

# Women- and Minority-Owned Business Annual Report

DEPARTMENT OF FINANCE AND ADMINISTRATIVE SERVICES PURCHASING AND CONTRACTING



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Seattle  
Finance &  
Administrative Services



City of Seattle

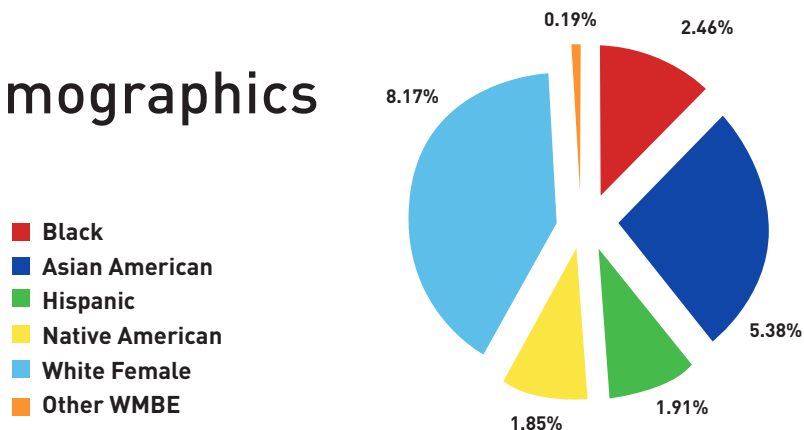
# INTRODUCTION & EXECUTIVE SUMMARY

On behalf of the City of Seattle, I am pleased to present Finance and Administrative Services' (FAS) 2020 Women and Minority-Owned Business (WMBE) Annual Report. The report details how the City works to make sure Black, indigenous and people of color (BIPOC)- and women-owned businesses have equitable opportunities to pursue City contracts.

In 2020, the pandemic changed how we did business. City departments, including FAS, took on COVID-19 testing and vaccinations. Businesses faced supply and staffing shortages. In-person events were canceled and the City and community adjusted to a virtual environment. These changes took great teamwork from everyone, including vendors, stakeholders and City employees.

Under these extenuating circumstances, the City continued to be a regional leader in the ongoing commitment in supporting WMBEs, spending 23.16% of consulting, 23.36% of purchasing and 15% of public works/construction dollars with BIPOC and women-owned firms. In total, nearly 20 cents of each dollar the City spent for procurement in 2020 went to WMBE firms, an amount that totals nearly \$192 million.

## Demographics



The City's 2020 WMBE work included boosting outreach and engagement, investing in data and accountability, as well as offering focused technical assistance support for BIPOC and Black-owned businesses.

- FAS worked with the Mayor's Office to re-launch the WMBE Advisory Committee, appointing 12 business and community leaders to advise the City and hold us accountable.
- The City pivoted to virtual outreach and engagement to support BIPOC and Black-owned businesses. Each office and department found creative ways to get firms the services they needed.
- FAS contracted with a Black woman-owned firm, Collette Holt and Associates, to launch a large-scale disparity study to examine equity across City contracting.

I want to note that while this report details 2020 City WMBE business, we're always looking ahead. FAS is honored to lead the Citywide WMBE Program. Our 2021-22 WMBE work plan is focused on five key areas:

1. Engaging and partnering with the WMBE community
2. Expanding contracting equity for BIPOC-owned firms, focusing on Black-owned firms
3. Providing resources and support for WMBEs
4. Strengthening accountability and transparency
5. Improving City policy and practices

Thank you for your support of the City of Seattle WMBE program. I look forward to continuing the work alongside all of you.

### Calvin W. Goings

Department Director,  
Finance and Administrative Services,  
City of Seattle

# WMBE 2020 by the Numbers

**45.6** cents of each dollar paid on Job Order Contracts work orders went to WMBEs.

**169** WMBEs worked on construction contracts and **60%** are owned by people of color.

**19.97** cents of each dollar the City spent for procurement went to WMBE firms: **8.17** cents to white women-owned businesses and **11.8** cents to firms owned by people of color.

**86%** of construction contracts completed required a WMBE inclusion plan [not including Job Order Contracts or emergency contracts].

**18** virtual events were held by the City to support WMBEs doing business with the City. **Five** of those were Spanish-language events.

