies and a strong commitment, HSD is confident it can achieve its stretch goals in 2019.

Consultant Prompt Pay

HSD aims to pay 100% of consultant invoices within 30 days of receipt. HSD currently has a practice in place to achieve this.

Please contact Susan McCallister at Susan.Mccallister@seattle.gov if you have any questions regarding HSD's WMBE Plan for 2019.

11. Immigrant and Refugee Affairs

City of Seattle WMBE Plans



**2019 Annual WMBE Plan
Office of Immigrant and Refugee Affairs (OIRA)**

1. Department Representative:

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

2. 2019 Goals:

WMBE Utilization Goal for Purchasing and Contracting in 2019

2019 Department WMBE Target for Supplies: 80%

2019 Department WMBE Target for Professional Services: 75%

OIRA is a small office with a very limited purchasing (supplies) budget and a consultant budget that is almost entirely comprised of contracts with nonprofit organizations which cannot qualify as WMBE, even when operated by women and minority leaders. These contracts with immigrant and refugee serving organizations (and one pass-through contract with King County) will total approximately \$2.8 million and represent at least 97% of our overall Professional Services budget.

Of the remaining dollars, OIRA will seek to spend at least 75% on WMBE. However, this is not possible to track until and unless the City changes the way that it calculates WMBE expenditure on consultant services to exclude nonprofit organizations.

3. Outreach Events:

OIRA has \$25,000 budgeted for translation services for City outreach events. The funds will be used to translate City materials to better serve Seattle's immigrant and refugee communities. Translation service providers selected will very likely be MBEs but may not be listed as such in the City's system.

4. Plans and Strategies:

- Nonprofit organizations are important assets and employers of women and minority communities, and provide many important services for the City of Seattle, including most of the services contracted by OIRA. OIRA would support efforts to reflect the use of minority and women-owned nonprofit services in WMBE records and goals, or alternatively, to exclude nonprofit contract spending from counting against OIRA's WMBE utilization.
- OIRA will work with existing women and minority contractors to encourage them to register with OBD or with the state as WMBEs.
- A continuing key component of the OIRA work plan is to work in conjunction with City departments to improve services for Seattle's immigrant and refugee communities and provide

outreach to those communities regarding City services, employment and business opportunities. In the long term, OIRA's work plan will support departments to better reach WMBE targets.

- All new OIRA staff will participate in Race and Social Justice Initiative training. All staff who have been employed since the end of 2016 have participated in RSJI training.
- All new Immigrant and Refugee Commissioners are required to participate in Race and Social Justice Initiative training.

5. Prompt Pay Compliance

OIRA has limited control of its prompt-pay compliance since we are supported by Shared Services and not an independent financial unit, but we are committed to the City guidelines and working with both program staff and FAS Shared Services staff to clarify roles and responsibilities including information and process requirements in the new financial system. OIRA has documented invoicing and purchasing protocols and trained all program staff to comply with the 30-day payment benchmark.

12. Law Department

City of Seattle WMBE Plans



2019 WMBE Goals and Outreach Plan City of Seattle Law Department

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

Department Representative: Candice Foote, Director of Administration

2019 Goals: The overall purchasing goal for 2019 is a WMBE utilization of 28%. Targets in 2019 are based primarily on projected expenditures for office supplies, including computer-related products, printing and furniture. Our office will also set a consultant goal of 25%.

Purchasing Goal:	28% of approximately \$200,000 or \$70,000
Consultant Goal:	25% of approximately \$175,000 or \$43,750
TOTAL:	\$113,750 of \$375,000

In addition to the above target, the department will be evaluating how the selection of outside counsel is made and what opportunities there are to encourage and increase the utilization of WMBE firms. This spending is not currently captured in City reporting.

Department Overview:

The Law Department serves as counsel to the City's elected officials and agencies, as well as the prosecutor in Seattle Municipal Court. The department provides legal advice to City officials to help them achieve their goals, represents the City in litigation and protects public health, safety and welfare by prosecuting violations of the City criminal and civil ordinances and state law. Due to the nature of the work of the Law Department, the budget is heavily weighted in the category of salaries and benefits, usually about 88%. Approximately 12% of remaining operating funds are available for purchases, programs, training, and other expenses.

Civil Division: The Civil Division provides legal counsel and representation to the City's elected and appointed policymakers in litigation at all levels of county, state and federal courts, as well as administrative agencies.

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

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

Year	Consultant			Purchasing		
	Total	Percent	WMBE	Total	Percent	WMBE
2005	\$0	0%	\$0	\$71,093	3%	\$2,203
2006	\$0	0%	\$0	\$291,772	10%	\$28,384
2007	\$0	0%	\$0	\$112,140	36%	\$40,737
2008	\$0	0%	\$0	\$507,022	10%	\$52,155
2009	\$0	0%	\$0	\$781,056	4%	\$32,821
2010	\$0	0%	\$0	\$94,277	6%	\$5,490
2011	\$0	0%	\$0	\$162,653	19%	\$31,048
2012	\$17,389	0%	\$0	\$235,608	24%	\$56,921
2013	\$1,995	0%	\$0	\$330,044	21%	\$68,608
2014	\$110,197	58%	\$63,518	\$479,755	53%	\$254,815
2015	\$30,349	0%	\$0	\$588,269	69%	\$408,252
2016	\$30,000	0%	\$0	\$276,013	31%	\$86,152
2017	\$0	0%	\$0	\$601,517	26%	\$155,380
2018*	\$193,643	15%	\$30,000	\$236,935	24%	\$55,782

*Excludes data related to KeyArena Legal Services and legal staffing contracts.

Blanket Contracts: This is the area where we most utilize WMBE vendors for items such as copying, printing, shredding, and office supplies. We regularly review City contracts related to printing and utilize WMBE vendors whenever economically feasible. In 2018, the Law Department WMBE spending on blanket contracts was \$53,302, or 41% of blanket contract spending. This is an increase from 34% utilization last year.

Direct Vouchers: The Law Department utilizes direct vouchers for purchases such as legal periodicals. In 2018, our WMBE utilization was 2%, a decrease from 14.86% in 2017. This is due primarily to a shift in purchasing from direct vouchers to vendors with blanket contracts.

Consulting Contracts: On average, the Law Department engages in very few consulting contracts. In 2018, the department spent approximately \$30,000 or 15% of spending with WMBE vendors, an increase from 2017 due to a new Prefiling Diversion program in the Criminal Division. We expect to spend a similar amount on WMBE vendors in 2018 due

to the continuance of a current contract. Whenever feasible, we will continue to seek WMBE vendors on consulting contracts.

Utilization of Outside Law Firms*: The Law Department occasionally contracts with outside law firms for assistance with litigation or various specialty areas of law. Legal consultants are hired to provide expertise or testimony when seeking an opinion outside of the City. Because the Law Department will engage the firm or individual with the greatest expertise or depth of knowledge in a particular field, it isn't always possible to select a minority-owned or WMBE firm. However, the Department includes a section devoted to Equal Employment Opportunity and Outreach in its Outside Counsel General Terms. The terms prohibit discrimination in recruitment and employment, and encourage efforts to recruit minority candidates when hiring for work under the agreement.

2018 Purchasing Results:

In 2018, the overall purchasing goal was 28% WMBE utilization. Year-end reports show the Law Department reached 24%. The inability to reach the goal could be attributed to the transition of administrative staff and the overall reductions in purchases.

Vendors utilized throughout 2018 were African-American owned businesses (9%), Asian-owned (5%), Native American-owned (.72%), Hispanic-owned (0.09%) and women-owned businesses (5%).

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

Strategies and actions: The most likely area of focus is in the area of office supplies, where we have several excellent WMBE vendors. Action items for 2019 are:

- Reach 28% goal of WMBE vendor utilization in 2019
- Continue training staff in accessing WMBE businesses and blanket vendors.
- Work with vendors to ensure they are properly registered in the City's Online Business Directory.
- Attend City-sponsored outreach and trade show events with WMBE vendors.

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

13. Library

City of Seattle WMBE Plans



The Seattle Public Library

MEMORANDUM

February 28, 2019

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

From: Marcellus Turner, Executive Director & Chief Librarian
 Chris Ruffini, Administrative Services Director
 Jay Donahue, Capital Finance & Interagency Relations Manager

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

Subject: **The Seattle Public Library’s 2019 WMBE Plan**

This memo outlines The Seattle Public Library’s 2019 WMBE plan. It reflects the Library’s continued commitment to increase participation of women and minority owned businesses in Library contracts.

Department Representative:

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

2019 Library WMBE Targets		
Category	\$	%
Purchasing	\$720,000	18%
Consulting	\$60,000	12%

2019 Goals

2019 discretionary purchasing goal: 18%

It is difficult to predict the Library’s 2019 discretionary purchasing expenditures, as the level of actual spending has varied widely in the past. Last year’s predicted 2018 level (\$9.9 million) far exceeded the actual total 2018 discretionary purchasing expenditures (\$3.9 million), though some of the difference appears to have resulted from a change in what transactions were included in the WMBE query’s “discretionary purchases” (see below under “Results”). With that change in mind, we conservatively estimate the 2019 total discretionary purchasing expenditures to closely reflect 2018 levels - \$4 million. Thus the WMBE goal of 18% of total discretionary purchases would result in approximately \$720,000 in WMBE purchases.

2019 consultant contract goal: 12%

The Library’s use of consultants is particularly variable, so predictions of expenditures are somewhat speculative. Additionally, many of these vendors are specialized capital projects consultants; our latitude is somewhat constrained by fewer consulting choices. In 2018 the Library estimated \$500,000 in total consulting expenditures; the 2018 actuals were \$684,908. With some significant CIP projects finished or nearly finished, we can estimate roughly \$500,000 for consultant contract expenditures in 2019. At that level of activity, the 2019 consultant contract goal would result in approximately \$60,000 in WMBE consultant expenditures.

2018 Results

WMBE Consultants

The 2018 goal for WMBE consulting was 11% (\$55,000); the Library met that goal with 11%, or \$76,770 WMBE consulting expenditures of nearly \$685,000 total consulting expenditures. Note that during 2018, the Library had higher WMBE utilization percentage of consultants *outside* of the City’s Consultant Roster (12.5%) than within the City’s Roster (9.4%).

Gov Class	CONSULTANT CONTRACTS		CONSULTANT ROSTER		Total Sum of Amount		Total Sum of Amount2
	Sum of Amount	Sum of Amount2	Sum of Amount	Sum of Amount2	Sum of Amount	Sum of Amount2	
MBE	\$31,586.98	7.8%		0.0%	\$31,586.98		4.6%
MWBE		0.0%	\$13,810.42	4.9%	\$13,810.42		2.0%
WBE	\$18,924.22	4.7%	\$12,448.00	4.4%	\$31,372.22		4.6%
(blank)	\$353,846.52	87.5%	\$254,292.06	90.6%	\$608,138.58		88.8%
Grand Total	\$404,357.72	100.0%	\$280,550.48	100.0%	\$684,908.20		100.0%

WMBE Purchasing

The Library’s 2018 WMBE goal for discretionary purchasing expenditures was 12% (\$1.19 million); the Library exceeded the percentage goal with nearly \$670,400 WMBE purchasing expenditures of a total of \$3.9 million purchasing expenditures, for a WMBE percentage of 17.1%.

Gov Class	BLANKET CONTRACTS		DEPARTMENTAL PURCHASE ORDERS		DIRECT VOUCHER		PURCHASE ORDER		Total Sum of Amount		Total Sum of Amount2
	Sum of Amount	Sum of Amount2	Sum of Amount	Sum of Amount2	Sum of Amount	Sum of Amount2	Sum of Amount	Sum of Amount2	Sum of Amount	Sum of Amount2	
MBE	\$252,831.45	15.4%	\$6,320.55	1.1%	\$33,014.51	1.9%		0.0%	\$292,166.51		7.5%
MWBE	\$4,908.63	0.3%		0.0%	\$159,604.41	9.4%		0.0%	\$164,513.04		4.2%
WBE	\$99,609.71	6.0%	\$81,005.83	14.0%	\$33,086.57	2.0%		0.0%	\$213,702.11		5.5%
(blank)	\$1,289,096.26	78.3%	\$492,310.64	84.9%	\$1,467,876.09	86.7%	\$113.06	100.0%	\$3,249,396.05		82.9%
Grand Total	\$1,646,446.05	100.0%	\$579,637.02	100.0%	\$1,693,581.58	100.0%	\$113.06	100.0%	\$3,919,777.71		100.0%

The reported total for Library purchasing expenditures in 2018 (\$3.9 million) was sharply lower than the recorded total in 2017 (\$9.9 million), in large part likely due to the exclusion of capital and other large contracts that had been included in the 2017 WMBE query for discretionary purchased services. In 2017, the top seven Library vendors by payment (totaling nearly \$3.9 million or one-third of the Library’s total purchased services) either:

- obtained their work through public bid, where the Library had little choice but to accept the lowest qualified bidder; or
- offer specialized services that may not be comparably available from a WMBE vendor, thus limiting the Library’s discretionary purchasing options; or

- were City Job Order Contract (JOC) or Blanket Contract vendors - vendors selected by the City, which included a mix of WMBE and non-WMBE vendors.

Outreach & Outreach Plans:

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

Prompt Pay Compliance:

The change in the City's PeopleSoft financial system, as well as a few personnel transitions on the business office and public works staff during 2018, resulted in occasional delays in processing invoices. It is the Library's goal to pay every undisputed, properly prepared invoice within 30 days of receipt; we will redouble our efforts to meet this goal.

Library Resources for Small Businesses:

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

14. Mayor's Office

City of Seattle WMBE Plans



2019 CITY OF SEATTLE MAYOR'S OFFICE

WMBE OUTREACH PLAN

Department Representative

Edson I. Zavala

2019 Voluntary Target for Mayor's Office

The Mayor's Office spend includes but is not limited to spend from units such as the Executive Team, Communications, External Outreach, and Policy & Innovation. Although the office's spend is typically less than 1% of overall city spend, the Mayor's Office is committed to advancing WMBE inclusion in the office's procurements and has set a voluntary aspirational WMBE Goal of **23% for Consulting spend**, and **47% for Purchasing Spend** for 2019.

Voluntary 2019 WMBE Targets	
Consulting	23%
Purchasing	47%

I. Introduction:

Policy Statement

In accordance with City of Seattle "Equality in Contracting" Ordinance #121717 codified as Seattle Municipal Code (SMC) 20.42 as well as Executive Orders 2010-05: Outreach to Women and Minority Businesses, and Executive Order 2014-03: Equity in City Contracting, the City of Seattle encourages all of its departments to be inclusive of underrepresented business communities, and strives to use all legal means to see that minority-owned and women-owned businesses do not face unfair barriers in their competition for city contracts and in their successful performance of those contracts.

City of Seattle policy requires each city department - and office with anticipated spending over \$50,000 - to develop an annual WMBE outreach plan to provide opportunities for minority-owned and women-owned businesses to gain City contracts. Any voluntary utilization targets established in a Department Outreach Plan shall be reasonably achievable, however, no utilization requirements shall be a condition of contracting, except as may be allowed under Revised Code of Washington (RCW) 49.60.400.

Edson I. Zavala, Mayor's Office Policy Advisor for Economic Inclusion & Contracting Equity will serve as the Mayor's Office representative for the City's WMBE initiative.

Background

The purchasing power of the Mayor's Office is a relatively small compared to capital departments and other large departments & offices. Per available data, office spend volume is less than half of one percent and associated WMBE metrics have varied significantly throughout the years.

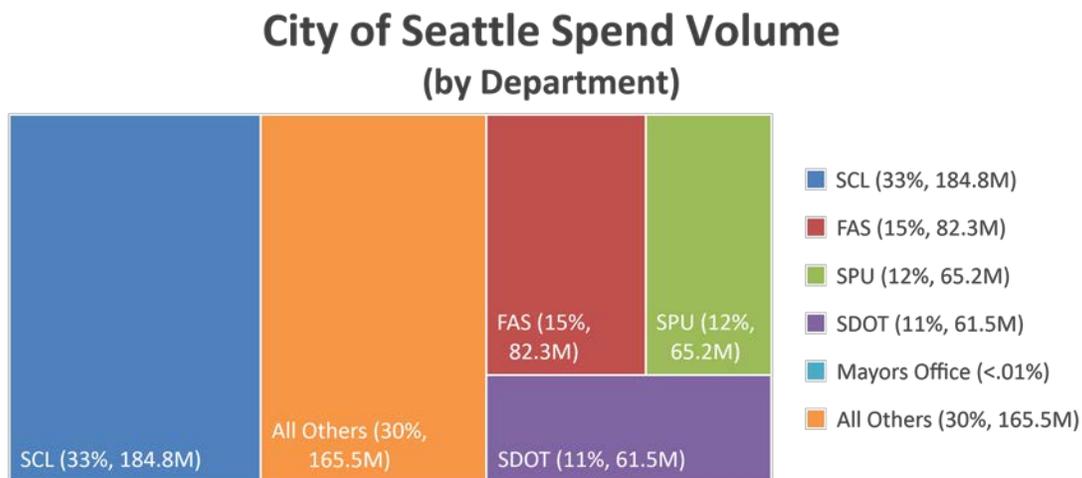


Figure 1. Mayor's Office spend compared to City of Seattle Departments. Mayor's Office represents less than one percent of the City's spend. Data represents totals for 2017 and is sourced People Soft.

Mayor's Office Purchasing Spend Volume & WMBE Utilization Percent

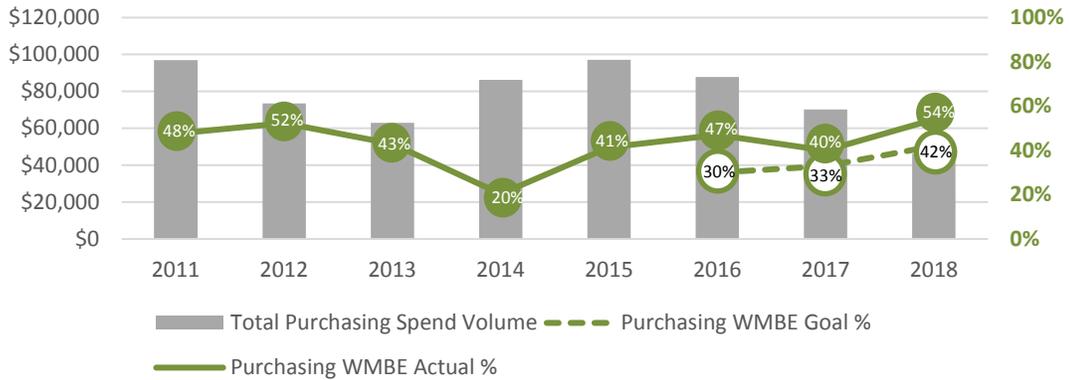


Figure 3. Mayor's Office Purchasing spend with WMBE Utilization %. Data sourced from City of Seattle WMBE Reports as reported through FAS Website.

- For 2018, the first full year of Mayor Durkan's administration, the office increased the annual aspirational WMBE goal for purchasing from thirty-three (33%) the year prior, to forty-two (42%) percent.
- The Mayor's Office exceeded the office's annual purchasing aspirational WMBE goal of forty-two (42%) at an actual WMBE utilization of fifty-four (54%) percent for 2018.
- Mayor's Office achieved the highest actual WMBE utilization percentage for purchasing in 2018.

Mayor's Office Consultant Spend Volume & WMBE Utilization Percent

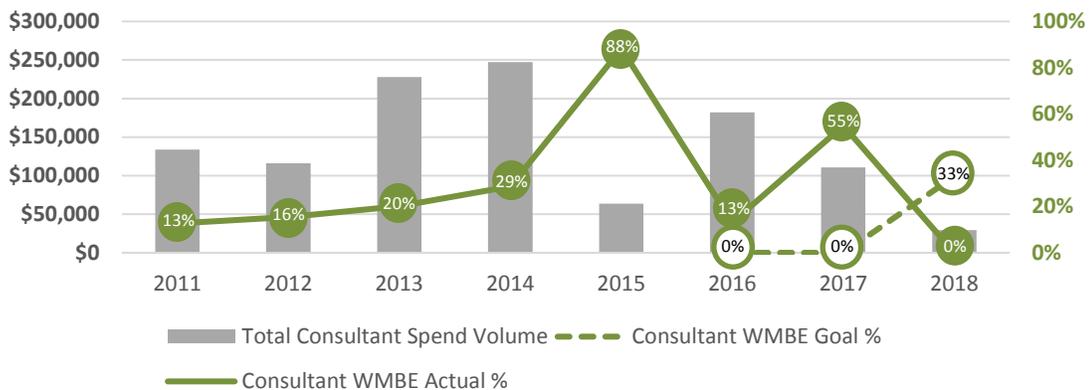


Figure 2. Mayor's Office Consultant spend with WMBE Utilization %. Data sourced from City of Seattle WMBE Reports as reported through FAS Website.

- For 2018, the first full year of Mayor Durkan's administration, the Mayor's Office increased the office's annual consulting aspirational WMBE goal from zero (0%) the year prior, to thirty-three (33%) percent.
- The office anticipates 10K in WMBE utilization in early 2019 from 2018 year-end consultant contract activity.

2017 vs 2018 Performance Summary						
	2017 Performance			2018 Performance		
Procurement Type	Total \$	WMBE \$	% WMBE	Total \$	WMBE \$	% WMBE
Consultant Contract	\$110,774	\$60,788	55%	\$29,625	\$0	0%
Consultant Total	\$110,774	\$60,788	55%	\$29,625	\$0	0%
Blanket Contract	\$45,805	\$28,267	62%	\$37,371	\$25,021	67%
Direct Voucher	\$24,383	\$0	0%	\$8,818	\$0	0%
Purchasing Total	\$70,188	\$28,788	40%	\$46,189	\$25,021	54%
Grand Total	\$180,961	\$89,055	49%	\$75,814	\$25,021	33%

Data is sourced from the City of Seattle SUMMIT financial system. Figures are rounded to the nearest whole number where applicable. 2017 YTD figures represent payments made to prime contract holders and do not include dollars paid to subconsultants. Moreover, non-WMBE data also includes any potential payments made to non-profit firms. Dollars not shown include, but are not limited to payments made under DX category payments. Notably, FY2017 denotes an administration change in the Mayor's Office.

Key Take-aways:

- The Mayor's Office typically accounts for less than one percent of City of Seattle spend and undertakes limited procurement activity.
- For 2018, the Mayor's Office spent less than a third of the total volume what was spent in consulting for the previous year - 2017.
- For purchasing, the Mayor's Office exceeded the past year's (2017) purchasing WMBE performance of forty (40%) and 2018 annual goal of forty-two (42%) percent for purchasing with fifty-four (54%) percent in WMBE Utilization for 2018.

II. WMBE Inclusion Strategies

WMBE Program Information Session

WMBE Program Trainings

Information session to provide information and tools regarding the City of Seattle WMBE Program.

Process Review: Availability Review at Procurement Request

Procurement Process Reviews

Review to strengthen proactive WMBE review on applicable purchases / contracts.

Access to Spend Data Tools

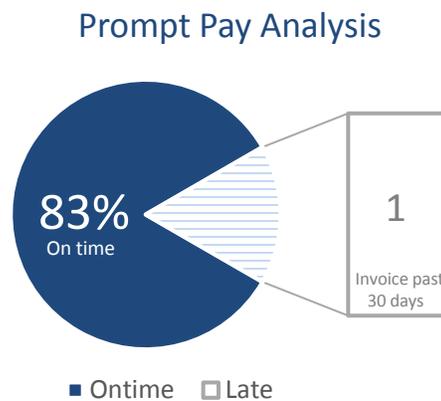
Access to Data Tracking Tools

Assess WMBE utilization data tool access for analysis of information to inform periodic reviews and progress reports.

III. Prompt Payment

The Mayor’s Office is committed to supporting the Citywide Prompt Payment Initiative of 95%.

While available FAS prompt payment reports for 2018 denote an office prompt payment metric of 50% - composed of 6 tracked invoices, of which 3 were codified as late - a preliminary review suggests data entry errors into People Soft 9.2 contributed to the miscoding of 2 of the 3 invoices identified as late. Therefore, only 1 of the 6 reported invoices may be actually late suggesting a prompt payment metric of 83%.



Moving into 2019, initiatives to support prompt payment include, but are not limited to, staff training and strengthening communication between the office and key staff procurement partners engaged in data entry.

Representative
Edson I. Zavala
Office Executive
Senior Deputy Mayor Mike Fong

15. Municipal Court of Seattle

City of Seattle WMBE Plans

THE MUNICIPAL COURT OF SEATTLE



Elizabeth J. Baldwin
Court Administrator

MEMORANDUM

Date: February 27, 2019

**To: Edson I. Zavala, Policy Advisor for Economic Inclusion and Contracting Equity,
Mayor's Office
Calvin Goings, Department Director, Finance and Administrative Services**

From: Elizabeth J. Baldwin, Court Administrator

Re: 2019 WMBE Plan and Goals

This memo is sent in response to your request for 2019 WMBE Plans and Goals from City agencies. Although Executive Order 2014-043 does not apply to the Seattle Municipal Court as the judicial branch of city government, we share with the Mayor and City Council in the values and vision of creating racial equity and eliminating all forms of discrimination as a shared priority for race and social justice. The attached report is provided in that collective spirit.

In 2018, the Court established WMBE targets of 20% in Purchasing and 18% in Consultant Services. Per the FAS generated WMBE report, our 2018 actual accomplishments were \$418,522 or 33% in Purchasing and \$5,000 or 34% in Consultant Services.

For 2019, the Court will continue with our WMBE goals of **20% in Purchasing** and **18% in Consultant Services**. As stated in previous WBME plans, to most accurately measure the Court's WMBE related expenditures, the FAS generated reports must also include Court's interpreters as sub-contractors in the WMBE count. The Court's Budget Manager John Kerr continues to be our WMBE representative and he will work with FAS to advance these goals.

In 2018 we spent approximately \$415,000 in Court Certified Interpreter Services but, as noted above, these consultants were not included in the WMBE reports. Our WMBE consultant number would be much more robust if they were included by FAS in their WMBE report. Most of the Court Certified Interpreters are registered as WMBE qualified consultants. However, with Summit 9.2 there are new opportunities. We believe the *concept* of Prompt Pay applies to Court Certified Interpreters who are not currently counted as "consultants" in the FAS methodology. The Court wishes to partner with FAS on Prompt Pay as an avenue to pay our Court Interpreters. If Prompt Pay is a priority for the City, then ACH transfer on \$415,000 to WMBE qualified consultants would be a

great benefit towards a positive and accurate reporting of progress on the stated goal of the Executive Order.

Additionally, our collections agency Harris and Harris has a subcontract with Evergreen of Bothell, a WMBE qualified firm as required in our contract. Even though the Court does not pay our collection contractors, the fees generated to the WMBE sub-contractor should be counted in the WMBE report, but they are not. Collections returned approximately \$7,000,000 to the City of Seattle General Fund in 2018.

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

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

16. Neighborhoods

City of Seattle WMBE Plans

Department of Neighborhoods 2019 WMBE GOALS

Policy Statement:

Ordinance 121717 (Equality in City Contracting) 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. Executive Order 2014-03 (Equity in Contracting) affirms the commitment 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 WMBEs and to provide a welcoming and responsive environment for all businesses that support such efforts. It establishes the responsibility for each department to submit an Annual WMBE Plan.

2019 WMBE Goals:

The Mayor’s Office expects WMBE goals to be equal to or greater than the department’s highest actual performance in the past 5 years. Below is DON’s 5-year history.

DON Past 5 Years Actual WMBE Usage				
	Purchasing		Consultant	
	Amount	%	Amount	%
2014	120,128	61%	106,650	53%
2015	48,848	32%	82,988	32%
2016	171,980	49%	94,023	26%
2017	239,151	59%	120,882	24%
2018	183,081	64%	102,735	77%

Therefore, DON’s 2019 goals will be: Purchasing **64%**; Consultant **77%**.

Department Representative:

Grace Dygico will serve as WMBE Representative who will manage DON’s WMBE Initiatives. Department representative duties include:

- 1) Partnering with DON and City of Seattle procurement staff to conduct WMBE availability reviews of anticipated procurements and implement inclusion strategies as needed.
- 2) Analyzing WMBE reports and taking corrective action on findings; monitoring WMBE utilization, to include contract compliance and reporting on subconsultant data in B2GNow* as needed.
- 3) Monitoring of Prompt Pay and facilitation to resolve emerging issues in coordination with department procurement and accounting staff and with FAS.
- 4) Attending WMBE Interdepartmental Team (IDT) meetings.
- 5) WMBE outreach: attending appropriate events, hosting events, serving as a contact to meet with WMBE firms and facilitate meetings with department decision-makers.
- 6) Keeping the department director informed about WMBE progress and departmental WMBE strategies /issues.
- 7) Staffing department director at Mayor’s Office executive briefings (department WMBE performance reviews).

2019 Prompt Pay:

DON will pursue a performance metric of **95%** compliance for Prompt Pay. In 2018 DON's achieved 98% prompt pay. DON understands that slow payments are a burden on all firms and particularly on WMBE firms. Prompt pay means payment will be issued and mailed within thirty (30) calendar days of receipt of an accepted and properly prepared invoice.

Strategies to meet WMBE Goals:

- 1) Re-activate the Procurement Team consisting of staff involved in purchasing and contracting.
- 2) Require the Procurement Team to seek WMBE availability at all times as part of DON's purchasing and contracting decision-making process.
- 3) Equip the Procurement Team with helpful information such as a monthly WMBE performance reports, List of DON's Previously Used WMBEs (for quick WMBE search), and other helpful communication.
- 4) Train the Procurement Team to look up WMBEs from the Online Business Directory (OBD) and assist WMBE suppliers with the WMBE registration process as needed.
- 5) Code contracts and payments with the right "doc type" accurately the first time for accurate WMBE reporting.

Strategies to meet Prompt Pay Goal:

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

* Consultant contracts above \$305K has a mandatory Inclusion Plan of 10% for WMBEs. B2GNow is a tracking system through which Consultants shall report payments to Subconsultants. Use of this system is mandatory beginning 2019.

17. Office of Intergovernmental Relations (OIR)

City of Seattle WMBE Plans

City of Seattle Office of Intergovernmental Relations (OIR) 2019 WMBE Utilization Plan Instructions

1. Department Representative:

OIR's Deputy Director, Cheryl Swab, is responsible for managing all office's WMBE activities.

2. 2019 Goals:

- Purchasing
- Consultants

OIR is a small executive department with 11 staff members. This office is responsible for representing and promoting the City's interests in International, Tribal, Federal, State, and Regional Affairs.

OIR Consultant Contracts:

OIR has several consultant contracts lined up for 2019. Our consulting budget is approximately \$500,000. However, about a quarter of this consulting budget will be spent on contracts with local agencies that we depend upon for funding (PSRC), lobbying organizations (Association of Washington Cities), among others.

In 2019, OIR will strive to use WMBE contractors for at least 35% of consulting contracts. One of our primary contracts in 2018 is a WMBE, and we plan to increase this even more so in 2019.

OIR Purchasing:

OIR is very conscious about purchases from WMBE businesses whenever possible. In 2019 we aim to achieve a similar purchasing rate as in 2018, hoping to achieve an effective purchasing rate of 35% or more from WMBE businesses. **Specifically, we have a purchasing budget of approximately \$20,000 and we hope to spend close to \$8,000 on purchases from WMBE companies.**

3. Outreach Events and Additional Strategies: Identify events and associations you will sponsor, support and/or participate in, and other actions to support WMBEs and improve utilization.

Given OIR's small size and budgets, we do not have a structured plan in place for 2019. However, it is most likely when we do have events, we have been reaching out to the local WMBE communities with ways they can actively participate along the lines of the Mayor's WMBE plans.

OIR is dedicated and will undergo trainings to implement this plan further. We are always happy to increase our knowledge and effectiveness in this area.

4. **2019 Prompt Pay:** Set a goal for the percentage of your consultant invoices that will be paid within 30-days, as recorded by the Summit financial reports produced from FAS. The long-term goal is to achieve 100 percent. Identify strategies your department will take to communicate and implement this goal.

OIR's goal is to quickly move towards paying all invoices within 30-days and for 2019 our goal is to reach 100% of those invoices paid within 90-days. Our main goal is to get any all invoices resolved and paid in full as quickly as possible. Currently we have been following-up with our accounting folks in FAS to ensure that all invoices are paid on time and accurately.

18. Parks and Recreation

City of Seattle WMBE Plans



City of Seattle
Mayor Jenny A. Durkan

Seattle Parks and Recreation 2019 Annual WMBE Plan

OVERVIEW

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

Department Representation: Bianca Hill is the department's new WMBE representative and is responsible for the following activities in 2019:

- Attend WMBE Interdepartmental Meetings (IDT);
- Attend appropriate events, forums and retreats related to WMBE contracting and purchasing;
- Receive and stay current on the City WMBE list-serve of upcoming news and events and socialize relevant information to other SPR staff;
- Attend first Friday meet and greets hosted by FAS with the intention of establishing new WMBE contacts within SPR, as available;
- Receive quarterly reports from FAS/CPCS and keep SPR leadership informed of WMBE utilization and progress on achieving goals;
- Engage SPR Finance team to determine opportunities to improve internal tracking and reporting.

2019 Voluntary Target for Seattle Parks and Recreation

Annually, Seattle Parks and Recreation establishes voluntary Woman and/or Minority Business Enterprises (WMBE) utilization goals. These goals are informed by past departmental utilization efforts (see attachment 1) and what is known about the current year's projects and activities.

Purchasing: SPR will strive to purchase 21% of our total purchasing spend from WMBE vendors in 2019. This level would match 2015 levels, our second highest year since this metric began to be tracked in 2005. In 2018, 20% of SPR purchases were from WMBE suppliers. However, with the additional services and projects funded by the Seattle Park District since 2015, total purchases decreased, though the total spend with WMBE vendors is up \$79K over 2018.

NOTE: We analyzed the 2014 purchasing data which included two \$1M purchases with a WMBE related to one-time capital projects (implementation of a new facility access system and installing nets at a golf course facility). These large purchases are not the norm for Seattle Parks and Recreation and therefore is not the basis of our 2019 voluntary target.

Consultant: SPR will also strive to achieve 21% WMBE utilization in our consultant contracts in 2019. This would match 2016 levels, our second highest year since this metric began to be tracked in 2005 and would represent the current 2018 percentage level. With the additional services and projects funded by the Seattle Park District since 2015, total consulting WMBE percentage has increased \$1,367,168 in 2018. Our percentage of WMBE spending is 46% of our total consulting spending, much higher than any documented year of record keeping. We don't anticipate achieving this current percentage level in 2019.

Note: add WMBE analytic data here on the high spending based on the new reports just received.

Prompt Pay: For 2019, SPR will strive to pay at least 95% of our invoices within 30 days. In 2018, we paid 83% of our purchasing and consulting invoices within 30 days. This number is much higher than 2017, where we achieved a 99% prompt pay record. We understand that issues with PeopleSoft 9.0 have affected our ability to pay vendors on time and we are working internally to address those issues. We onboarded a new Accounts Payable Supervisor in 2018 and will continue to prioritize prompt payments within PeopleSoft and train staff as needed.

Outreach Events

In 2019, SPR will participate in the Regional Contracting Forum schedule for October, as well as the Annual City of Seattle Upcoming Consultant Business Opportunities Forum on March 21, and other City sponsored events – for example, SPU regularly hosts an A&E consultant event and FAS coordinated outreach activities with community and professional organizations such as Tabor 100, NAMC, CCCJ, etc.

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

We will also continue to prioritize outreach to underserved communities and WMBE businesses when we are soliciting concessionaires and recreational service providers. While these engagements are not often reflected as purchasing or contracting utilization, such agreements have proven a successful strategy for WMBE business development. We have partnered with the Office of Economic Development in the past to increase visibility and outreach activities.

Strategies for improving WMBE Utilization

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

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

SPR anticipates a similar level of utilization of JOC purchasing in 2019. JOC contracts require a specific percentage of WMBE subcontractor utilization which aligns with SPR's utilization goals set here.

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

SPR will work to develop new reports for operating division staff to monitor WMBE utilization in the PeopleSoft 9.2 environment. This could allow for more frequent and detailed information about WMBE utilization and allow divisions to evaluate and course correct throughout the year.

SPR will look at strategies for using E3 and performance tools going forward to highlight and monitor WMBE utilization for employees with purchasing and contracting responsibilities.

Parks

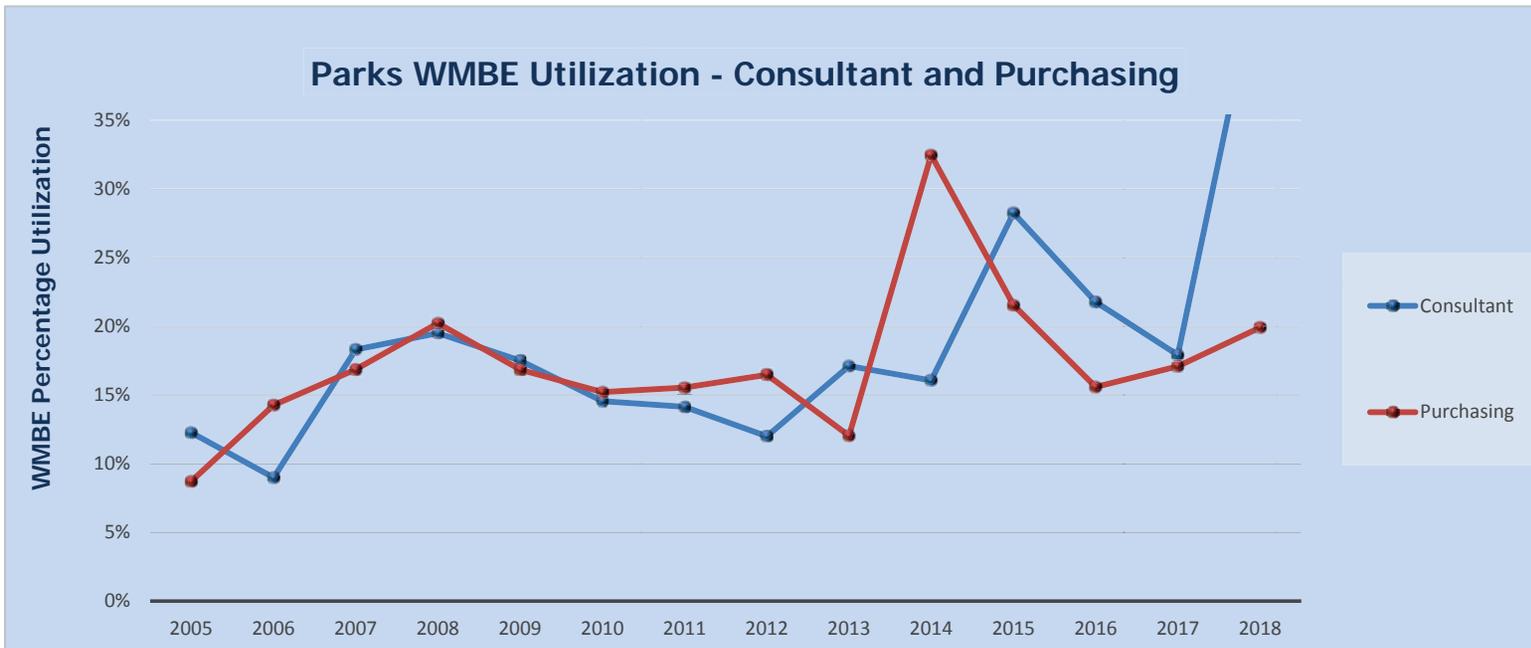
WMBE Utilization - Consultant and Purchasing

Year	Consultant			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
2015	\$4,134,385	28%	\$1,151,773	\$10,203,678	21%	\$2,158,442
2016	\$6,284,462	21%	\$1,343,236	\$13,168,923	15%	\$2,000,356
2017	\$6,726,065	18%	\$1,178,375	\$16,237,009	17%	\$2,712,168
2018	\$5,533,798	46%	\$2,545,543	\$14,303,768	20%	\$2,791,583

2018 Goals
Purchasing = 21%
Consultant = 21%

NOTES:

- 2018 year to date spend through 12/31/2018
- Produced by CPCS/FAS
- Source: PeopleSoft 9.2



19. Planning and Community Development

City of Seattle WMBE Plans



TO: Edson I. Zavala
Policy Advisor for Economic Inclusion & Contracting Equity, Mayor's Office

FROM: Samuel Assefa *SA*
Director, Office of Planning and Community Development

DATE: February 28, 2019

SUBJECT: OPCD 2019 WMBE Goals and Outreach Plan

Department Overview

Established in 2016, the Office of Planning and Community Development's (OPCD) mission is to lead collaborate planning, advance equitable development, and create great places. OPCD is committed to ending racial disparities in contracting and purchasing by being proactive about hiring WMBE companies whenever possible.