## A Year in Review

In 2020, the way the City of Seattle did business changed. The City added COVID-19 testing, vaccination administration and small business support to protect vulnerable communities. Vendors faced government-mandated shutdowns and supply-chain crises alongside unique opportunities to help communities in need.

Amidst all this change, the City's commitment to supporting WMBEs did not waver. In 2020, the City set WMBE utilization goals of 19% for purchasing and 27% for consulting. The City ultimately reached 23% for purchasing and 23% for consulting. This report details the challenges and the successes the City experienced in 2020.



WMBE Program Manager Miguel Beltran, FAS Department Director Calvin W. Goings, City of Seattle Mayor Jenny A. Durkan, and Purchasing and Contracting Division Director Liz Alzeer celebrate the opening of the Tabor 100 Hub in January 2020.

# COVID-19 Impacts



The COVID-19 pandemic in 2020 created unprecedented challenges for contractors, vendors and consultants, especially small and minority- or women-owned firms. The region's economy experienced significant disruptions that will likely continue to affect government agencies and businesses for years to come.

Private sector businesses were affected immediately as many were forced to close their doors, some permanently. Others saw sales decline. In the public sector, government agencies saw revenues from operations and taxes decline and had to reallocate resources to respond to immediate COVID-19 needs. Decisions made by government agencies created secondary impacts for residents and businesses.

FAS noticed a downward trend in WMBE spend compared to 2019 in most categories. The City of Seattle halted all face-to-face engagements and many employees worked remotely. Annual planned networking events, such as the 2020 Reverse Vendor Trade Show and the 2020 Regional Contracting Forum were cancelled. Other events, including First Fridays and the City of Seattle Departmental Consulting Business Opportunity Forum were moved to a virtual platform.

While COVID-19 presented many challenges and required refocusing resources, it also provided an opportunity to utilize WMBE firms in the process. The City purchased personal protection equipment such as masks from WMBE vendors. For example, in 2021, FAS was responsible for operating the Community Vaccination Site at Lumen Field, which provided shots to over 100,000 community members. FAS bought over half a million dollars of critical supplies for the Lumen site. Nearly 33% of these purchases were from women and minority-owned businesses. In 2020, prior to the vaccination site opening, FAS purchased more than \$11.2 million dollars in personal protective equipment (masks, gloves, test swabs, hand sanitizer and other). Nearly 56% of these purchases were from women and minority-owned businesses.

Top Photo: Asian American-owned business EE Printing printed more than 200,000 flyers, signs and posters for Lumen Field.

Bottom Photo: City member receiving their COVID-19 vaccine at Lumen Field.

# Black, Indigenous, and People of Color (BIPOC) Support

While overall WMBE spend continues to move in the right direction, spend with some BIPOC-owned businesses, specifically Black-owned firms, continues to be low. FAS re-evaluated how to best help these businesses and support economic recovery by stepping up efforts to ensure City procurement is equitable, fair and inclusive.

Though resources continue to be a challenge, the City is committed to ensuring firms have an opportunity to participate in procurement. The City continued to provide technical assistance to firms interested in doing business with the City, focusing on WMBE firms. This service is provided through the Northwest Mountain Minority Supplier Development Council. For more information visit: <https://nwmsdc.org/tas-seattle>

FAS is also examining current policies and procedures to identify where barriers exist. In 2020, FAS procured a consultant to conduct a three-year disparity study. This study will include a comprehensive review of procurement programs and policies to determine if they are equitable and make policy recommendations for change where there are barriers.

No change can be made without first seeking to understand from those most harmed. As part of the disparity study, the consultant is required to collect qualitative data through focus groups or other forms of stakeholder interviews as well as collection of quantitative data. In 2020, FAS re-launched the WMBE Advisory Committee within the Mayor's Office to engage stakeholder groups on City contracting equity issues.



Interpreters from Adam's Interpreting Services, a Black and woman-owned firm that provided interpretation at Lumen Field.

Every year, City departments and offices that expect to spend more than \$55,000 during the calendar year are required to submit an outreach plan and commit to aspirational WMBE goals for consulting and purchasing. Departments are accountable to the Mayor's Office and FAS for meeting these goals. Accounting for each individual department goal, the City increased Citywide aspirational goals for consultant contracts from 27% to 28% and purchasing goals from 19% to 20% for 2021.

In 2021, FAS continues to advance WMBE equity work by:

- Continuing to support the Mayor's WMBE Advisory Committee to provide guidance and feedback to the City.
- Continuing to support the disparity study to gather key data on equity in contracting.
- Expanding the Technical Assistance Services contract to support firms that want City business, focusing on WMBE firms and planning and issuance of a new technical assistance services contract to start in 2022.
- Supporting City Language Access Plans for contracting equity with immigrant and refugee communities.
- Analyzing blanket contract spending to identify opportunities for increased WMBE participation.
- Strengthening the City's outreach/engagement plans.
- Strengthening City staff awareness/knowledge of the WMBE program through staff training and support through interdepartmental teams.
- Exploring credit card payments and business process enhancement that will allow the City to "count" credit card payments to WMBEs in our reporting.

# Looking Ahead

# WMBE BACKGROUND/OVERVIEW & DEFINITIONS

## Definitions

**B2Gnow:** Online third-party software used to report and monitor payments to prime and sub-contractors and report on WMBE and DBE utilization.

**Disadvantaged Business Enterprise (DBE):** Businesses certified by OMWBE that meet OMWBE's definition of small businesses owned and controlled by minority, women and socially and economically disadvantaged persons.

**Finance and Administrative Services (FAS):** Department of Finance and Administrative Services department of the City of Seattle.

**Contracting equity:** Equitable access, opportunities and utilization of WMBE firms in purchasing, consulting and construction contracts.

**Community Workforce Agreement (CWA):** A labor agreement signed by the City and construction labor unions which requires all contractors to abide by union labor requirements for the duration of the project. This requirement applies to construction projects expected to cost \$5 million dollars or more.

**Job Order Contract (JOC):** Construction procurement method approved by state law where a prime contractor is selected based on qualifications for a master contract. The contract is for a two-year duration with one-year possible extension. The prime contractor must subcontract 90% of the work. Individual work orders are issued with a maximum cost of \$500,000 each and an annual maximum cap of \$6 million.

**OMWBE:** Washington State Office of Minority and Women's Business Enterprises.

**Online Business Directory (OBD):** The City's "yellow book" of businesses managed by FAS' Purchasing and Contracting Division.

**PeopleSoft 9.2:** Financial Management System used to report payments made to prime contract holders.

**Purchasing and Contracting (PC):** The division in the City of Seattle's Department of Finance and Administrative Services that oversees and implements the Citywide WMBE program.

**Racial Equity Toolkit (RET):** A process that assists City departments with analyzing the racial impacts of City policies, programs, initiatives and budget issues.

**Women or Minority-owned Business Enterprise (WMBE):** The City of Seattle's definition of Women or Minority-owned Business Enterprise is a firm that is at least 51 percent owned by women and/or minorities (including, but not limited to, African Americans, Native Americans, Asians and Hispanics).

**WMBE Inclusion Plan:** A document that bidders/proposers must submit to demonstrate "good faith efforts" if required for the contract. Most construction contracts expected to cost \$300,000, consultant contract of more than \$328,000 and selected purchasing contract require the submittal of an inclusion plan. The City's standard plans are available at: <http://www.seattle.gov/purchasing-and-contracting/social-equity/wmbe#plans>

**Notes:** Payment data is reported by calendar year. Source data for payments to prime contract holders is generated using PeopleSoft 9.2. Source data to subcontractors on construction contracts comes from B2Gnow. Payments to lower tier businesses on consultant and purchasing contracts for 2020 are not reported.

# WMBE Program Overview

The City of Seattle's WMBE program promotes equity in contracting for historically underutilized businesses. The program, managed by the Department of Finance and Administrative Services, supports WMBEs through outreach, engagement, monitoring, enforcement and assisting departments in creating and attaining WMBE use goals. The WMBE program was created over 40 years ago and has been shaped over the years through City laws, policy and practice, and Mayoral Executive Orders.

The WMBE program focuses on assisting firms that are at least 51% owned by women and/or people of color. To be recognized as a WMBE by the City, firms may either be certified by the State of Washington's Office of Women and Minority Business Enterprises (OMWBE) as woman- and/or minority-owned or self-identify as a WMBE by registering and self-identifying on the City's Online Business Directory (OBD).