Department Representative: Jeanette Martin, Finance Manager for OPCD, is the representative for managing the OPCD's WMBE initiatives and a member of the IDT.

Purchasing:

OPCD Procurement Type	2018 Aspirational Goals % WMBE	2018 Actual WNBE Utilization			2019 Aspirational Goals
		Total	WMBE	% WMBE	
Blanket Contract		\$29,160	\$10,202	34.99%	31%
Direct Voucher		\$11,189	\$2,361	21.10%	
Purchasing Total	48%	\$40,349	\$12,563	31.14%	

OPCD ended fiscal year 2018 with 31% WMBE utilization for procurement of goods and services. This represents a 17% shortfall of our 2018 aspirational goals. The decrease is due to computer replacements now being purchased through SEA_IT and not accounted as expenditures in small departments. As a small department, the shift impacts our WMBE utilization since it reduces purchases that have been made from WMBEs in the past.

2019 Goal: Our aspirational goals will remain at our 2018 actual rate of 31% of total purchases.

Consultant:

In 2018, OPCD's WMBE utilization for consultant services as reported in PeopleSoft 9.2 was 40% or 10% less than our 50% aspirational goals. The shortfall is the result of 9.2 accounting for all encumbered contracts including memorandum of agreements with non-profit organizations classified as "Consultant" contracts. However, non-profit organizations cannot identify themselves as WMBEs but because they are included in the consultant contract count, the percentage of WMBE utilization is skewed. As such, the 9.2 representation reduces our utilization to 40%. Excluding them from the calculation adjusts the actual 2018 WMBE utilization to 49% slightly under the aspirational goal of 50%.

OPCD	2018 Aspirational Goals	2018 Actual WMBE Utilization		
Procurement Type	% WMBE	Total	WMBE	% WMBE
Consultant Contract		\$456,948	\$246,176	49.74%
African American			29,999	6.06%
Asian			61,389	12.40%
Caucasian Women			80,707	16.31%
WBE Unknown Ethnicity			59,081	11.94%
Consultant Roster		\$37,955	0	-
EDI - Fund Agreements – Non-Profit Organizations		\$119,669	15,000	-
Consultant Total	50%	\$614,573	\$246,176	40.06%

2019 Consultant Goal: As mentioned above, PeopleSoft 9.2 includes encumbered contracts/MOAs with non-profit organizations in its sum of consultant contracts. OPCD's management of the Equitable Development Initiative MOAs comprise most of its expected payments to non-profit organizations totaling \$2.8 million in 2019. Our aspirational goal for WMBE utilization is 8% when including both non-profit organizations and for-profit companies.

OPCD 2019 Projected Contract Payments and Aspirational Goals	Consultant Contracts		Organizational Contracts/MOAs
	Total For-Profit Companies	Total Non-Profit Organizations	Total Payments
2018 Carry Forward Encumbrances	\$231,046	\$803,900	\$1,034,946
2019 Prospective Contracts	\$1,356,000	\$2,075,000	\$3,431,000
Total Projected Payments 2019	\$1,587,046	\$2,878,900	\$4,465,946
Aspirational Goals %	22%		8%

Excluding the non-profit organization MOAs from the WMBE estimate results in aspirational goals of 22% utilization. This estimate is based on: 1) the WMBE contracts that will carry forward from 2018; 2) an estimate of new contracts that will be encumbered in 2019 from our budgeted consultant services totaling \$156,000; and 3) the aspirational goals in the inclusion plan of the non-WMBE awarded the I-5 Lid Feasibility Study. The I-5 Lid study consultant contract is for \$1.2 million. The consultant's aspirational goals for usage of WMBE subconsultant is 15.5% or \$186,000. This goal accounts for 53% of our total aspirational goals for for-profit companies. Our 2019 aspirational goals percentage is less than the 2018 percentage because of the high amount of the single I-5 Lid contract. However, the total dollars expected to be paid to WMBEs is close to the 2018 actuals at \$250,000.

Department Training:

We will continue to provide refresher training on using Purchasing's VCR online vendor search tool. Links to the VCR tool are included on OPCD's purchasing SharePoint page.

Outreach Events:

OPCD will participate in outreach events as it has in the past and will have a table at the 2018 Regional Contracting Forum alongside SDCl, as well as the Reverse Vendor Trade Show event in July. We will also plan to participate in other trade shows or events relevant to our office's operations.

Implementing Prompt Pay:

OPCD has increased efforts to communicate the importance of prompt payment and adheres to using updated contract boilerplate templates that include prompt pay requirements as well as committing to increase efforts to release payment within 30 days of a proper invoice. OPCD Account Payable staff is diligently working with vendors and consultants to send timely invoices.

Since OPCD is not a CIP department, some aspects of the City's overall WMBE program (such as JOC Utilization or project Outreach Plans) do not apply to our department. We however participate in the Citywide IDT/CCAG.

Please contact Jeanette Martin at 615-1746 if you need additional information.

20. Police Department

City of Seattle WMBE Plans

2019 SEATTLE POLICE DEPARTMENT OUTREACH PLAN

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

2019 Goals

Seattle Police Department's (SPD) 2018 WMBE utilization goals were 15% for Purchasing and 12% for Consultant Contracts. SPD's actual 2018 WMBE usage was 10% (\$1,047,932) for Purchasing and 22% (\$234,289) for Consultant Contracts.

SPD's Goals for 2019 are 15% for Purchasing and 15% for Consultant Contracts. We believe both the Purchasing and Consultant Contract aspirational goals will be a challenge.

1. Attend monthly Contracting Equity Interdepartmental Team (IDT) meetings hosted by Finance and Administrative Services (FAS).
2. SPD's Fiscal staff will review all Direct Voucher and Blanket Contract vendors used on a regular basis to determine if WMBE vendors exist. Information about the availability of WMBE vendors will be provided to SPD's end users to obtain quotes for equipment, services and supplies.
3. Review and route appropriate centralized purchase requests to SPD purchasing staff to identify and obtain quotes from at least one WMBE vendor for direct voucher purchases.
4. Continue to send letters to identified WMBE vendors utilized to encourage registration with the City's Online Business Directory. Engage SPD Departmental purchasers to encourage WMBE providers of services to register with the City as well.
5. Ensure that appropriate Summit account coding is used when paying other governmental and non-profit agencies.
6. SPD's Grant and Contracting Unit will provide a list of WMBE vendors for end-users to contact when first approached about the need to generate a contract for Consultant Services.

Training

1. SPD will conduct training for staff who frequently make purchasing decisions on how to use the Online Business tool to search for WMBE vendors.

Outreach Events

1. Refer WMBE vendors to SPD staff to contact for quotes for purchasing and contracting decisions.
2. SPD representatives will attend the Regional Contracting Forum.

Consultant Inclusion Plan

1. SPD annual usage of Consultants is less than thirty and the value of contracts rarely exceeds \$305,000. All Consultant Contracts are routed centrally, therefore, we can ensure departmental adherence to the Mayor's recommended Consultant Inclusion Plan.

Consultant Prompt Pay Plan

1. SPD sets a percentage of 95% to pay all Consultant contract invoices within 30 days of receipt.



Carmen Best, Chief of Police
Seattle Police Department

21. Seattle City Light

City of Seattle WMBE Plans

TO

Edson I. Zavala, Policy Advisor for Economic Inclusion and Contracting Equity, Mayor's Office
Calvin Goings, Department Director, Finance and Administrative Services

FROM

Kara Williams, WMBE Program Manager

SUBJECT

2019 Seattle City Light WMBE Outreach Plan

INTRODUCTION

Seattle City Light ("City Light") is submitting this WMBE Outreach Plan in response to Mayor Durkan's request that each City department submit a 2019 WMBE Outreach Plan by February 28, 2019. The sections that follow respond in detail to the topics listed in the memo (dated January 31, 2019 sent out by Edson Zavala, Policy Advisor for Economic Inclusion and Contracting Equity) and will also include additional relevant information on the utility's WMBE program.

2019 DEPARTMENT REPRESENTATIVE

City Light's Women and Minority Business Enterprise Program Manager is Kara Williams. The position reports to the Manager of Performance Support Services within Corporate Performance and serves as the utility's dedicated WMBE representative. In 2018 Corporate Performance hired Joe Knapik, Data Analyst, whose duties include supporting the WMBE Program's data collection, integrity, and reporting.

2019 WMBE GOAL: 13%

City Light's aspirational goal in 2019 for combined consulting and purchasing expenditures is established at 13%.

PREVIOUS YEARS’ PERFORMANCE – AVERAGE 11%

In 2018 City Light achieved 18% for WMBE consulting spend, 7% for WMBE purchasing, and 22% for Job Order Contracting WMBE utilization. City Light has an additional \$1.5 million in tribal spend but does not receive credit for this expenditure. City Light’s combined consulting and purchasing ten-year average is 11% and City Light’s 2018 performance was on par with our average, which indicates that even during major capital and public works, City Light continues to find ways to increase the WMBE dollars spent.

From 2008 through 2018, the City’s percentage for WMBE consulting and purchasing has been 13%, while City Light’s combined percentage for the 2018 reporting period was 9% (See table on next page). City Light spent an average of \$16.3 million with WMBE firms over the 11-year period to achieve an average of 11%. In view of reduced capital programs and pressure to keep rates as low as possible, an aspirational goal of spending 13% with WMBE firms will present a challenge to the utility. The table below provides an 11-year depiction of City Light’s spending; consulting, purchasing, and the combined average of both.

Seattle City Light									
Year	Consultant			Purchasing			Combined Total		
	Total	WMBE	Percent	Total	WMBE	Percent	Total	WMBE	Percent
2008	\$24,606,007	\$2,800,993	11%	\$82,010,683	\$6,080,772	7%	\$106,616,690	\$8,881,765	8%
2009	\$26,997,357	\$3,003,344	11%	\$63,423,581	\$7,872,770	12%	\$90,420,938	\$10,876,114	12%
2010	\$14,047,637	\$1,464,121	10%	\$63,611,471	\$8,723,248	14%	\$77,659,108	\$10,187,369	13%
2011	\$15,105,695	\$2,058,583	14%	\$72,614,948	\$9,690,352	13%	\$87,720,643	\$11,748,935	13%
2012	\$17,779,900	\$1,917,083	11%	\$81,591,781	\$9,526,959	12%	\$99,371,681	\$11,444,042	12%
2013	\$26,625,468	\$3,990,428	15%	\$99,182,196	\$16,873,051	17%	\$125,807,664	\$20,863,479	17%
2014	\$31,297,335	\$5,314,716	17%	\$91,794,731	\$9,830,579	11%	\$123,092,066	\$15,145,295	12%
2015	\$36,806,801	\$4,045,050	11%	\$125,869,436	\$13,635,165	11%	\$162,676,237	\$17,680,215	11%
2016	\$35,868,730	\$4,454,599	12%	\$119,444,808	\$10,754,886	9%	\$155,313,538	\$15,209,485	10%
2017	\$33,815,540	\$3,165,944	9%	\$137,110,121	\$10,724,834	8%	\$170,925,661	\$13,890,778	8%
2018	\$26,796,842	\$4,866,764	18%	\$158,034,198	\$11,477,132	7%	\$184,831,040	\$16,343,896	9%
Average			13%			11%			11%

The following table summarizes the 2018 WMBE expenditures by contracting type as reported by FAS. The amounts below do not reflect second tier WMBE consultant spend made by City Light.

2018 City Light WMBE Performance			
Procurement Type	Total	WMBE	%WMBE
Consultant Contract	\$25,718,177	\$4,373,102	17.0%
Consultant Roster	\$1,078,665	\$493,662	45.8%
Non-Compliant Consultant	\$102,445	\$4,375	4.3%
Blanket Contract	\$144,096,057	\$10,926,497	7.6%
Department Purchase Order	\$5,137,200	\$374,414	7.3%
Direct Voucher	\$1,911,603	\$130,721	6.8%
Emergency Goods & Service Purchase	\$78,376	\$0	0.0%
Non-Compliant Purchase	\$599,486	\$21,535	3.6%
Purchase Order	\$6,889,339	\$45,500	0.7%
Total	\$185,611,347	\$16,369,806	8.8%

Other topics in City Light’s 2019 Outreach Plan detailed in the following sections provide information on new strategies that will guide City Light in its inclusion efforts for the year as the utility works to meet the goal.

A. Consulting

1. Native American Tribes and Firms

City Light contracts with several Native American tribes and tribal business enterprises for consulting services that include natural resource management and provision of electric power. Some of these expenditures are included in the WMBE reports from FAS. The tribal payments which are not captured in the 2018 WMBE performance table above are the Competitive Exception (DX) type payments. An additional total of \$1,517,039 was spent with tribal firms in 2018. City Light will continue meaningful WMBE outreach and inclusion efforts to Native American tribes.

2. Increase Use of Roster

In 2017 City Light committed to increasing WMBE consultant roster use in 2018. Because of this commitment City Light increased its roster utilization by 18 percentage points. In 2017 SCL WMBE consultant roster use was 27.7% and in 2018 SCL consultant roster use was 45.8%, as the table above shows. City Light will continue to encourage more use of the WMBE consultant roster contracting process. The consultant roster contracting process has the highest WMBE utilization percentage among all procurement types.

3. Subconsultant Payments in B2Gnow

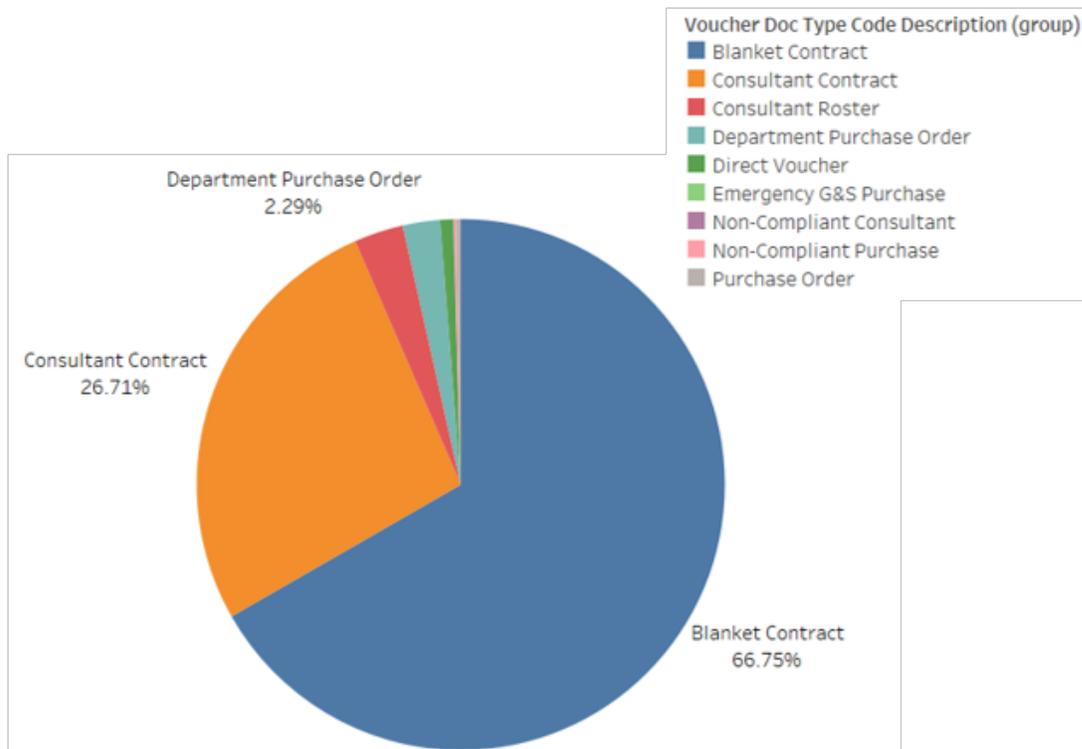
City Light monitors contract compliance and reporting on subconsultant data using B2GNow, a database designed to manage second tier utilization among other contract requirements. The department currently has 11 consulting contracts with WMBE inclusion plans that are entered into B2Gnow, with 46 work authorizations currently tracking and 34 separate WMBE firms receiving payments. In 2018, prime contractors paid \$333,176 to WMBE subconsultants. Contracts in B2Gnow will be closely monitored to ensure inclusion goals are on target for project completion.

B. Purchasing

1. Focus on Blanket Contracts

Over three quarters of the total 2018 consulting and purchasing dollars were spent through blanket contract purchases, as shown in the pie chart below. City Light will continue to encourage WMBE inclusion when new blanket contracts are signed (there is a WMBE signature required) and when contracts are up for rebid (FAS typically asks for suggestions of WMBE firms to include in outreach about the contract). Because of this focus, FAS and City Light conducted specific outreach for a Blanket Contract Marine Vessel Parts and Repair Request for Proposal. The contract was awarded to CETS, a minority-owned firm sponsored by City Light’s Technical Assistance Program in partnership with the University of Washington. City Light’s WMBE blanket contract spend increased by \$1.2 million from the previous year.

2018 % Department Spending by Document Type



2. Analyze Purchases

The City Light WMBE Program will work with the Power Supply Business Unit to identify those blanket contracts that may have opportunity for manufacturer and WMBE distributor partnership. Identifying manufacturer/WMBE distributor partnerships would significantly increase WMBE spend for City Light. The Department will explore distributor partnerships for transformers, breakers, and panels, in which City Light spends millions. Applying the average spend for the Department, 11% WMBE participation would increase the WMBE purchase overall spend.

C. Additional Outreach

Participate in business outreach events throughout the year. City Light's commitment to Women and Minority businesses includes commitment to community outreach. The purpose of this outreach is to provide the consultant and construction community information about upcoming business opportunities within the Department. Events can be targeted to specific professional organizations as well as to the overall population. The utility attends the following nine events annually:

1. SPU Annual Architectural and Engineering Opportunities Forum
2. Alliance Northwest
3. Regional Contracting Forum
4. Reverse Vendor Trade Show
5. Construction CIP Expo
6. North Puget Sound Small Business Summit
7. City Light's Social Justice Equity Fair
8. U.S. Army Corps of Engineers Small Business Fair
9. LGBTQ Business Matchmaker

C. Internal Reporting and Communication

Provide information to management. Share WMBE utilization data and success stories. Encourage:

- Soliciting bids from multiple firms, including at least one WMBE;
- Including minority owned firms as well as firms owned by white women (there is a disparity);
- Contacting the WMBE Program Manager early so that we can assist with identifying WMBE firms;
- Inviting the WMBE Program Manager to present at public works & consulting pre-bid meetings;
- Unbundling large contracts so that small firms and WMBE firms can bid on smaller contracts;
- Participation in WMBE outreach events;

Continue work to create an interactive, visual WMBE utilization report in Tableau, which will provide convenient access to WMBE payment details and progress toward commitments.

D. Technical Assistance

The partnership with the University of Washington was expanded in 2018, with the addition of the Small Business Certificate Technical Assistance Program. This addition was done in direct response to the small business community's feedback to the City Light WMBE Program Manager. In 2018 the Department provided technical assistance to 20 businesses. There were 11 small and micro businesses that attended the UW Small Business Certificate Program, 5 businesses attended the Business Growth Collaborative (BGC), and 4 completed the Minority Business Executive Program. Ninety percent of the

small businesses have bid on contracts for the City and 70% of those businesses have gained opportunities prior to, while and after attending the UW Program. Seventy-five percent of BGC businesses have won large contracts with the City and other private corporations. The City Light consulting contract with the University is yielding great results, while gaining national recognition.

Beginning in June 2016, City Light entered a three-year Memorandum of Agreement (MOA) with the University of Washington Consulting and Business Development Center. The MOA defines the partnership and demonstrates a commitment to increasing inclusion of businesses that can operate in the electric utility sector. Some of the over-arching goals for this partnership are to increase awareness of the City's Equity in Contracting policy within the minority and women-owned business community, while providing technical assistance.

City Light currently partners with the University of Washington Consulting and Business Development Center on four different programs. The programs are as follows:

1. Small Business Certificate Program – This program is designed to improve the business knowledge, skills, and leadership abilities of WMBE entrepreneurs. The purpose of the program is for these businesses to learn business fundamentals; leadership, strategic thinking, and problem-solving abilities.
2. Minority Business Executive – This program is designed to assist minority and women business leaders in facing current business challenges. This is a one-week intensive residential program which features an interactive curriculum focused on finance and accounting leadership; marketing and brand strategy; relationship marketing and strategic thinking.
3. Business Growth Collaborative – This program is a six-month-long program that provides management education designed to accelerate the growth of small to medium sized businesses in specific industry clusters. Collaborative participants meet four times per month for six months to engage in management education and growth plan development.
4. Business Management Consulting – This program is a cohort-based program aimed at improving the bottom line and stimulating new growth. During this program UW students and professional mentors work side-by-side with business owners from under-served communities on projects with time frames ranging from one week to nine months.

In September of 2018, City Light hosted the University of Washington and seven jurisdictions to highlight the UW/City Light technical assistance partnership. The partnership has gained national recognition because of the benefits it provides to the businesses that attend the program. The benefits include business-to-students' participation through the consulting and business school and direct access to the financial partners that also support the technical assistance program. Those partners include Key Bank, Chase Bank, Harbor Stone Credit Union and Craft 3. The financial institutions are working with participating businesses to provide working capital, thereby increasing the amount of leverage as well as bonding capacity. This benefit allows these companies to bid on larger jobs and hire more employees, thus growing their business.

E. Department Training

Currently the WMBE Program is developing a training program for staff. The training will be two hours and the Cornerstone training portal will be used to deliver the training to the entire City Light staff. The WMBE and RSJI Program Managers are collaborating on the training and the WMBE Program Manager is currently discussing the delivery method with City Light Workforce Equity Division. The first hour will provide a historical perspective and the second hour will provide City Light staff with strategies for increasing the Department's WMBE utilization.

PROMPT PAY

In 2019 City Light will strive to achieve the City's goal of 80%. In 2018, City Light made 80% of payments on-time. City Light has significantly improved on-time payment to consultants over the past few years, from 19.5% in 2015 to 85% in 2017 according to FAS' Prompt Pay Report. The long-term goal is to achieve 100% prompt payment for consultant invoices. Although the department has made progress toward this goal, hundreds of consultant payments were late in 2018 due to implementation of the PeopleSoft 9.2 system. While prompt payment is important to all types of firms, small firms, including some WMBE firms, may be more significantly impacted by late payment. To improve the cycle time for consultant payments, City Light will continue to focus on the root causes that delay payments.

JOB ORDER CONTRACTS (JOC)

City Light used \$631,550 of the \$2 million allocated with both JOC Contractors in 2018, in which 22% of the spend or \$141,487 of the \$2 million was paid to WMBE firms from the JOC contracts. At the end of April 2019, the allotments available for use by City Light resets at \$1 million for each contractor.

In 2019 City expects to use approximately \$1.16 million in JOC to complete the projects listed below. City Light anticipates the following JOC projects:

1. 5321 S. Bangor Street Vaults and Ducts (Creston-Nelson Substation). Estimated project budget is \$250,000.
2. 10868 E. Marginal Way Duct Banks (Police Academy). Estimated project budget \$150,000.
3. Broad Substation Paving. Estimated budget is \$160,000. The project is 7,000 square feet of asphalt.
4. Customer Energy Solutions is expecting to rely heavily on the JOCs to install public electric vehicle fast charging stations. Estimated total cost is \$600,000.

22. Seattle Department of Construction & Inspections

City of Seattle WMBE Plans



MEMORANDUM

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

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

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

DATE: February 26, 2019

SUBJECT: SDCI 2019 WMBE Goals and Outreach Plan

The Seattle Department of Construction and Inspections (SDCI) is committed to ending racial disparities in contracting and purchasing. We will attempt to improve upon our WMBE utilization rate for purchasing and repeat our rate for consultant contracting from last year. Below, pursuant to the Mayor's Executive Order and SMC 20.42.60, we have identified SDCI's 2019 purchasing and consulting goals and annual work plan.

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

2019 Goals: Our 2018 WMBE utilization rates were 37.79% for purchasing and 12% for consulting. SDCI's consulting WMBE utilization rate is lower than the goal due to Engineering Services Peer Review contracts, which are high-value pass-through contracts. For 2019, SDCI's aspirational goals remain the same as last year: 22% for purchasing and 42% for consulting. Dollar amounts would be approximately \$221,000 for purchasing, and \$494,000 for consultant contracting if we reach our goals. SDCI WMBE utilization rates are lower due to fewer available WMBE consultants in the market for SDCI consultant contracts, especially in engineering and skilled trades. We will make our best efforts to promote and increase WMBE utilization rates in these consultant areas.

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

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

Implementing Prompt Pay: SDCI has increased efforts to communicate the importance of prompt payment for general goods and non-consultant vendors, as well as for consultants. SDCI adheres to using updated contract boilerplate templates that include prompt pay requirements. SDCI commits to increasing efforts to release payment within 30 days of a proper invoice. For 2018, our dept. 4th quarter prompt pay percentages

were: 1% Total Contracts paid after 30 days of invoice, and 6% late for Consultant Roster invoices, and 0% late for Consultant Contracts. SDCI Accounts Payable is diligently working with vendors and consultants to send timely invoices, and with payment authorizers to timely approve invoices and forward to meet invoice payment due dates. We will promote prompt pay and seek to remedy payments that are not timely.

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

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

23. Seattle Department of Human Resources

City of Seattle WMBE Plans



2019 SEATTLE DEPARTMENT OF HUMAN RESOURCES

WMBE OUTREACH PLAN

Department Representative for 2019:

Kimberly Breland

2019 Voluntary Target for Seattle Department of Human Resources (SDHR):

For 2019, the Seattle Department of Human Resources (SDHR) has established a voluntary Woman and/or Minority Business Enterprises (WMBE) utilization goal of fifty percent (50%) for Consulting and twenty-five percent (25%) for Purchasing.

Voluntary 2019 WMBE Targets

Consulting	50%
Purchasing	25%

Introduction:

Policy Statement

In accordance with Ordinance 119603, Executive Order 2010-05: Outreach to Women and Minority Businesses, “Equality in Contracting” Ordinance 121717 codified under Seattle Municipal Code Chapter 20.42, and Executive Order 2014-03: Equity in City Contracting, the City of Seattle encourages all of its departments to be inclusive of underrepresented business communities, and strives to use all legal means to see that minority-owned and women-owned businesses do not face unfair barriers in their competition for city contracts and in their successful performance of those contracts.

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

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

2019 SDHR WMBE OUTREACH PLAN

The 2019 Outreach Plan summarizes past performance and new strategies that will guide the Seattle Department of Human Resources (SDHR) in its inclusion efforts for the year.

SDHR's 2018 WMBE Utilization Performance

SDHR 2018 WMBE % Target and Actual Utilization

	2018 WMBE Goal %	2018 WMBE Actual %	2018 WMBE Total \$
Consultant	50%	49%	653,524
Purchasing	25%	2%	174,808
Grand Total		9%	828,331

SDHR 2018 Performance Summary

WMBE Status	Consultant			Purchasing			Grand Total
	Consultant	Consultant Roster	Total Consultant	Blanket	Direct Voucher	Total Purchasing	
WMBE	418,629	234,895	653,524	174,808		174,808	828,331
Non-WMBE	596,144	94,716	690,860	7,351,724	111,074	7,462,798	8,153,658
Grand Total	1,014,773	329,611	1,344,384	7,526,532	111,074	7,637,606	8,981,989

SDHR 2018 Performance by Fund

WMBE	Industrial			Grand Total
	Gen Fund	Healthcare	Insurance	
Consultant	470,528	0	182,995	653,524
Purchasing	72,228	16,715	85,865	174,808
TOTAL	542,756	16,715	268,860	828,331

2018 SDHR Consultant / Services & Purchasing WMBE Utilization Summary:

In 2018, SDHR saw a marked increase in Purchasing spend as opposed to previous years. This was due in large part to a blanket contract entered into in mid 2017 with a Workers' Compensation third party administrator (Corvel) who pays medical providers and is reimbursed by SDHR. Previously these payments were paid directly by SDHR and were not captured on this report. The new agreement with Corvel along with the transition to PS 9.2, resulted in these costs being improperly included in this report in 2018. Excluding the payments of approximately \$6.9M to Corvel, SDHR's WMBE Purchasing utilization rate is at 25%, the target

2019 SDHR WMBE OUTREACH PLAN

we had set at the beginning of the year. For 2019, Corvel’s costs will be properly coded and therefore, will not be included in this report going forward.

With the removal of the costs related to the Corvel blanket contract, SDHR’s total utilization of WMBE suppliers through combined consultant and purchasing contracting in 2018 was 40%. This shows that SDHR is committed to and strives to meet the City’s goal to be inclusive of underrepresented business communities in our contracting and purchasing process.

SDHR WMBE Utilization For Consultant / Services and Purchasing for Period 2005-18

Seattle Department of Human Resources (SDHR)

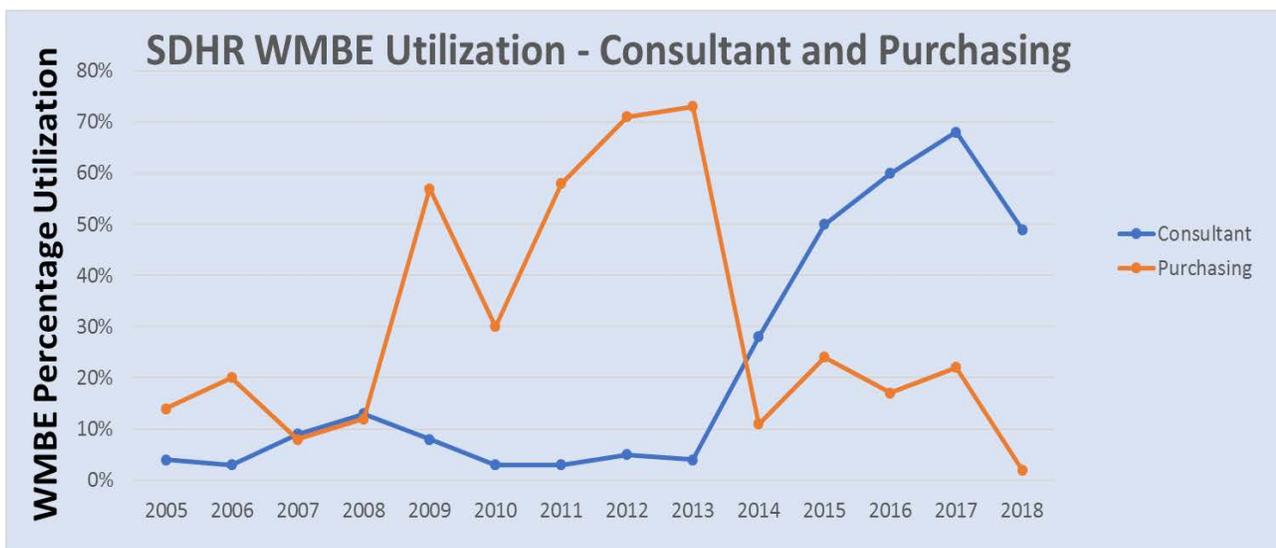
WMBE Utilization - Consulting and Purchasing

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

2019 Goals
Purchasing = 25%
Consultant = 50%

Notes:

- 2018 year to date spend through 12/31/2018
- Produced by CPCS/FAS on 1/8/2019
- Source: Standard Summit Reports



2019 SDHR WMBE OUTREACH PLAN

Outreach Events

In 2018, the major area of spending on the Consultant side was for executive recruitment services. In 2019, we will look more in depth at this particular set of services with the goal of identifying two (2) to three (3) viable WMBE providers we can utilize.

Strategies to Achieve Goals

As the City continues to grow as an equitable workplace, SDHR's contracting team is working to operationalize equity in contracting by consideration of WMBE firms whenever possible. Having worked with WMBE firms in various capacities in the recent past and establishing relationships with them, we now have a list of WMBE firms with whom we can engage as opportunities arise.

In addition, contracting staff will continue to include at least one WMBE firm when asked for recommendations for consultants for new projects or contracts, including firms we have not worked with in the past. SDHR will also continue to require all consultants contracting with our department to undergo RSJI training except those who can demonstrate having taken equivalent training within the last three (3) years.

Consultant Prompt Pay Strategies

The table below shows SDHR's prompt payment performance in 2018 for consultants.

SDHR Prompt Pay Performance

Quarter	Consultant Roster			Consultant Contracts			Grand Total		
	# Invoices	# Late	% Late	# Invoices	# Late	% Late	# Invoices	# Late	% Late
1	3	0	0%	10	0	0%	13	0	0%
2	7	0	0%	19	0	0%	26	0	0%
3	7	0	0%	38	0	0%	45	0	0%
4	10	0	0%	21	0	0%	31	0	0%
Total	27	0	0%	88	0	0%	115	0	0%

In 2018, 100% of SDHR payments to consultants were paid within 30 days of invoice receipt, with 92% paid within 7 days. Given our success, we will strive to pay at least 99% of our invoices on time in 2019.

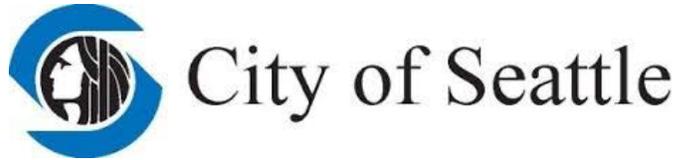
Payment authorization in SDHR occurs mostly at the Executive Team level as well as a small group of upper level management. As in 2018, the WMBE advisor will continue to communicate our Prompt Pay goal to this team as well as report on each division's performance on a quarterly basis.

2019 SDHR WMBE OUTREACH PLAN

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

24. Seattle Department of Transportation

City of Seattle WMBE Plans



2019 SEATTLE DEPARTMENT OF TRANSPORTATION

WMBE OUTREACH PLAN

Department Representative for 2019:

Viviana Yolanda Garza

2019 Voluntary Target for Seattle Department of Transportation:

For 2019, Seattle Department of Transportation (SDOT) has established a voluntary Woman and/or Minority Business Enterprises (WMBE) utilization goal of thirty percent (30%) for Consulting and nineteen percent (19%) for Purchasing.

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

Voluntary 2019 WMBE Targets	
Consulting	30%
Purchasing	19%

Introduction:

Policy Statement

In accordance with *City of Seattle Ordinance #119603 “An Ordinance Directing City Departments To Use Available Tools To Promote Race And Gender Equity In Contracting”*, *City of Seattle Ordinance #121717 “Equality in Contracting”* codified under *Seattle Municipal Code Chapter 20.42*, *Executive Order 2010-05: Outreach to Women and Minority Businesses*, and *Executive Order 2014-03: Equity in City Contracting*, the City of Seattle encourages all of its departments to be inclusive of underrepresented business communities, and strives to use all legal means to see that minority-owned and women-owned businesses do not face unfair barriers in their competition for city contracts and in their successful performance of those contracts.

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

City of Seattle policy requires each city department to develop an annual WMBE outreach plan to provide opportunities for minority-owned and women-owned businesses to gain City contracts and purchasing opportunities. This 2019 WMBE Outreach Plan briefly explains past performance and highlights strategies that will guide SDOT in its inclusion efforts for the year.

Viviana Y. Garza, Interim WMBE Advisor of the SDOT Office of Equity & Economic Inclusion, will serve as the Department’s representative for the City’s WMBE Initiative.

SDOT’s 2018 WMBE Utilization Performance at a Glance

Background

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

The following is a summary of WMBE participation in Consulting and Purchasing for the recently completed year, FY2018. A notable initiative for the department has been the implementation of work associated with the Move Seattle Levy. Incidentally, the Move Seattle Levy has a WMBE Goal of 23% for the entirety of the work which will span over 9 years.

As in years past, the consultant roster program – which is a simplified contracting tool for professional consultant services valued between \$52K - \$305K – has yielded significant success for enabling WMBE firms to access SDOT contracts.

Figure 1 below illustrates SDOT’s 2018 consultant and purchasing payments in comparison to 2017.

2018 vs 2017 Performance Summary						
Procurement Type	2017 Performance			2018 Performance*		
	Total	WMBE	% WMBE	Total	WMBE	% WMBE
Consultant Contract	\$42,464,337	\$8,118,724	19%	\$35,085,791	\$12,803,499	36%
Consultant Roster	\$4,098,356	\$2,818,194	69%	\$2,172,233	\$1,627,293	75%
Consultant Total	\$46,562,693	\$10,936,918	23%	\$37,258,025	\$14,430,792	39%
Blanket Contract	\$25,470,223	\$3,930,865	15%	\$21,391,886	\$4,004,925	19%
Purchase Contract	\$675,543	\$61,678	9%	\$262,649	\$109,377	42%
Direct Voucher	\$1,941,127	\$220,457	11%	\$1,517,396	\$302,024	20%
Purchasing Total	\$28,086,893	\$4,213,000	15%	\$23,171,931	\$4,416,326	19%

Data is sourced from the City of Seattle PeopleSoft financial system. Figures are rounded to the nearest whole number where applicable. 2018 YTD figures represent payments made to prime contract holders and do not include dollars paid to subconsultants. Moreover, the data also includes payments made under federal contracts subject to the Disadvantaged Business Enterprise Program and payments made to non-profit firms. Dollars not shown include, but are not limited to, payments representing Emergency, Non-Compliant contract expenditures, and DX category payments.

*2018 SDOT Performance is sourced from PeopleSoft 9.2. The City of Seattle’s Department of Finance and Administrative Services will produce a report with finalized numbers that may show updated information.