Efforts for WMBE inclusion vary depending on procurement type and methodology. City ordinance establishes three procurement types, each with customized rules and procurement methods: public works (construction), purchasing (goods, equipment, and routine services), and consultant which includes architects, engineers and other experts and professionals. For purchasing and consultant contracts, departments and offices expected to spend at least \$50,000 per year must develop yearly WMBE aspirational goals. These plans inform the Citywide WMBE goal. Reporting is available here: <http://www.seattle.gov/purchasing-and-contracting/social-equity/wmbe#reports>

## Citywide Coordination

The Purchasing and Contracting (PC) division of FAS manages the Citywide WMBE Program. This role includes coordinating Citywide outreach events, managing the program to build and track Citywide WMBE goals, and providing support to WMBE firms in resolving disputes and gaining access to City business opportunities. Ongoing Citywide coordination is accomplished through the City's WMBE Interdepartmental Team (IDT), led by FAS and comprised of representatives from 33 City departments and offices.

### Anthony Burnett

WMBE Advisory  
Committee member,  
MB Diversity



### Ato Apiafi

WMBE Advisory  
Committee member,  
Ato Apiafi Architects PLLC





# EVENTS, COMMUNITY ENGAGEMENT & TRAINING

COVID-19 forced the City to hold events, community engagements and trainings in 2020 virtually. Despite those challenges, FAS continued to engage with the community. The City teamed up with community organizations that support WMBEs, including Tabor 100, the Northwest Mountain Minority Supplier Development Council, National Association of Minority Contractors and others.

## City of Seattle Office Space in Tabor 100 HUB



The City of Seattle partnered with Tabor 100 to open City of Seattle office space in the Tabor Economic Development Hub. To protect the health and safety of City staff and customers, and to help mitigate the impact of COVID-19, no in-person customer service was conducted. However, staff continued outreach virtually and were available to take calls or virtual meetings to support work with WMBEs.

## WMBE Outreach: Language Access

Recognizing that language can be a barrier for immigrant-owned companies to contract with the City, FAS has conducted the following informational sessions in languages other than English:

- **Spanish-language Workshops:** FAS held five workshops conducted in Spanish on how to do business with the City.
- **Ethiopian and East African Community Workshops:** FAS worked with the Office of Economic Development (OED) to present a workshop on how to do business with the City in Amharic to over 45 members of the Ethiopian community in Seattle.
- **Iraqi Community Workshops:** FAS presented a workshop on how to do business with the City of Seattle in Arabic to over 35 members of the Iraqi community in Seattle.

## City of Seattle Annual Events

- **Seattle Public Utilities (SPU) Consultant Business Opportunities Forum:** This virtual event provided information about upcoming SPU consulting projects along with information from other City departments and contracting equity information. In 2020, over 300 participants attended this event.
- **Seattle Department of Transportation (SDOT): Move Seattle and Ready to Prime:** SDOT hosted two virtual events to help WMBE firms connect with the department project managers, learn about the upcoming Levy to Move Seattle contract opportunities and providing tools, resources and strategies for firms to be successful as prime consultants with SDOT and the City. These events had approximately 200 attendees from all over the country.
- **Seattle City Light (SCL) Training event:** SCL conducted a virtual training for WMBE vendors. Approximately 140 vendors attended the two-day training event.

## Workshops and Training for WMBEs

- **How to do Business with the City:** FAS hosted monthly online forums conducting Doing Business with the City of Seattle workshops to meet with FAS Purchasing and Contracting staff.
- **Contract Compliance Tools Trainings:** The City of Seattle trained contractors and consultants, especially WMBE firms, on how to use B2Gnow and LCPtracker for subcontracting payment reporting, prompt pay reporting and certified payrolls reporting.

## Disparity Study

Stemming from Mayoral Executive Order 2019-06 Economic Inclusion and Contracting Equity, FAS Purchasing and Contracting led the procurement for a Citywide disparity study to assess the availability and utilization of WMBEs in City of Seattle procurements.

Through a competitive procurement process, FAS selected Black woman-owned firm, Colette Holt & Associates, to perform the study. The work began in May 2021 and is expected to be completed in 2023. The scope of the study will include an evaluation of the City's current procurement policies, procedures, spend analysis and engagement with contractors, vendors and consultants. FAS also added an element to the scope to address the impacts of COVID-19 and other market disequilibria.