Key Take-aways:

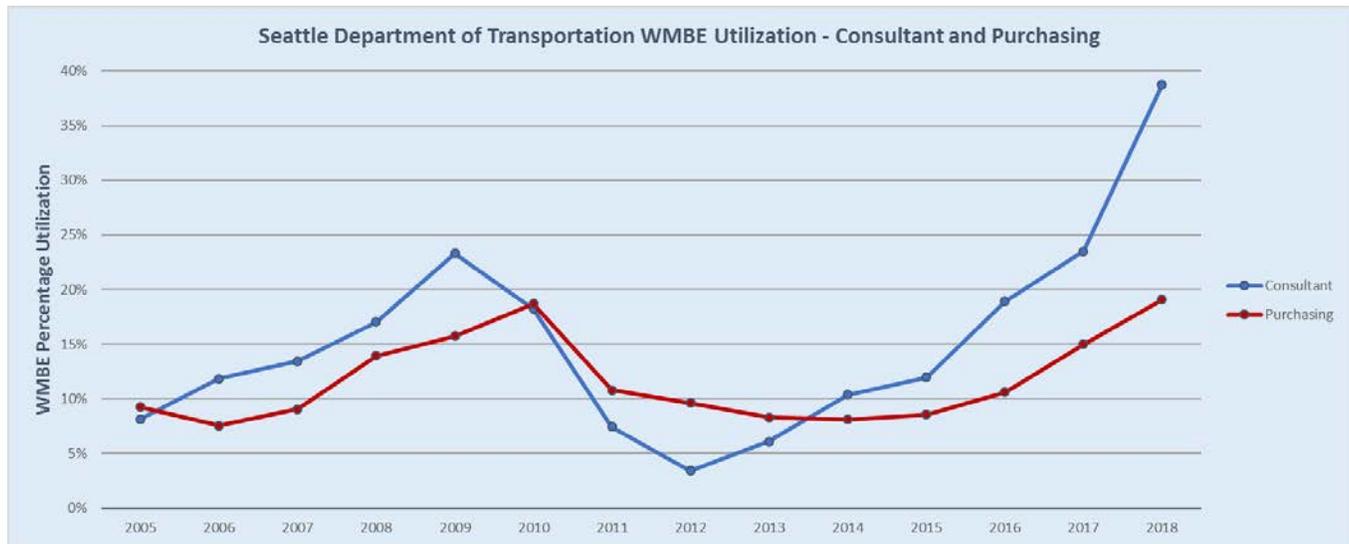
- **SDOT increased the overall amount of dollars paid to WMBE vendors in both Consulting & Purchasing**
- **Even with a decrease in consultant contract expenditures, SDOT made significant progress on increasing dollars paid to WMBE firms in consulting by \$3.5M**
- **Non-WMBE dollars also include expenditures with Non-Profit firms which amounted to approximately \$662,000 dollars in 2018**

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

Year	Consultant			Purchasing		
	Total	WMBE Total	Consultant	Total	WMBE Total	Purchasing
2005	\$ 9,849,381	\$ 804,282	8%	\$ 13,321,858	\$ 1,232,248	9%
2006	\$ 10,843,842	\$ 1,285,022	12%	\$ 19,469,184	\$ 1,466,150	8%
2007	\$ 20,804,704	\$ 2,795,622	13%	\$ 18,738,520	\$ 1,699,373	9%
2008	\$ 33,940,734	\$ 5,786,369	17%	\$ 20,241,795	\$ 2,818,193	14%
2009	\$ 31,218,589	\$ 7,275,742	23%	\$ 20,333,302	\$ 3,203,383	16%
2010	\$ 31,398,103	\$ 5,732,694	18%	\$ 16,846,679	\$ 3,149,867	19%
2011	\$ 41,452,629	\$ 3,082,499	7%	\$ 12,298,217	\$ 1,327,187	11%
2012	\$ 46,666,231	\$ 1,599,794	3%	\$ 14,319,076	\$ 1,379,690	10%
2013	\$ 50,220,261	\$ 3,064,473	6%	\$ 22,976,013	\$ 1,908,654	8%
2014	\$ 53,715,748	\$ 5,581,000	10%	\$ 30,523,886	\$ 2,479,122	8%
2015	\$ 47,107,117	\$ 5,637,004	12%	\$ 31,332,525	\$ 2,682,895	9%
2016	\$ 47,575,840	\$ 8,996,847	19%	\$ 32,257,646	\$ 3,416,214	11%
2017	\$ 46,562,693	\$ 10,936,918	23%	\$ 28,086,893	\$ 4,213,000	15%
2018	\$ 37,258,025	\$ 14,430,792	39%	\$ 23,171,931	\$ 4,416,326	19%

SDOT 2018 Goals
Purchasing = 15%
Consultant = 23%

Note: In 2018, SDOT spent \$3.56M on WMBE subconsultants which is not reflected in these metrics. Also not reflected is the 24% WMBE utilization goal on Move Seattle Levy projects. Notable spend to Non-Profits is \$662,000 in 2018 which will not be reflected in this WMBE utilization metric.



Key Take-aways:

- On linear trend, for 2018 SDOT has yielded a percent increase in both Consulting and Purchasing from 2017, exceeding the 23% Consultant WMBE Goal at 39% and Exceeding the 15% Purchasing WMBE Goal at 19%
- In line with change management practices, SDOT will continue to set aggressive aspirational goals for the department
- Per City of Seattle performance guidelines, at this time Consultant and Purchasing metrics only include prime contractor performance and are not inclusive of WMBE subcontractor dollars

Performance Considerations:

The City's influence over spend categories varies per federal, state, and municipal code. To date, metrics of departmental WMBE performance are limited to prime level participation as denoted in PeopleSoft 9.2 – the City's financial system of record.

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

Subcontractor Spend – Inclusion Plan Performance

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

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

This lack of credit for subcontractor spends is attributed to the fact that the official performance measures are sourced from the PeopleSoft 9.2 financial system and thus only reflects prime contractor performance.

In 2016, the City of Seattle implemented a policy directing all departments to capture, manage, track and monitor subcontractor commitments as denoted in Inclusion Plans in a uniform manner through the B2GNow online diversity compliance reporting system. This implementation is expected to eventually phase out the manual tracking of subconsultant contract commitments as contracts executed prior to 2016 come to a close.

While dollars associated with subconsultant commitments are not readily added to the observed department performance. These represent significant progress towards capacity building and inclusion of Woman- and Minority-Owned Businesses.



\$3.6M

Dollars paid in FY2018 to WMBE firms that were subconsultants on SDOT contracts with Inclusion Plans in 2018*

*\$2.4M was attributed to Minority Business Enterprises (MBE) and the remaining \$1.2M was attributed to Woman Business Enterprises (WBE). The amount to subconsultants is less than prior years due to the Office of the Waterfront contracts no longer being tracked by SDOT, but instead by their WMBE lead.

Disadvantaged Business Enterprise (DBE) Dollars

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

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

Moving into 2019, SDOT will continue to leverage the B2Gnow contract compliance software to also monitor prompt payment on federally funded contracts.

Sole Source Procurements

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

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

An example of a sole source purchase is **LTK Consulting Services, Inc.** contract for streetcars which amounted to \$15,100 in non-WMBE dollars for Consulting in FY2018.



\$15K

Non-WMBE dollars associated with a Sole Source Purchase with LTK Consulting Services, Inc. in 2018

Large Projects/Purchases

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

Examples of large purchases include the **IPS Group, Inc.**, a contract for parking station services, which amounted to approximately \$2,501,670 in non-WMBE dollars for Purchasing in FY2018; **Pay by Phone Technologies, Inc.** contract for parking which amounted to approximately \$510,172 in non-WMBE dollars for Purchasing in FY2018; and **LTK Consulting Services, Inc.** contract for streetcar services which amounted to approximately \$239,658 in non-WMBE Dollars for Consulting in FY2018.

\$3.3M

Non-WMBE dollars associated with parking purchases with **IPS Group, Inc.**, **Pay by Phone Technologies, Inc.**, and **LTK Consulting Services, Inc.** in FY2018

Change Management

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

Inclusion Plan Monitoring

FY2018 featured continued emphasis for support and enforcement of the City of Seattle Inclusion Plan utilized in Public Works, Consulting, and Purchasing contracts.

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

SDOT has strengthened collaboration with the Finance & Administration Central Purchasing & Contract Services (FAS-CPCS) Division to bolster monitoring and performance expectations for SDOT Public Works contracts. The SDOT Office of Equity & Economic Inclusion Interim WMBE Advisor has set up recurring monthly check-ins with FAS-CPCS and SDOT contract management staff to increase the visibility of inclusion performance and coordinate action on commitments. This will practice will continue into 2019.

Core Initiatives

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

Standardization of Procedures & Practices

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

Scoping – Unbundling/Scope Review

The SDOT Office of Equity & Economic Inclusion Interim WMBE Advisor is a member of SDOT steering committee meetings, which convene before 10% design completion to solicit WMBE inclusion and Race and Social Justice Initiative (RSJI) Toolkit review and analysis.

Information Availability & Transparency

SDOT will continue to prioritize advance notice of contracting opportunities and staff accessibility for WMBE firms for 2019 as introduced in 2015.

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

Engagement / Outreach: External

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

The Department will continue its focus on practices and processes to change the culture of the Department and equip staff with the tools and training necessary to pursue and foster WMBE inclusion.



External Training/ Info-Sessions

Working with SDOT

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

SDOT hosted two (2) **Working with SDOT** events in FY2018. These events were held on the following dates:

June 14, 2018
Working With SDOT: Move Seattle

October 18, 2018
Working With SDOT: Ready to Prime



In FY2018, SDOT hosted events providing emphasis on various emerging topics. For the March event, *Working With SDOT: Move Seattle*, the focus was on outreach for upcoming Move Seattle Levy contracting opportunities. For the October event, *Working With SDOT: Ready to Prime*, the focus was on providing tools, resources, tips, and strategies to be successful as a prime with SDOT and the City of Seattle, particularly for firms looking to make the transition from subconsultant to prime consultant. Following up on the successful October event, on November 15, the Interim WMBE Advisor, Viviana Garza, also held a webinar discussing how to do business with the City of Seattle and upcoming SDOT project opportunities in collaboration with the Washington Procurement Technical Assistance Center.

For 2019, we once again anticipate holding *Working with SDOT* events. Prospective events include, but are not limited to:

2019 PLANNED SDOT HOSTED OUTREACH EVENTS*	
May 17, 2019	Working With SDOT: Move Seattle
September 6, 2019	Working With SDOT: Ready to Prime / Connecting the DoTs

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

Outreach to Immigrant, Emerging, WMBE, Micro Businesses

In addition to the larger SDOT hosted *Working with SDOT* outreach events and participation in community events, SDOT launched workshops to connect with startup, small, WMBE and immigrant firms to build bridges to work with SDOT and the City of Seattle. In 2019, the department will continue these workshops and plans to engage with more communities.

December 11 & 12, 2018
Intro to the City of Seattle (Spanish):
Central District

Introduction to the City of Seattle (En Español)
In collaboration with the Mayor's Office, the City of Seattle FAS, the City of Seattle Public Library, and Ventures, SDOT implemented a series of workshops in Spanish named '*How to Do Business with the City of Seattle.*' This year, we expanded the sessions to include information from the other capital departments – Seattle Public Utilities and Seattle City Light.

The SDOT Interim WMBE Advisor, Viviana Garza, in collaboration with the Policy Advisor for Economic Inclusion & Contracting Equity for the Office of Mayor Jenny A. Durkan, Edson I. Zavala, and the FAS CPCS Social Equity Advisor, Carmen Kucinski, performed outreach, translated material, and led the information sessions in Spanish for community firms.



The Policy Advisor for Economic Inclusion & Contracting Equity for the Office of Mayor Jenny A. Durkan, Edson I. Zavala. Spanish language outreach. Interview 12/7/2018. KUNS Univision Seattle, Sinclair Broadcast Group, Inc.

Engagement / Outreach: Internal

SDOT Staff Training – WMBE Advocate Curriculum



SDOT continues to implement the WMBE Advocate Program to promote contracting inclusion and make staff aware of available tools. Once participants complete the courses, they receive WMBE Advocate recognition by the Department Director, Sam Zimbabwe, and obtain a WMBE Advocate Pin. In 2018, SDOT held two *WMBE Advocate Sessions (3 Courses a Session)*. SDOT recognized 10 new WMBE Advocates, with 24 WMBE Advocate Renewals. At present, there are 79 WMBE Advocates in SDOT.

The WMBE Advocate Series consists of courses on the following three (3) pillars:

RSJI: Contracting Equity

WMBE Program Vision for Seattle

Inclusion Responsibilities for SDOT and available tools to impact processes



The SDOT WMBE Advocate Training Curriculum will continue into 2019. Implemented in 2017 was the ***WMBE Advocate Renewal*** course which enables existing advocates to stay current on their skills and contribute to the WMBE Program by sharing their experiences and providing feedback on what has been successful and what areas might need more attention.

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

Key Procurement Procedures

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

Below are key procurement procedure updates that will continue into FY2019:

Proactive Availability Review

A significant challenge identified in promoting WMBE inclusion within consultant contracting and purchasing is the limited timeframe for impact on procurement vehicles aside from formally solicited consultant contracts that enable the incorporation of an Inclusion Plan. With the collaboration of FAS-CPCS and the SDOT Contracts & Procurement Unit, the former SDOT Office of Equity & Economic Inclusion Manager prompted the revision of the Consultant Contract Request Form and Internal Request Form (IRF) to capture WMBE availability review prior to contract request.

Given that the pivotal point in influencing most procurement is restricted to the initiation of the process, questions were embedded into the request process to require assessment of WMBE availability and identification of potential restrictive specifications and/or barriers. With the continued strengthening of these relationships and continued evaluation of the Department's procurement processes, WMBE review and analysis will be further strengthened in 2019.

Consultant Contract Inclusion Plan Scoring

For eligible consultant contracts, the Inclusion Plan can encompass 10 points out of the 100 total available evaluation points. For 2019, the SDOT Office of Equity & Economic Inclusion Interim WMBE Advisor will provide oversight/guidance for standardization and consistency.

Consultant Contract Pre-Submittal Standardization

In FY2018 the former SDOT Office of Equity & Economic Inclusion Interim WMBE Advisor provided an active role in disseminating WMBE Inclusion information and expectations to prospective respondents at pre-submittals. The SDOT Office of Equity & Economic Inclusion Interim WMBE Advisor has a standing role in these events. For 2019, the SDOT Office of Equity & Economic Inclusion Interim WMBE Advisor will continue active participation in pre-bids.

Strategies and Outreach Efforts to Achieve Goals

Consulting

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

WMBE Availability Assessment at Procurement Request

SDOT has a policy and practice to require WMBE availability assessment at the beginning of all procurement requests. Aside from providing an opportunity at the most influential point in procurements, this practice enables the Department to identify service areas that lack WMBE representation thereby providing direction and focus for engagement. The Consultant Contract Request Form has been updated to require evaluation of WMBE availability at request to include a listing and potential parameters that may inhibit WMBE participation. Moving into 2019, this analysis will continue to be formalized.

Scoping of Projects: Contract Unbundling and Sizing

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

Accessible Procurement Method: Roster Procurements

The total dollars associated with Consultant Roster procurements represent only a small portion SDOT consultant dollars; however, Consultant Roster WMBE dollars represent over 11% of the department's overall WMBE performance in consulting. The Roster is an important tool for WMBE inclusion given the simplified and expedited nature of the procurement process and reduced documentation it requires from respondents. For 2019, SDOT will continue to maximize the use of this contracting tool and look for ways to facilitate the contracting process.

**Continued Emphasis on
WMBE Subcontractor
Goal Monitoring**

SDOT will strengthen WMBE goal tracking and monitoring. Presently, primes are required to complete and submit subcontractor utilization on projects with WMBE subcontracting goals. This information is used to compile the WMBE Utilization Compliance Report that is presently reviewed by the SDOT executive team. Moving into 2019, SDOT will continue implementation of electronic contract monitoring through the B2GNow diversity compliance system.

**Notification of Upcoming
Opportunities:
Anticipated Projects
Sheets**

SDOT will continue to promote collaboration and coordination between divisions to produce anticipated work opportunity information and disseminate it through the SDOT WMBE website and community organizations.

**Focused Networking:
Matchmaking Events**

The SDOT Office of Equity & Economic Inclusion Interim WMBE Advisor will coordinate matchmaking events between community WMBE firms and SDOT Project Managers and staff to facilitate connections between Department needs and firms that can potentially fill those needs. This will include the *Working with SDOT* series events and industry specific workshops.

Purchasing

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

**WMBE Availability
Assessment at
Procurement Solicitation:
WMBE Analysis in IRFs**

Continuing into 2019, SDOT Office of Equity & Economic Inclusion WMBE Advisor signature is needed on request forms to process a new purchase request – this has been a successful tool in prompting WMBE analysis. Aside from providing an opportunity for impact at the most influential point in procurements, this will enable the Department to identify purchasing areas that lack WMBE representation thereby providing direction and focus for engagement.

Upcoming Opportunities Notifications

Given that the Blanket Contract is the primary tool for purchasing and the most significant in dollar usage among most divisions, SDOT will coordinate with FAS to ensure WMBE firms are alerted to opportunities to engage in Blanket Contracts. This coordination will focus on providing information regarding what Blanket Contracts SDOT uses the most, and connecting the WMBE community with how to establish and/or become engaged in a Blanket Contract when they become eligible to renew.

Focused Networking: Matchmaking Events

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

Public Works (Construction)

Per Seattle Municipal Code, FAS oversees the evaluation, award, management, administration, WMBE utilization, and enforcement for SDOT's public works projects. Moving forward in 2019, SDOT will continue to engage with FAS in inclusion efforts for SDOT projects, which will include an active role in DBE and related inclusion processes.

Outreach for Upcoming Opportunities

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

Continued Emphasis on WMBE Subcontractor Goal Monitoring

SDOT will support FAS in the tracking and monitoring of Public Works WMBE Goals and subcontractor commitments. Moving into 2019, SDOT will continue the interdepartmental monthly check-ins on WMBE performance.

Move Seattle Levy

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

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

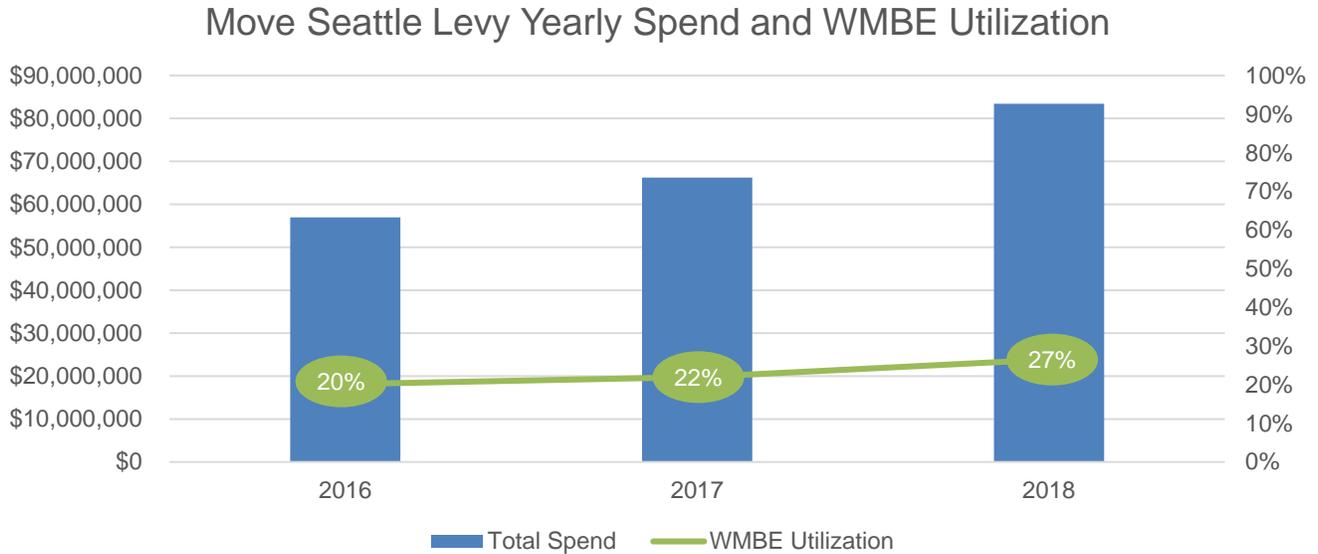
Below is a table depicting the dollars spent within the Move Seattle Project Portfolio. The total spend from 2016-2018 using only Move Seattle Levy funds is \$210.7M. With the addition of other funds, including grants, partnerships, and local sources (such as Commercial Parking Tax and Real Estate Excise Tax), SDOT has spent \$419.3M on the Move Seattle Project Portfolio in total. For more information, please refer to the Move Seattle Levy Annual Report which will be released Q2 2019.