For more information, visit the City of Seattle disparity study website at: <http://seattle.disparity-study.com/>

## Technical Assistance Request for Proposal Outreach

In preparation for contract procurement renewal/readvertising processes in 2021, FAS undertook outreach to solicit feedback from the community and will incorporate this feedback into a new RFP. After a competitive process, FAS expects to issue a contract for a duration of one year with an option to extend another year.

## WMBE Advisory Committee

The 12-member WMBE Advisory Committee, managed by FAS, was established through Executive Order 2019-06 to provide guidance regarding City contracting practices in support of equity, inclusion and participation of women- and minority-owned businesses (WMBEs) in City contracts. The WMBE Advisory Committee will review and recommend changes to the WMBE program and provide advice on WMBE issues and concerns. Learn more about the committee and its membership here: <http://www.seattle.gov/purchasing-and-contracting/social-equity/wmbe/wmbe-advisory-committee>

## City Department Outreach Updates and Success Stories

The City had many accomplishments throughout 2020 despite the COVID-19 pandemic. The following is intended as a sample of the many success stories and not a comprehensive report of the work performed by departments.

### Office of Arts and Culture (OAC):

OAC contracted with WMBE company Soul Light to provide executive level coaching. These joint and individual monthly sessions had an RSJI focus and helped office executives understand how to better serve marginalized communities and promote RSJI values throughout the department and in interactions with the public.



### Seattle Department of Transportation (SDOT):

The SDOT WMBE team converted in-person events to two virtual Working with SDOT outreach events and two SDOT WMBE Advocate training series. The SDOT WMBE Advocate Training series promoted contracting inclusion among SDOT staff and leadership. By the end of 2020, SDOT gained 26 new advocates and 12 renewed advocates for a total of 127 SDOT WMBE advocates.

## Department of Neighborhoods (DON):

DON's leadership team set the expectation that staff prioritized WMBEs for all products and services. DON additionally regularly supported WMBE-eligible businesses in registering as a WMBE with the City, which allowed them additional opportunities for business.

## Seattle Police Department (SPD):

SPD contracted with Dr. Bryant T. Marks, Sr., the Founding Director of National Training Institute on Race and Equity to provide training for all SPD sworn officers on implicit bias. Dr. Marks has provided implicit bias training to over 30,000 employees and volunteers across the country in the areas of law enforcement, corporate sector, education healthcare and city and county government. Dr. Marks offered four in-person trainings prior to COVID-19 and a series of virtual trainings during COVID-19.

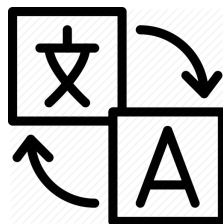


## Seattle Parks Recreation (SPR):

In 2020, SPR continued prioritizing outreach to underserved communities and WMBE businesses. SPR worked with concessionaires and recreational service providers to help improve outreach and information sharing strategies to engage WMBEs, build relationships and encourage participation in City roster and SPR projects.

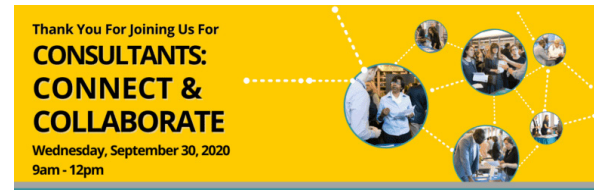
## Office of Immigrant and Refugee Affairs (OIRA):

OIRA worked with more than 20 community translators and interpreters to meet City language access needs, with the large majority of them qualifying as WMBEs. During the COVID-19 pandemic, OIRA has expanded the known pool of reliable translators, and connected them with other departments, to ensure that these WMBE vendors are available when relevant bodies of work are identified.



## Seattle Public Utilities (SPU):

SPU moved quickly to offer pre-submittals, interviews, contract negotiations, and debriefs through virtual platforms. SPU also offered one-on-one meetings with firms to continue open communication and outreach. In September 2020, SPU hosted the "Consultant Connect and Collaborate" event. Over 300 attendees joined virtually to learn about upcoming SPU consulting projects along with information from other City departments and contracting equity information.



## Seattle Office for Civil Rights (SOCR):

SOCR hosted a virtual 2020 RSJI Summit & MLK Jr. Unity Day centering around the life, legacy and activism of Martin L. King Jr. and work of Black leaders in the City of Seattle, featuring BIPOC keynote speakers. OCR Civil Rights Enforcement Division continued to work with the Council on American-Islamic Relations-WA on Housing and Employment Testing, training and employing BIPOC vendors to test housing providers and employers.

## Office of Economic Development (OED):



OED retained the services of Ellen Brown with Accounting for Taste to provide Seattle's low/moderate income micro enterprises with free consultation on learning and implementing accounting best practices and finance system improvements. Ellen's services helped over 30 small businesses establish themselves, adapt during COVID and pull together financials to apply for various recovery resources and programs. Overall, her contract is important for strengthening businesses during a time of recovery.

## Finance and Administrative Services (FAS):

In addition to managing the Citywide WMBE program, FAS' Capital Development hosted the Pre-Submittal Conference/Outreach Networking Event online for Fire Station 31. With over 70 people in attendance, and a rigorous selection and interview process, the consultant selected submitted a 37% WMBE Inclusion Plan.

## Seattle Center:

Many WMBE firms participated in the preparation for the opening of Climate Pledge Arena, including N I Painting, who painted eagles watching over the north entrance to the Armory.

## Seattle City Light (SCL):

SCL conducted four outreach events in 2020. Prior to COVID-19, SCL attended the 2020 Alliance Northwest Outreach Event at the Washington State Fair and conducted a training for WMBE vendors. Working with Tabor 100, approximately 140 vendors attended the two-day training event. SCL also conducted two general contractor trainings: Boundary Dam and Cedar Fall 115-26Kv Substation Design/Construction. Both trainings were a partnership of the prime contractor and the department to outreach to the WMBE business community.

SCL continued to support the WMBE business community by providing technical assistance through its partnership with the University of Washington. SCL has sponsored 43 businesses, seven of which completed their training virtually. The consulting contract 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, relationship building, and opportunity sourcing. The programs sponsored by SCL are the Minority Business Executive Program, Ascend-Seattle, and the Business Management Consulting Collaborative. All programs are cohort-based, aimed at improving the bottom line and stimulating new growth. During these programs University of Washington students, professors and professional mentors work side-by-side with business owners from under-served contracting communities.



North Entrance of the Armory showing eagles painted by N I Painting, an Asian American-owned business.

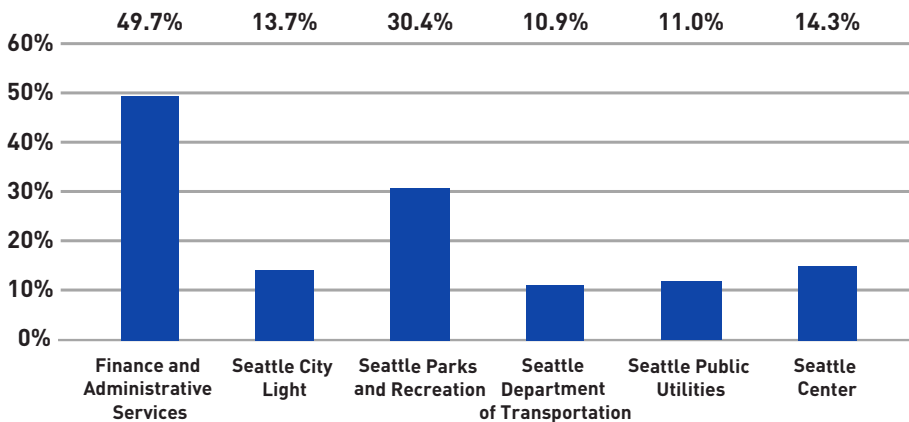


Seattle City Light outreach event.

# PUBLIC WORKS CONTRACTING

Public works construction projects are developed within the various capital departments throughout the City. FAS Purchasing and Contracting assists capital departments as an administrative hub for managing the contracting processes and monitoring compliance with contract requirements, including but not limited to WMBE Inclusion Plans and federal Disadvantaged Business Enterprise (DBE) goal requirements, when applicable. Most of the procurements are “design-bid-build,” an open competition in which the City issues fully designed plans and specifications for public bid and are advertised in the Seattle Daily Journal of Commerce and online through ProcureWare (<https://seattle.procureware.com/home>). FAS receives and tabulates the bids, and awards the contract to the lowest responsive and responsible bidder.