	MOVE SEATTLE	ALL FUNDS
2018 PLANNED TOTAL SPEND	\$ 92.8 M	\$ 190.0 M
2018 ACTUAL TOTAL SPEND	\$ 81.9 M	\$ 165.9 M
TOTAL SPENT TO DATE, LIFE OF LEVY (2016-2018)	\$ 210.7 M	\$ 419.3 M

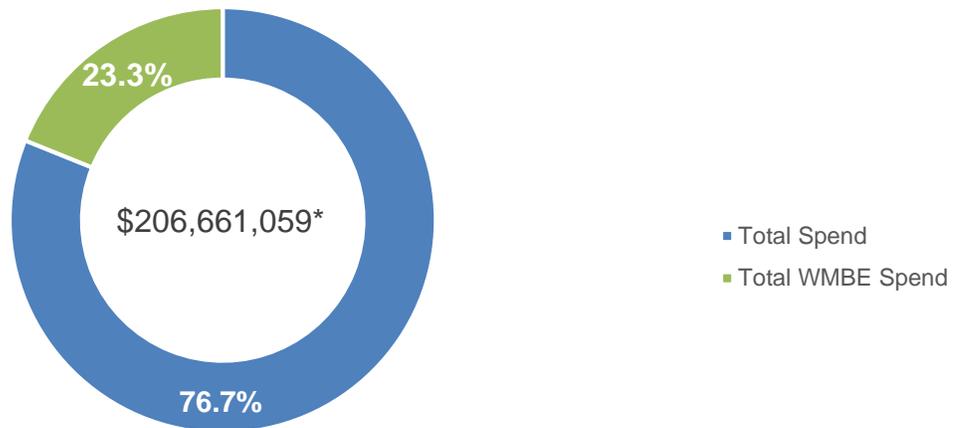
The Move Seattle Levy also features a **23% WMBE Goal** for all purchasing, prime consultant and Public Works **contract dollars** associated with the levy over the 9 years. This also includes spend to Public Works subcontractors and leveraged funds but does not include subconsultant dollars in line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

Move Seattle Levy WMBE Performance

In 2018, over \$22M of the Move Seattle Levy **contract dollars** went to women- and minority-owned firms. The WMBE utilization was 27% of the 2018 Move Seattle contract dollars, which is a significant increase from the prior two years.



Life to Date WMBE Utilization for the Move Seattle Levy



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

Life to Date, the Move Seattle Levy has a 23% WMBE utilization, which is a total of \$48,139,290 to Women- and Minority-Owned Businesses.

While we are presently meeting our Move Seattle Levy WMBE goal, we will continue to pay close attention to the projects we are anticipating working on in the remaining years of the Move Seattle Levy to ensure that we meet our WMBE goal over the life of the levy.

Additional Strategies and Focus Areas for SDOT

Targeted WBE Engagement

Increased engagement with organizations supporting Woman Business Enterprises to share information and resources for working with SDOT. Anticipated outreach includes, but is not limited to, engagement with community groups such as *ASTRA: Women's Business Alliance (previously WBENC)* and *Win with Washington*.

Accountability Systems for Progress in WMBE/HUB Business Utilization

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

Systems to Track and Analyze WMBE/HUB Information

Develop tools to capture location component of firms engaged in procurements with SDOT to include headquarter and significant business presence parameters. SDOT Office of Equity & Economic Inclusion will continue working on prospective GIS map alternatives for data.

Information Availability

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

Outreach to Immigrant, Emerging, WMBE, Micro Businesses

Expand outreach to Immigrant, Emerging, WMBE, Micro Businesses to help communities navigate doing business with SDOT / The City of Seattle. SDOT has launched and hosted preliminary events in Spanish in partnership with the City of Seattle Public Library, FAS and the Seattle Office of Immigrant and Refugee Affairs. The goal is to expand these outreach initiatives to other communities. Moving into 2019, SDOT will partner with other WMBE leads and City staff to explore joint strategies for engaging with women-owned businesses. SDOT will continue to guide Immigrant, Emerging, WMBE, and Micro Businesses through the City's processes to determine how to engage with SDOT and the City of Seattle, and will continue to support the City's efforts for providing technical assistance for Women- and Minority-Owned Businesses.

Annual Report: Performance Review, Transparency & Accountability

With the advent of hiring a new Manager in 2019, the SDOT Office of Equity & Economic Inclusion plans to deliver an Annual Report reviewing year-end performance information. This initiative was launched to deliver an overview of 2015 performance of the WMBE

Program but will be expanded to encompass the RSJI work of the Office of Equity & Economic Inclusion for FY2018.

Community Outreach Efforts

In 2019, SDOT will continue to have a presence in community organizations such as Tabor 100, NAMC, First Thursdays, NMSDC, and CCCJ. Moreover, SDOT will continue support and participate in vendor outreach events and trade shows. Scheduled participation in community outreach includes, but is not limited to:

Working with SDOT

Women- and Minority-owned businesses will learn more about working with SDOT. Department staff will explain the types of services and goods SDOT procures, along with resources and tools for WMBE firms. Multiple themes are explored.

2019 Alliance Northwest Government Contracting Event – March 7, 2019

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

2019 City of Seattle A/E Consulting Show – March 21, 2018

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

2019 GSBA LGBTQ Business Matchmaker Event – April 2019

The Greater Seattle Business Association and Starbucks partnered to create the first-ever LGBTQ Business Matchmaker event in the northwest. The event connects small businesses and government and corporate entities to explore opportunities to do business together.

2019 IT Meet and Greet – April 2019

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

2019 Reverse-Trade Vendor Show – Spring 2019

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

2019 Regional Contracting Forum – Spring 2019

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

Consultant Prompt Pay Strategies

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

Invoices Paid in 30 Days	
2019 Goal	100%
2018 Actual	90%*

*Performance considerations include processing of large invoices from mega projects, and increased collaboration with other departments for circumstances that necessitate cross departmental approval. Per available data from PeopleSoft 9.2.

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

SDOT continues to propose 100% consultant invoices will be paid within 30 days. This is the standard set forth in the City’s code and our contract language. This year, all departments have been urged to pursue a 95% compliance goal toward the Prompt Payment policy. Though there have been significant challenges with our new Citywide accounting system in 2018 that lowered our actual percentage, SDOT is committed to aiming for 100% compliance.

Strategies to communicate and implement this goal within the department:

- Continued strengthening of communication between consultant contracting and accounting
- Continued strengthening of communication between consultant contracting and other departments for concurrent review of invoices
- Refinement and communication / training of SDOT staff on the department’s consultant contracting invoice dispute resolution processes

Job Order Contracts (JOCs)

Job Order Contracting is an alternative to the traditional design-bid-build public works contracting process where instead the City may issue work orders directly to a JOC prime contractor for construction projects up to \$350,000. This allows the City to reduce total lead-time and cost for construction of Public Work projects for repair and renovation required at public facilities. SDOT participates in utilizing JOC contracts.

2018 SDOT JOC Contract Performance					
# of Contracts	Total	MBE Payments	WBE Payments	Total WMBE	% WMBE
4	\$486,894	\$374,400	\$0	\$374,400	77%
<i>*Data is sourced from the City of Seattle SUMMIT financial system. Figures are rounded to the nearest whole number where applicable. 2018 YTD figures represent payments made to prime contract holders and subconsultants.</i>					

Anticipated 2019 JOC Spend:

SDOT anticipates spending approximately \$296,000 in 2018-2019 Contract Year which ends late April 2019. SDOT anticipates spending another \$881,000 for 2019-2020.

2019 JOC projects:

1. 6th and Lenora – Tighten curb radius
2. 4th and Lenora – Install Rapid Ride Zone
3. Westlake and Denny – Bus zone expansion
4. S Pilgrim Emerson Elementary – Three intersections' curb ramps
5. 37th Ave S – Sidewalk installation

Looking Forward...

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

DEPARTMENT OUTREACH REPRESENTATIVE

Viviana Yolanda Garza

SDOT Interim WMBE Advisor, Office of Equity & Economic Inclusion

DEPARTMENT DIRECTOR

Sam Zimbabwe

SDOT Director

25. Seattle Center

City of Seattle WMBE Plans



2019 Seattle Center WMBE Outreach Plan

2018 WMBE Utilization Goals	
Consulting	40%
Purchasing	25%

Department Representative: Jessica Smith

Jessica represents Seattle Center on the City's WMBE-IDT, Consultant Contracting Advisory Group (CCAG), and is a Co-lead of the Seattle Center RSJI Change Team. Jessica is supported in her WMBE duties by Tom Israel, Seattle Center Finance Director; Ned Dunn, Seattle Center CIP Budget Manager; Christine Chea, Seattle Center Accounting Manager; and Dave Roberts, Co-Supervisor of Seattle Center's facility maintenance work group. All five are members of Seattle Center's internal WMBE Team, which provides leadership, tools, and communication to department staff to support WMBE utilization.

2019 WMBE Utilization Goals for Seattle Center:

For 2019, the Seattle Center has established a voluntary Woman and/or Minority Business Enterprise (WMBE) utilization goal of forty percent (40%) for Consulting and twenty five percent (25%) for Purchasing.

After analyzing the 5-year period of 2014 – 2018, we have established a 25% purchasing goal, which is equal to our highest performance from 2014. This is a stretch goal and is 30% higher than our WMBE purchasing level in 2018. We had previously believed that the 40% WMBE consultant utilization from 2015 was an outlier, however, after achieving 40% WMBE utilization again in 2018, we have set a 40% WMBE consulting goal for 2019.

Notes on 2019 Goals

The majority of department purchasing (60 – 70%) takes place on the operating side and is relatively constant from year to year in terms of dollars spent. However, total purchasing dollars decreased by 25% in 2018 compared to 2017, which is be partially attributed to KeyArena being turned over to the Oak View Group for redevelopment in October of 2018, and the active reuse of supplies and materials from KeyArena site throughout the rest of the department. WMBE utilization numbers from the Capital Improvement Program (CIP) vary widely from year to year, depending on the specific projects being carried out in that year, some of which may require large purchases of sole source, specialized equipment.

On the Consultant side, the CIP accounts for 70 – 90% of consultant use, and consultant spending and WMBE utilization can vary widely. Consultant spending in 2018 was nearly three times that in 2017, primarily related to the Arena, the Monorail, and an ongoing program of facility condition assessments.

Outreach Events

In October 2018, the Seattle Center was proud to partner with FAS to host the Regional Contracting Forum at Marion Oliver McCaw Hall. We look forward to future partnerships with other City departments to host outreach and engagement events for WMBE businesses interested in working with the City, and we are excited to host the City's annual WMBE Reverse Vendor Trade Show on July 31st, 2019.

Plans and Strategies

In order to meet department WMBE utilization goals and to give more visibility to this issue within the department, in 2014 Seattle Center formed an internal WMBE Team with representatives from across the department, including those work groups who are responsible for the majority of the department's purchasing and consultant contracting. With the transition to the new Citywide accounting system now mostly complete, we will be redoubling our efforts to monitor and encourage WMBE purchasing and consulting solicitation throughout the department. Below are some of the steps the Seattle Center WMBE Team will employ in 2019 to support WMBE utilization:

- Create and distribute a monthly WMBE Utilization report by work group.
- Host a WMBE Listening Tour and Training Refresh among departmental work groups to identify which products and services present the most difficult WMBE procurement challenges, and to ensure best practices for solicitation are being followed.
- Update the WMBE information/resource tool on the Seattle Center intranet for easy access by department staff and make a presentation at the Seattle Center All Staff meeting.
- Continue to arrange for Seattle Center staff to meet with prospective WMBE vendors.
- Share WMBE utilization successes and best practices among work groups.

Seattle Center's WMBE Action Plan Team will continue to lead the department's efforts to meet WMBE utilization goals in 2019.

In addition, Seattle Center's Redevelopment section (the work group responsible for carrying out CIP projects) continues to employ the following strategies to support WMBE utilization:

- Use of WMBE B-vendors for construction-related activities where appropriate.
- Encourage WMBE Inclusion Plans in RFQ/RFP processes, when feasible, regardless of whether the dollar amount meets the \$305,000 threshold.

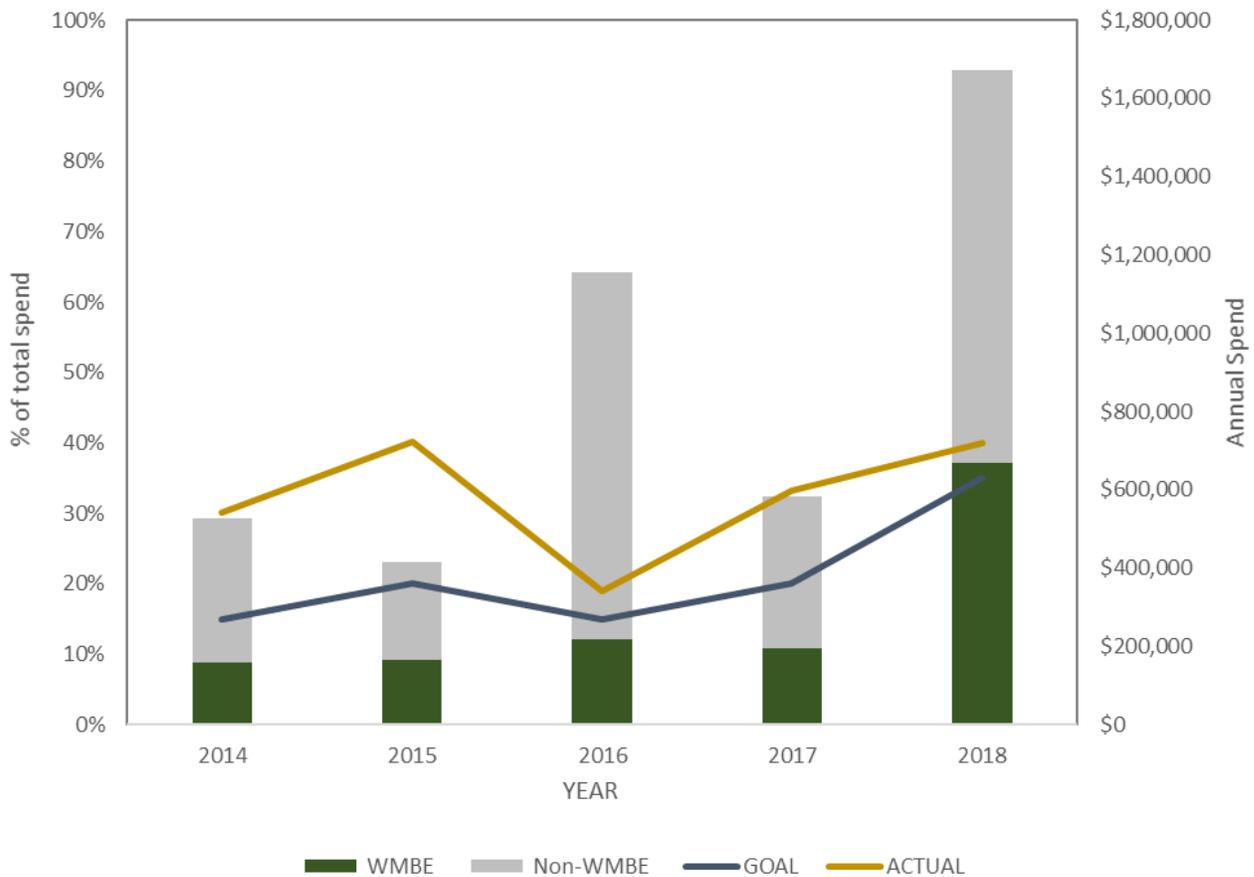
- Use of the City’s Consultant Roster to identify WMBE consultants.
- Use of City JOC contractors for capital projects.

Prompt Pay

In 2017, City reporting showed 24% of Seattle Center consultant payments were beyond 30 days. In response, we have re-doubled our efforts to meet the City’s 95% performance metric for Prompt Pay compliance. One problem we identified was not accurately recording when properly prepared invoices were received. After raising the profile of this issue within the department, our 2018 Prompt Pay numbers increased from 76% to 84%. In 2019, we will conduct quarterly monitoring of Prompt Payment across the department, and work directly with workgroups who struggle to meet the 30-day deadline.