**% of City Contract Payment in 2020**  
All Invoices Paid for All Construction Projects

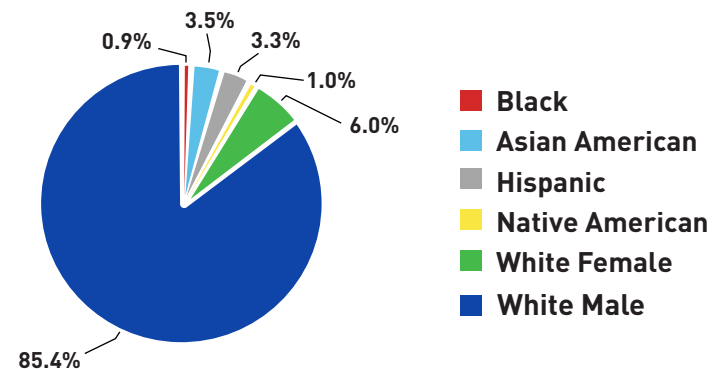


## Inclusion Plans

The passage of I-200 in 1998 prohibited preferential treatment in government contracting based on race, sex, color, ethnicity, or national origin. However, it did not prohibit the use of good faith efforts. In 2011, FAS Purchasing and Contracting introduced a WMBE Inclusion Plan to require prime contractors to demonstrate good faith efforts for WMBE subcontracting. The Inclusion Plan is now required for most City-funded construction projects estimated to cost \$300,000 or more. Although the specific components of the Inclusion Plan have evolved over the years, the underlying premise remains intact: bidders receive points for outlining the good faith efforts they will make to include WMBE firms on the project. If a bidder fails to meet the minimum point threshold, then the bid is rejected.

Using an online platform called B2Gnow, the ability to capture payments to subcontractors at all tiers and track the dollar amount retained by WMBEs on each project exists. Of the nearly \$370 million the City spent on construction projects in 2020, more than \$54 million (14.6%) went to WMBEs.

**% of City Contract Payment in 2020**  
All Invoices Paid for All Construction Projects



## Job Order Contracting

Apart from the traditional design-bid-build procurement method, the City also engages in job order contracting (JOC). JOC allows the City to award up to \$6 million annually in small (less than \$500,000) work orders directly to a pre-selected prime contractor. Unlike design-bid-build, JOC requires the prime contractor to subcontract 90 percent of each work order.

The result is a host of opportunities for less established businesses to familiarize themselves with the unique elements of public works. In many cases, WMBE firms.

In 2020, the City had two general JOC prime contractors: Centennial Contractors Enterprise, Inc. and Forma Construction Company. Centennial's WMBE utilization was almost \$1.9 million (52.6%) and Forma's was more than \$2 million (40.6%), respectively. The City recently executed a new JOC agreement with Forma that runs through 2022.

## Public-Private Partnerships

The City also expanded its efforts beyond the realm of public works, promoting WMBE participation on privately-owned construction projects with significant City funding or located on City property. The approach has been to add social equity requirements, including WMBE, to the corresponding development or construction agreements. Two of the most prominent examples are:

- **Climate Pledge Arena:** A development agreement between the City and Oak View Group (OVG) included a 15% WMBE aspirational goal. FAS supports OVG's outreach efforts and monitors progress through monthly reports. Current projections indicate OVG will surpass their goal, spending almost \$142 million (16.2%) with WMBE firms.
- **Seattle Aquarium Ocean Pavilion:** The City contributed \$30 million to this transformational waterfront project. Turner Construction Company (TCC), the prime contractor, agreed to use a version of the City's Inclusion Plan to encourage WMBE participation. Construction is still in the early stages, but TCC aims to achieve 26% in WMBE spend.

## Special Highlight - Site Response

Site Response is a woman-owned business based in Olympia that provided safety training, consulting and equipment. When prime contractor GE Renewable Energy encountered unforeseen challenges on one of the large Boundary Dam generator rehabilitation projects, the team at Site Response was ready to answer the call. Seattle City Light (SCL) WMBE Manager Kara Williams noted that Site Response displayed admirable flexibility during the pandemic, transitioning seamlessly to a virtual training platform. Owner Jonessa Miner also shared her business acumen with smaller WMBE firms, participating in a panel through SCL's partnership with the University of Washington Foster School of Business.