Seattle Center WMBE Utilization Historical Data:

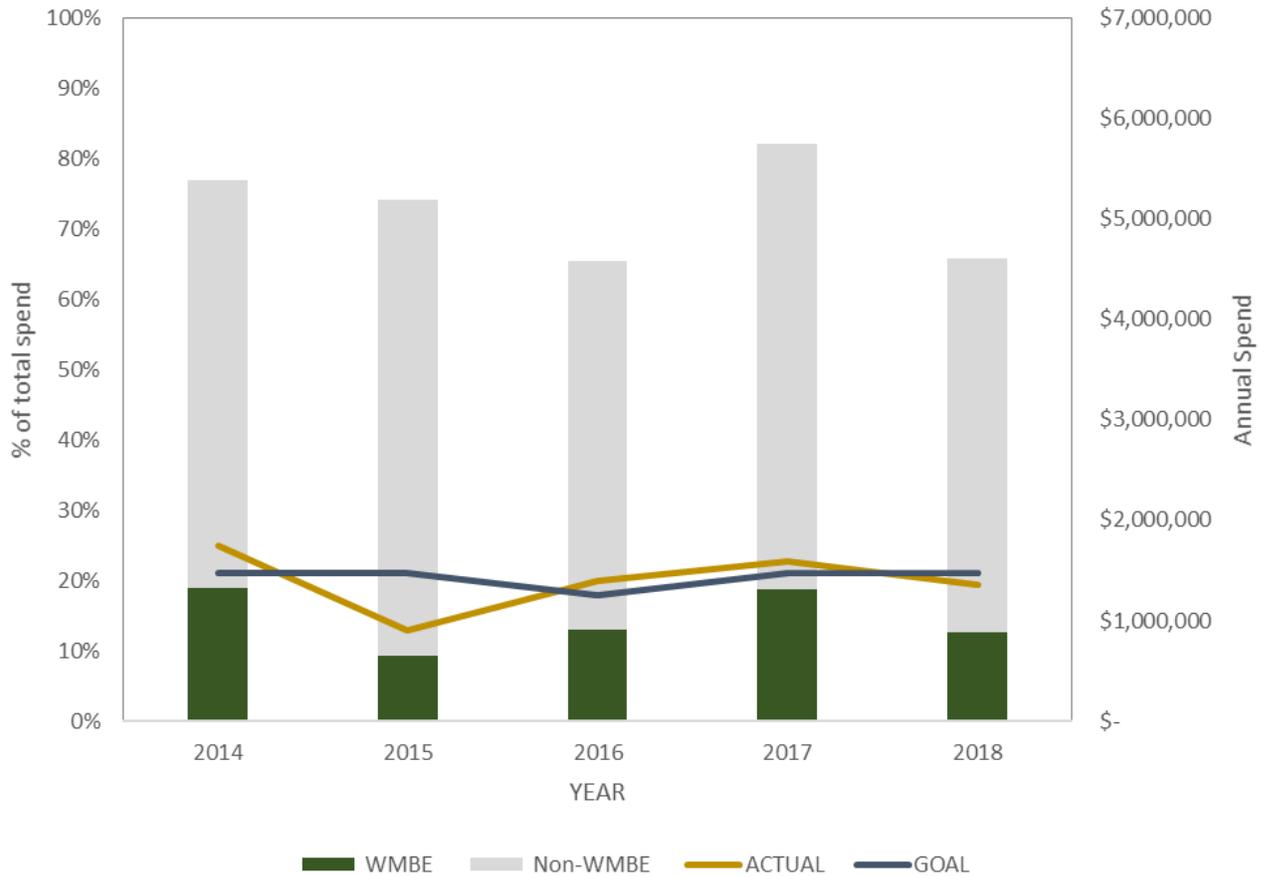
Seattle Center Consultant Contracting
 WMBE Utilization 2014-2018



Seattle Center Consultant Contracting

YEAR	WMBE Spend (\$)	Total Spend (\$)	GOAL (%)	ACTUAL (%)
2014	158,634.75	528,433.87	.15	.35
2015	166,027.93	414,133.03	.15	.30
2016	218,542.34	1,154,368.31	.20	.40
2017	193,635.23	583,717.40	.15	.19
2018	668,586.09	1,671,322.97	.35	.40

Seattle Center Purchasing
 2014 - 2018 WMBE Utilization



Seattle Center Purchasing

YEAR	WMBE Spend (\$)	Total Spend (\$)	GOAL (%)	ACTUAL (%)
2014	1,323,611.43	5,386,166.92	.21	.25
2015	652,027.57	5,194,288.83	.21	.13
2016	911,835.09	4,577,897.25	.18	.20
2017	1,311,629.58	5,749,710.56	.21	.23
2018	889,993.35	4,607,438.05	.21	.19

26. Seattle Public Utilities

City of Seattle WMBE Plans



2019 SEATTLE PUBLIC UTILITIES WMBE OUTREACH PLAN

DEPARTMENT REPRESENTATIVE FOR 2019:

Katia Garcia, SPU WMBE Manager

2019 WMBE TARGET FOR SEATTLE PUBLIC UTILITIES

For 2019, Seattle Public Utilities (SPU) has established a Woman and Minority Business Enterprise (WMBE) utilization target of, twenty-two percent (22%) for consulting contracts and fifteen percent (15%) for purchasing contracts. SPU's WMBE utilization targets are developed in considerations of performance averages for the past five years and anticipated projects and budgets for 2019.

In 2019, SPU will continue delivering on our promise to provide efficient and forward-looking utility services that keep Seattle the best place to live. Our leadership and staff will continue to prioritize opportunities for inclusion as we deliver on our Strategic Business Plan, and our commitment to innovation, continued learning, dismantling institutional barriers to government contracting and equitable, community-centered approaches.

2019 SEATTLE PUBLIC UTILITIES WMBE UTILIZATION TARGETS	
Consultant	22%
Purchasing	15%

INTRODUCTION

POLICY STATEMENT

In accordance with City of Seattle Ordinance #119603 “An Ordinance Directing City Departments To Use Available Tools To Promote Race And Gender Equity In Contracting”, City of Seattle Ordinance #121717 “Equality in Contracting” codified under Seattle Municipal Code Chapter 20.42, Executive Order 2010-05: Outreach to Women and Minority Businesses, and Executive Order 2014-03: Equity in City Contracting, the City of Seattle encourages all of its departments to be inclusive of underrepresented business communities, and strives to use all legal means to see that minority-owned and women-owned businesses do not face unfair barriers in their competition for city contracts and their successful performance of those contracts.

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

City of Seattle policy requires each city department to develop an annual WMBE outreach plan to provide opportunities for minority-owned and women-owned businesses to gain City contracts and purchasing opportunities. This 2019 WMBE Plan and Targets, briefly explain past performance and highlights strategies that SPU will undertake in its inclusion efforts for 2019.

Katia Garcia, SPU WMBE Manager, will continue to serve as the SPU representative for the City's WMBE Initiative.

2018 SPU WMBE YEAR IN REVIEW

In 2018, SPU continued its commitment to the inclusion of WMBE’s across all lines of business. Our leadership and staff prioritized opportunities for inclusion as we delivered on our Strategic Business Plan, and commitment to innovation, continued learning, and dismantling institutional barriers to government contracting in our approach as an equitable community-centered utility.

2018 SEATTLE PUBLIC UTILITIES WMBE INCLUSION				
PURCHASE CATEGORY	TOTAL SPEND	WMBE SPEND	TARGET	ACTUAL WMBE PERCENTAGE
Consultant	\$23.1M	\$5.0M	21%	21%
Purchasing	\$42.4M	\$8.2M	14%	19%

SPU met its 2018 consultant contract target of twenty-one percent (21%), achieving WMBE spend of twenty-one percent (21%).

- Seven percent (7%) went to Minority Business Enterprises (MBEs).
- Fourteen percent (14%) went to Women Business Enterprises (WBEs).
- Consultant contracts included 53 diverse WMBE prime consultant firms.

SPU exceeded its 2018 purchasing target of fourteen percent (14%), achieving WMBE spend at a notable nineteen percent (19%).

- Fifteen percent (15%) went to MBEs.
- Four percent (4%) went to WBEs.
- Purchases included 124 diverse WMBE firms.

SPU has focused on increasing WMBE spend in the consultant roster program which is a simplified contracting tool for consultant services valued between \$50,000 and \$305,000, for 2018. This approach has produced significant success in providing WMBE firms access to opportunities to bid on consultant contracts as a prime and provided firms with an opportunity to build capacity. While WMBE firms comprised 34% of the Roster spend in 2017, that percentage rose to 51% in 2018.

FIGURE 1: SPU 2010 TO 2018 CONSULTANT CONTRACT WMBE SPEND PERCENTAGE

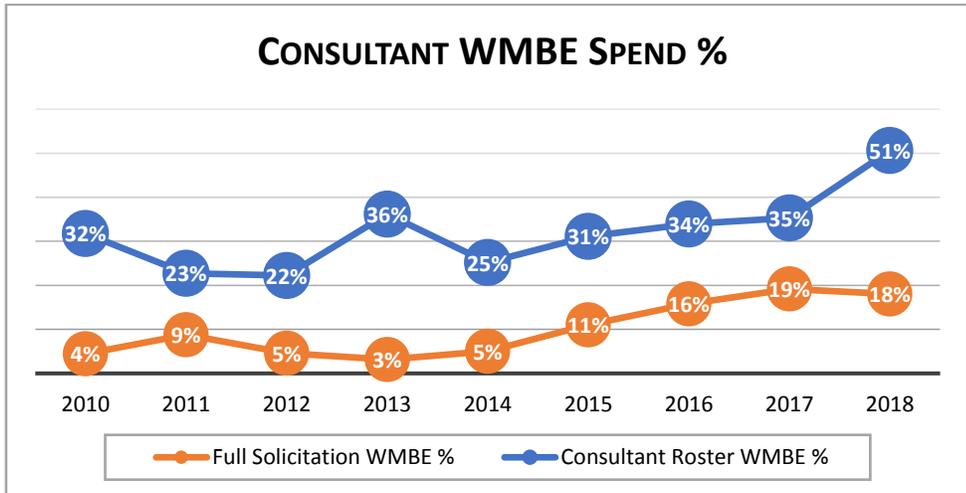
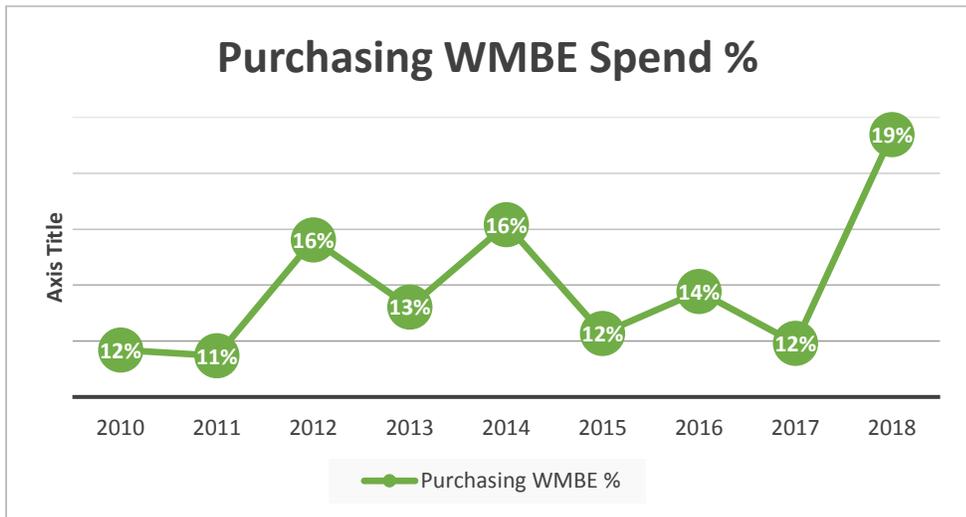


FIGURE 2: SPU 2010 TO 2018 PURCHASING WMBE SPEND PERCENTAGE



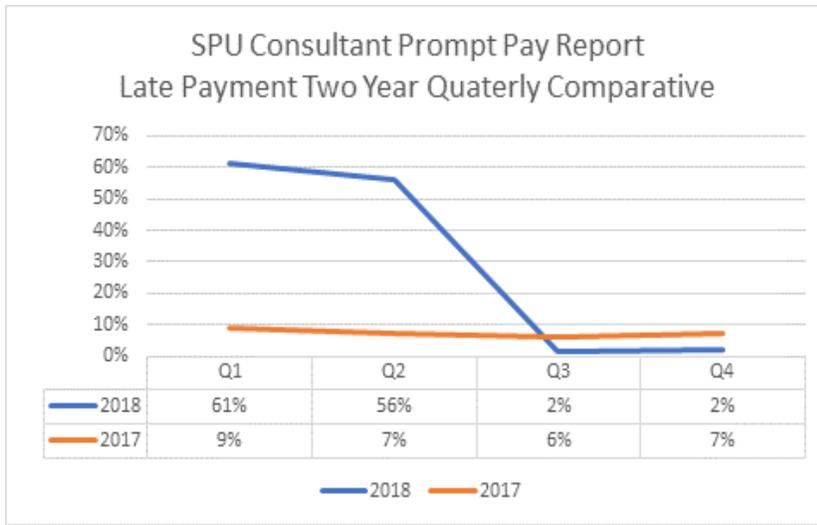
2018 KEY TAKEAWAYS

- SPU met or exceeded performance targets for 2018.
- SPU continues to partake in various strategies to create an environment that encourages WMBE firms to compete on more contracts with SPU, leading to sustainability and capacity growth for WMBE participation.
- SPU continues to message the importance of meaningful and intentional partnering and mentoring to primes.
- By increasing the number of firms SPU works with, we see an increase in innovation, creativity, and a healthy competitive environment.

CONSULTANT PROMPT PAY

Due to technology transitions, in 2018 SPU experienced 27% cumulative late payments for the year. This was below our target of 5% cumulative late payments. However, we made significant improvements each quarter, leading to 2% late payments for Q3 and Q4.

FIGURE 3: SPU CONSULTANT 2017-2018 PROMPT PAY COMPARATIVE REPORT



2018 Cumulative late = 27%

2017 Cumulative late = 7%

Following is a description of SPU’s 2018 prompt payment performance provided by Kathleen Organ, SPU Controller.

Why was SPU late on so many payments during Q1 & Q2?

SPU payments were delayed due to the PeopleSoft implementation. SPU fully adopted best practices and changed several business processes, which now require:

- Receipts entered in PeopleSoft to certify services were received
- Online invoice review to eliminate routing of paper invoices
- New and more detailed project coding for all consultant invoices and purchase orders
- Use of PeopleSoft contracts module to track contract balances (SPU retired its contract database)

Adoption of the new requirements has been challenging, requiring security rights and on-going training for 100+ project/contract managers. Cut-over of contracts from SPU’s contracts database

into PeopleSoft was more complex than expected. Staff in Contracts and Accounting worked diligently after go-live to fully learn the system and adapt business processes.

Why did SPU experience difficulties when other large departments did not?

While all departments implemented PeopleSoft, only SPU, SDOT, and SCL were 'early-adopters' of enhanced procure-to-pay functionality. This means the three departments can use electronic workflow and receipts for all payments. Of the three departments, SPU was the most aggressive in adopting new, modern best practices.

As a result, SPU is different from SDOT and SCL in two primary ways – 1) SPU fully utilizes electronic processes for invoice review and approval and 2) requires project/contract managers to confirm receipt of services directly in PeopleSoft to strengthen internal controls. In contrast, SDOT receives PM/CM approval outside of PeopleSoft and has two dedicated Contracts staff enter receipts. SCL does not enter receipts at all, relying on PM/CM approval of paper invoices. (This will become problematic for SCL as the City's next software release will require receipts for all consultant invoices.)

What has SPU done to improve?

In Q2 SPU's SRI Team successfully finished a 4-week "sprint" to catch up on a large invoice backlog and stabilize business processes. Consultant invoices were included in this effort. The recent 4-week sprint placed a strong focus on the need for SPU staff to follow the new business processes. We've seen a significant increase in adoption of new processes and believe security and training issues have been resolved.

The team will continue to monitor the situation and identify problems in the business process, escalating blocking issues to SPU's SRI Steering Committee and Leadership Team as needed.

Consultant Prompt Pay Invoices Paid in 30 Days	
2019 Goal	95%
2018 Actual	73%

For 2019, SPU will pursue a performance metric of 95% compliance to prompt pay. To accomplish this, SPU will take efforts and lessons learned from the PeopleSoft implementation to maintain prompt pay standards. Additionally, SPU will actively engage firms and communicate the City’s prompt pay requirements at SPU sponsored events, contract pre-submittal meetings, newsletters, internal WMBE training, etc.

JOB ORDER CONTRACTS (JOC)

Job Order Contracting is an alternative to the traditional design-bid-build public works contracting process where instead the City may issue work orders directly to a JOC prime contractor for construction projects up to \$350,000. This allows the City to reduce total lead-time and cost for construction of public work projects for repair and renovation required at public facilities. In 2018, SPU spent \$387,499 on JOC contracts, of which, \$59,194 (15%) went to WMBE firms.

FIGURE 3: 2018 JOC CONTRACT SPEND

City Of Seattle City Purchasing and Contracting All Invoices Paid on JOC Work Orders Report 1/1/2018 to 12/31/2018						
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	14	\$ 2,143,980.01	\$ 627,834.32	\$ 1,001,349.14	\$ 1,629,183.46	76%
LIGHT	5	\$ 631,549.86	\$ 141,487.68	\$ -	\$ 141,487.68	22%
PARKS	11	\$ 1,278,543.77	\$ 303,484.16	\$ 312,885.77	\$ 616,369.93	48%
SDOT	4	\$ 486,894.30	\$ 374,399.82	\$ -	\$ 374,399.82	77%
SPU	4	\$ 387,499.33	\$ 55,194.00	\$ 4,000.00	\$ 59,194.00	15%
SEACTR	0	\$ -	\$ -	\$ -	\$ -	0%
SPL	5	\$ 401,837.77	\$ 412,830.00	\$ 27,655.65	\$ 440,485.65	110%
Grand Total	43	\$ 5,330,305.04	\$ 1,915,229.98	\$ 1,345,890.56	\$ 3,261,120.54	61.2%

Contractor Payment by Ethnicity		
Ethnicity	Total Contractor Payment (provided by Prime)	% of City Contract Payment (w/o tax)
Black	\$ 362,585.54	6.80%
Asian American	\$ 805,994.91	15.12%
Hispanic	\$ 352,163.14	6.61%
Native American	\$ 404,839.39	7.60%
White Female	\$ 1,335,537.56	25.06%
Non-Minority	\$ 2,069,184.50	38.82%
Grand Total	\$ 5,330,305.04	100.00%

WMBE data includes all payments to prime contractors and subcontractors

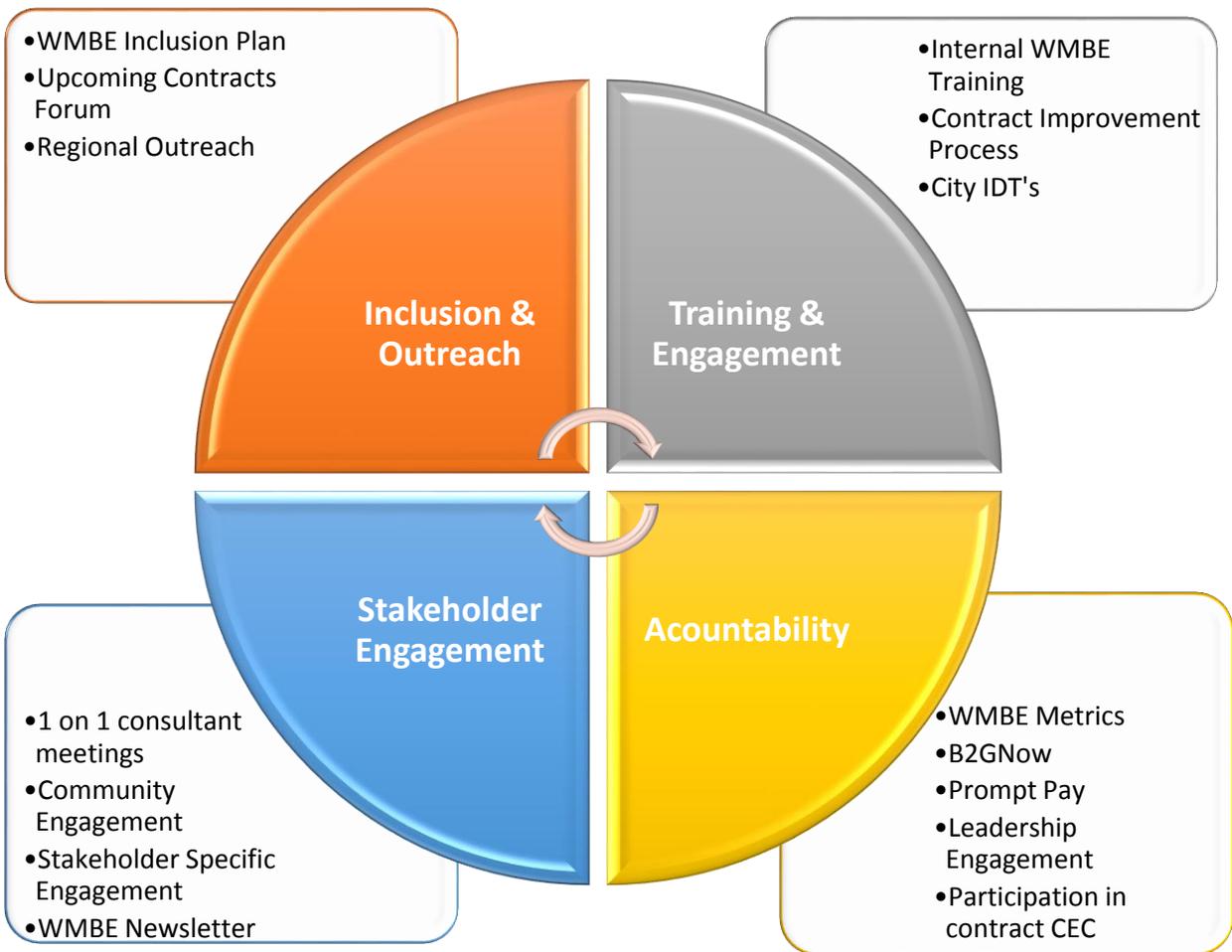
*Source: City Purchasing & Contracting Services.

ANTICIPATED 2018 JOC SPEND

In 2019 SPU will continue to utilize JOC contracts whenever possible. Given previous years utilization of JOC, SPU anticipates spending between \$500K to \$1M for 2019. Additional projects may arise throughout the year that are suited for JOC contracts, in which case, SPU will utilize the JOC contracts.

WMBE INCLUSION STRATEGIES

The WMBE program is managed by the SPU Manager, Katia Garcia, who works to engage and train internal and external stakeholders in support of increasing their awareness, desire, knowledge, and ability to participate in and support the City's efforts toward contracting equity. SPU works to create equitable contracting practices through in various internal and external strategies:



INCLUSION & OUTREACH

WMBE INCLUSION PLANS

The Seattle Municipal Code (SMC) and the Mayor’s Executive Order direct inclusion of women and minority firms in City contracting. The WMBE Inclusion Plan must be completed in full as part of the consultant response to contracts above \$305,000. The WMBE Inclusion Plan is a tool to encourage equitable contracting and partnering. SPU allocates 10% of scoring to the WMBE Inclusion Plan. Additionally, the SPU WMBE Manager is involved throughout the contracting process as either a voting or non-voting member to advise on WMBE inclusion. During 2018 there was an increased number of contracts with WMBE inclusion plans.

UPCOMING CONSULTANT CONTRACTING FORUM (REGIONAL OUTREACH)

Annually SPU sponsors and hosts the City of Seattle Upcoming Consultant Business Opportunities Forum. In 2018 contributors included FAS, SCL, SDOT, Seattle PTAC, and State OMWBE. The event facilitates outreach for consultant contract planning for over 150 firms, half of whom are WMBE consultants. SPU project managers are present to share information on upcoming projects and meet with firms. In addition, firms’ network with each other and make connections with other firms for future partnering opportunities.

In 2019 the event will be held on March 21st, with 250 registered attendees whose firms span Washington state and Oregon.

In 2018, SPU initiated the “Champions of Inclusion Awards”, which recognized firms and an SPU employee for their commitment to equitable contracting, outstanding consultant WMBE inclusion, teaming, and mentoring.

Award winners for 2018 included: Women Business Enterprise Champion: Tarelle Osborn, Osborn Consulting Inc.; Minority Business Enterprise Champion: Rizwan Hamid, Aqualyze Inc.; Professional Services Champion: Eric Davido, Davido Consulting Group Inc.; Sub-consultant Champion: Cos Roberts, UrbanTech Systems Inc.; SPU Ticiang Diangson Leadership Award: Ben Marre, SPU Drainage and Wastewater Planning and Programming Division Director.



REGIONAL OUTREACH

SPU participated in various outreach activities and events throughout the year to strengthen relationships and educate the consultant community on upcoming SPU projects, as well as our commitment as a community-centered utility. Some of the major annual events that SPU attends include:

- Alliance Northwest Government Contracting Event
- City of Seattle Regional Contracting Forum
- North Puget Sound Small Business Summit

In 2018 SPU contributed funds for a technical assistance contract aimed at assisting firms wanting to do business with the City of Seattle.

Procurement Technical Assistance Center (PTAC) was awarded the contract for technical assistance in 2018. In addition to consulting with firms and participating in outreach

events PTAC collaborated with SPU to host a webinar in late 2018 on how to do business with a community centered utility. The live stream event generated interactive questions with participants and various firms that contacted SPU afterward to further engage with SPU.



TRAINING & ENGAGEMENT

INTERNAL WMBE TRAINING

Under the leadership of the SPU WMBE Manager and the support of SPU's Environmental Justice and Service Equity Division, SPU rolled out the first training in a series of WMBE training framed around the change management theory. The purpose of the training is to reinforce SPU's commitment to outstanding open and equitable competition, procurement best practices, inclusion, and community-centered stewardship. WMBE 101 highlights the history of the WMBE program, provides a review of relevant policies on the national, state, and local level, and ends by providing relevant SPU examples. This training is aimed at increasing awareness and desire to support the WMBE program. In 2018, there were 130 SPU employees that completed WMBE 101.



In 2019 SPU plans on continuing the successful WMBE 101 training as well as offering WMBE 102. This training will reinforce the spirit of the WMBE program, while building employee capacity through the examination of their roles and responsibilities when engaging in procurement decisions.

WMBE 102 will reinforce employee knowledge and their ability to lead in equitable contracting. In addition, SPU will offer WMBE 103 for employees involved on Contract Evaluation Committees (CEC). This training will help employees in the contracting evaluation process and how to evaluate WMBE Inclusion Plans through hands-on case studies. WMBE 103 will reinforce employee abilities and reinforce their participation as advocates of equitable contracting.



BRANCH EQUITY TEAM (BET) WMBE SUBCOMMITTEE

As part of SPU's commitment to Race and Social Justice, SPU expanded on the framework of the Change Team to create Branch Equity Team's (BET). For the past three years there have been roughly 80 employees engaged in embedding the principals of RSJI throughout the utility. There are WMBE subcommittees within most BETs. In 2018, BET teams conducted interviews and surveys with staff regarding WMBE. Some of the recommendations that come from the data attained was the desire to have and continue training as well as more exposure to WMBE metrics. The SPU WMBE manager is actively working alongside these teams to push forward on recommendations to support and further embed WMBE contracting equity throughout the utility.

CONTRACT IMPROVEMENT PROCESS

In 2018, the SPU Contracts Division participated in a contract improvement process. The SPU WMBE manager was included throughout the process in order to ensure there was a racial equity lens applied to the process and WMBE inclusion was embedded throughout the process. Some areas of focus included advance outreach, correctly sizing contracts, examining scope requirements, identifying WMBE opportunities early on, negotiations, and updating forms to include WMBE in purchasing and consulting.

PARTICIPATION IN CONTRACT CONSULTANT EVALUATION COMMITTEE

As mentioned in the WMBE Inclusion Plan section above, the SPU WMBE Manager is involved throughout the contracting process as either a voting or non-voting member to advise on WMBE inclusion and contracting equity. During 2018 there was an increased number of contracting processes that the WMBE Manager was involved with.

CITY INTER DEPARTMENT TEAM'S (IDT'S)

SPU participates in three major Citywide IDT's that involve WMBE inclusion and contracting equity: The Citywide IDT's include, Citywide WMBE IDT (focused on Citywide WMBE activities); Capital Department WMBE IDT (focused on Citywide WMBE implantation, policy & procedures); and CCAG IDT (focused on contract procurement).

STAKEHOLDER ENGAGEMENT

1 ON 1 CONSULTANT MEETINGS

Connecting with firms in person is a critical component in identifying barriers to entry or issues during a city contract. It also serves as a vehicle to allow for access and inclusion for firms that want to do business with the City. In 2018, the WMBE manager met with over various firms monthly, which included:

- Meeting one-on-one with WMBE firms, upon request, to further engage them in upcoming opportunities and address questions they had on current or future contracting opportunities.
- Meeting one-on-one with non-WMBE firms to consult on WMBE Inclusion Plan best practices.



SPU COFFEE CONNECTIONS

- Are you a WMBE firm interested in partnering with SPU?
- Are you a non-WMBE firm interested in learning how to create a better WMBE Inclusion Plan?
- Are you a firm doing business with SPU and have contracting equity questions?

Schedule your 1-on-1 with SPU's WMBE Manager

COMMUNITY ENGAGEMENT

SPU has a regular presence in community organizations such as NMSDC, Tabor100, NAMC, CCCJ, and Seattle Chamber of Commerce. In addition to meetings, following is a list of annual outreach events SPU attends:

- Northwest Mountain MSDC Awards Dinner & Silent Auction Event
- Women in Leadership & Business Initiative "21" Lunch
- Tabor 100 Gala



STAKEHOLDER SPECIFIC ENGAGEMENT

In 2018, SPU collaborated with the City’s capital departments and the Seattle Library to provide an in-language (Spanish) doing business with the City (Negocios con la ciudad) training. This is the second year that SPU participated with capital departments in this outreach effort. This event allows the City minimize perceived barriers to working with the City. In 2019 SPU will continue to collaborate with capital departments to provide in-language engagement events.



WMBE NEWSLETTER

In 2018 SPU distributed the first “WMBE Connections Newsletter (sample newsletter attached).” The intent of the newsletter is to provide firms with useful information regarding contracting equity with a focus on WMBE. Articles in the first newsletter included: *Welcome, What is SPU?, Meet Katia*



Garcia-SPU WMBE Manager, Upcoming SPU projects, Why WMBE? and SPU Coffee Connections. The first newsletter was well received with over 1,700 views. Additionally, it generated various firm contacts to the WMBE Manager to meet for “SPU coffee connections.” SPU anticipates distribution of the newsletter two to four times a year.

ACCOUNTABILITY

WMBE METRICS

Due to the PeopleSoft implementation reliable 2018 WMBE data was difficult to obtain throughout the year. SPU worked with FAS, the Mayor's Office and SPU's accounting department to obtain reliable metrics and in 2019 there will be development of new monthly reports that will be provided to leadership.

B2GNow

Per current City of Seattle performance guidelines, Consultant and Purchasing metrics only include prime contractor performance and are not inclusive of WMBE sub-contractor dollars. The B2GNow database will allow the SPU to have greater visibility on subconsultant payment data. In 2018 SPU began entering contracts with inclusion plans into B2GNow. In 2019 SPU will continue this effort in order to develop comprehensive reports and metrics on WMBE subconsultant spend.

PROMPT PAY

SPU is committed to the paying firms within 30 days of invoice. Meeting this goal is particularly important when it comes to paying our WMBE firms who are priming on contracts. See pages five to six for full details on SPU's 2018 prompt pay performance and 2019 goal.

LEADERSHIP ENGAGEMENT

SPU's leadership team is also committed to WMBE inclusion. Leadership participates in training, encourages staff to be inclusive, disrupt and break down internal barriers, evaluate monthly WMBE metrics. (Note: 2018 metrics were unavailable monthly due to issues in reporting with the PeopleSoft implementation), in addition to being responsive to emerging contracting equity issues.

OUR COMMITMENT

SPU is committed to advancing the City's mission to promote race and gender equity in contracting by aligning WMBE with our department goals of:

- Achieving excellence in core service delivery
- Increasing affordability and accountability
- Improving investment value
- Enhancing public health and environment
- Ensuring equity and inclusion
- Expanding impact through strong partnerships

SPU will continue to support WMBE Inclusion through a continued emphasis on eliminating barriers to participation, strengthening outreach, community engagement, internal process review, collaboration, and training.

Department Representative for 2019:

Katia Garcia
WMBE Manager, Seattle Public Utilities

Department General Manager/CEO:

Mami Hara
General Manager, Seattle Public Utilities

27. Sustainability and Environmental Affairs

City of Seattle WMBE Plans

OSE 2019 Annual WMBE Plan

1. Department Representative

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

2. Traditional 2019 Goals

Our aspirational goals for **OSE's 2019 General Fund budget are:**

- Consultant contracting goal: 15.5% (\$182,000)
- Purchasing goal: 50% (\$70,000)

Our percentage goals are not as high as in 2018 to reflect the actual impacts to overall performance as a result of the large amount of sweetened beverage tax funding. Total discretionary spending by OSE in 2019 will be around \$3.2M with greater than half of that (\$1.92M) going to blanket contracts for our food access programs funded by the new sweetened beverage tax.

In order to achieve the above goals, general fund programs have a minimum goal of 20% WMBE spending of their new budget allocations, including grant expenditures for services such as design, translation, printing, marketing, etc. in all grants except the federal Dept. of Energy grant. The DOE grant has specific contractual obligations that are not discretionary (i.e., technical requirements, etc.).

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

Internal/Change Management

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

Outreach/Engagement in OSE Programs

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

3. **2018 Performance**

OSE's 2018 WMBE expenditures for consulting was \$162,700 (10%) and for purchasing was \$151,850 (73.6%). Our goals were 20% (\$263,000) for consulting and 60% (\$227,000) for purchasing.

Performance Considerations

We did not meet the percent or dollar goal for consulting. We had a significant increase in our consultant spending from new sweetened beverage tax revenue, most of which goes to farmer’s market and retail partners (including a large contract with Safeway) for Fresh Bucks incentives. Those organizations are either community non-profits or small and large grocers, so they are not traditional consultant spending. This accounted for 45% of our “consultant” spending in 2018. A blanket contract for these partners is being established and these expenditures will no longer be part of OSE’s consultant spending.

We exceeded our percentage goal for purchasing, although we spent less dollars in that category than anticipated.

We reviewed the spending data closely and as is typical for our office because of our deep partnerships with people of color-led community organizations who are not registered as WMBE firms, we have additional expenditures in this area, as shown below.

Consultant	\$173,089 (10.7%)
Purchasing	5,714 (2.8%)

When factoring in the additional consultant dollars with these community organizations,

4. Outreach Events

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

5. Consultant Prompt Pay

OSE will continue to work to achieve the goal to pay all consultant invoices within 30 days, and thereby meet the City goal of 95%. Via a process improvement exercise our office participated in with FAS in 2018, we now process invoices 2-3 times per week. Project managers are held accountable for the time between receiving the invoice, time stamping it, and handing it off to the admin/invoice processing staff. Processing time was greatly reduced as a result of this exercise.

28. Waterfront

City of Seattle WMBE Plans

2019 Office of the Waterfront and Civic Projects

Waterfront Program WMBE OUTREACH PLAN

Office Representative for 2019:

Dorinda Costa

2019 Voluntary Target for Office of the Waterfront and Civic Projects:

Consultant Procurement Goal

Most the consultant work conducted by the Office of the Waterfront and Civic Projects is completed a single design and engineering contract awarded through a competitive process in 2010. In 2018, this contract accounted for over 76% (\$11.7 million) of the Office of the Waterfront and Civic Projects' consultant and purchasing costs (\$15.2 million). This contract was awarded to a non-WMBE prime, who has set and achieved their goals for WMBE inclusion on an on-going basis.

In addition to this primary contract, the office has a number of smaller contracts including 4 contracts for design and engineering services with substantial subcontractor WMBE inclusion goals. The Office of the Waterfront and Civic Projects has worked intensively to create new opportunities for WMBE firms both as team members and as prime consultants and as a result reached an overall WMBE prime/subconsultant participation rate of 19.5%, versus our office's goal of 18%. We are committed to continue to maximize WMBE involvement across the spectrum on the Waterfront program.

Table 1 - Office of the Waterfront and Civic Projects - Active Contracts in 2018

Contract Name	Consultant	WMBE Prime	Total 2018 Spending	2018 WMBE Spending	% Achieved
Waterfront LID Outreach	COCKER FENNESSY	x	13,399.00	13,399.00	100.0%
Central Waterfront Right-of-Way Support Services	TIERRA RIGHT OF WAY SERVICES LTD	x	22,474.90	22,474.90	100.0%
In-Water Environmental Permitting Support	AXIS ENVIRONMENTAL LLC	x	4,406.00	4,406.00	100.0%
Central Waterfront Design Services	CH2M HILL INC		11,684,214.63	2,003,233.44	17.1%
Central Waterfront Marion Street Pedestrian Bridge	HDR ENGINEERING INC		1,532,245.16	524,457.73	34.2%
Alaskan Way Main Corridor On-Call Structural Engineering	HDR ENGINEERING INC		92,886.01	-	0.0%
Central Waterfront Design Support	HNTB CORPORATION		171,587.00	130,261.26	75.9%
Pier 62 Construction Management Services	JACOBS PROJECT MANAGEMENT CO		1,371,927.89	238,081.17	17.4%
Pike and Pine Street Improvements Design	ZIMMER GUNSUL FRASCA ARCHITECTS LLP		29,142.03	28,495.03	97.8%
Washington Street Boat Landing Pergola Construction Management Support	AECOM TECHNICAL SERVICES INC		3,962.75	-	0.0%
Pier 62 Geotechnical Support	ASPECT CONSULTING, LLC		48,552.70	-	0.0%
Waterfront LID Outreach	BRIAN DOUGLAS SCOTT		34,648.33	-	0.0%
Washington Street Boat Landing Pergola Construction Management Services	PARSONS TRANSPORTATION GROUP, INC		148,406.51	-	0.0%
Pier 62 Structural/Marine Engineering	REID MIDDLETON		73,694.57	-	0.0%
Total Consultant Spending			15,231,547.48	2,964,808.53	19.5%

Two new contracts were awarded at the end of 2018 for design and engineering services related to the Waterfront Program, shown below in Table 2.

Table 2 - Office of the Waterfront and Civic Projects - New Contracts in 2019

Contract Name	Prime Consultant	Contract Amount	WMBE Goal
Pioneer Square Street Improvement Design	MIG/SvR	2,100,000.00	20%
Waterfront Construction Management Services	Waterfront Partners JV	38,053,000.00	18%

The Office of the Waterfront and Civic Projects is not recommending an increase to our 2018 WMBE subconsultant utilization goal of eighteen percent (18%). We will continue to use this goal as an overall subconsultant WMBE inclusion goal for the office and will use this target for any amendments to our existing consultant contracts. We believe this approach aligns with the work we will be doing in 2019.

Purchasing Procurement

Purchasing activity makes up a very small percentage of spending for the Office of the Waterfront and Civic Projects, less than 1%. In 2018, OWCP was able to increase its WMBE purchasing percentage to over 26%, exceeding our goal of 14%.

Table 2 – 2018 Office of the Waterfront and Civic Projects Purchasing

Total Purchasing	\$65,583
WMBE Purchasing	\$17,197
Percentage	26.2%

In light of our success in exceeding our goal in 2018, we are recommending increasing our purchasing target to 18%. This recognizes our success in 2018, but also acknowledges that the 2018 outcome was significantly higher than previous.

Voluntary 2019 WMBE Targets	
Subconsultant Participation	18%
Purchasing	18%

2019 Anticipated Contracting Opportunities

The Waterfront program began its transition from primarily design and engineering consultant activity to beginning construction activities in 2017. In 2019 this transition will continue with the award of the largest of the planned construction contracts related to the Waterfront program, the Alaskan Way Main Corridor. The remaining design and engineering activities are underway in existing consultant contracts, therefore the OWCP does not anticipate new consultant contracting opportunities in 2019.

Strategies and Outreach Efforts to Achieve Goals

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

Consultant Procurement Inclusion Strategies

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

Purchasing Procurement Inclusion Strategies

The Office of the Waterfront and Civic Projects conducts limited direct purchasing each year, primarily through the City's blanket contracts. The Office will seek to use identified WMBE vendors identified in the City's blanket contracts to the maximum extent possible.

Public Works Contract Inclusion Strategies

As mentioned above, Waterfront work continues to shift from design to construction with the award of the Alaskan Way Main Corridor construction contract. This contract is funded primarily by WSDOT and required coordination to ensure it met both State and City requirements. In 2018, the OWCP worked closely with City Purchasing and Contracting Services, the Mayor's Office and WSDOT to complete a Community Workforce Agreement for this major public works contract. We also continued to work with G3 Associates to conduct outreach to WMBE contractors about the opportunities related to the program.

Consultant Prompt Pay Strategies

The Office of the Waterfront and Civic Projects paid consultant invoices within 30 days 89% of the time in 2018. There were eight invoices not paid within 30 days due to large size of the invoices (including 100's of pages of documents to be reviewed) and changes in the payment process required due to PeopleSoft 9.2 implementation. OWCP intends to increase its performance to at least 95% in 2019. The Office of the Waterfront and Civic Projects will continue to notify project managers of the expectation to pay all invoices within 30 days and to track invoices for prompt payment.