*The following photos are from Seattle City Light's Boundary Dam Generator rehab project.*



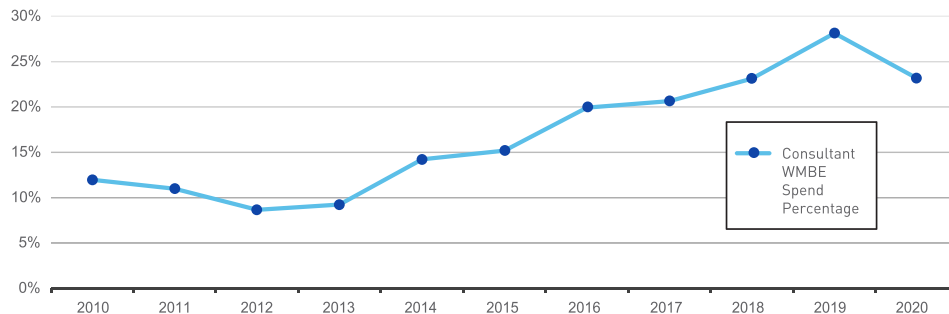
City consultant contracting is decentralized, with each City department securing and managing its own consultant contracts. FAS Purchasing and Contracting assists with general Citywide standard procedures, creating opportunities for WMBE firms. These opportunities have led to great engagement between the City and WMBE firms. For contracts under \$54,000 (in 2020), a department may directly select a contractor unless it is an architect/engineer, allowing for maximum flexibility to include WMBE firms in solicitations. For contracts up to \$322,000 (in 2020), a department may issue a formal solicitation through advertising or use the Consultant Roster, an FAS-maintained list available for consultants under a certain size. For contracts above \$322,000 (in 2020), departments must do a full solicitation. Contracts of this size require WMBE Inclusion Plans – prime consultants must issue a plan to make good faith efforts to subcontract to WMBE consultants. The score is part of the evaluation and departments may discuss the inclusion plan in the interview. Per State law, RCW 39.80, the City is prohibited from selecting architects and engineers without conducting a competitive process and selected based on qualifications. The City may not use price as a selection criterion for architects/engineering services.

Some of the City’s best practices to increasing WMBE utilization on consultant contracts include:

- Identifying consultant roster categories frequently used and including them in outreach material to encourage more firms to register.
- Using the expertise of City WMBE advisors/leads to help with planning and outreach efforts.
- Breaking down the scope into smaller pieces (unbundling) to make it more accessible to WMBE firms and notifying community organizations such as Tabor 100 and National Association of Minority Contractors, and other organizations of upcoming procurements.

Overall, historical WMBE utilization and total spend on consultant contracts has increased. Between 2010 and 2020, WMBE utilization almost doubled from 12% to 23%. **In 2020, the citywide WMBE goal for consultant contracts was 27% and actual utilization was 23.16%.** Below are the WMBE total and WMBE spend by year.

**City Consultant WMBE Spend (Prime Only) - All Departments**



**City Consultant WMBE Spend (2010 to 2020)**

Consultant WMBE Spend			
Year	Percentage	WMBE \$ Amount	Total Spend
2010	12%	\$12,288,957	\$102,813,118
2011	11%	\$10,251,817	\$93,444,305
2012	9%	\$9,891,068	\$114,267,495
2013	9%	\$13,708,058	\$148,372,918
2014	14%	\$22,187,819	\$156,112,219
2015	15%	\$24,043,081	\$158,348,673
2016	20%	\$31,920,471	\$160,348,036
2017	21%	\$39,074,752	\$189,436,667
2018	23%	\$40,609,456	\$175,677,724
2019	28%	\$48,558,302	\$172,649,862
2020	23%	\$46,271,479	\$199,763,226

Source: <https://www.seattle.gov/Documents/Departments/FAS/PurchasingAndContracting/WMBE/1.1-city-totals-year-by-year.pdf>

# Success Story - The Vida Agency

Amalia Martino, Founder and President of The Vida Agency (Women and Hispanic Owned), has worked with SPU for over four years. She began her work with SPU as a sub-consultant on the Drainage and Wastewater Ship Canal Water Quality Project. Shortly after, The Vida Agency won a communications on-call contract. Amalia was grateful to be able to act as a sub-consultant, because she stated capital projects can be massive, and the response to win an award is a large undertaking that requires a lot of resources that many small firms do not have.

Amalia also shared having the opportunity to work with SPU has allowed her firm to get hands-on experience and learn and grow. During 2020, The Vida Agency was able to continue working and adapt their typical in-person outreach to alternate COVID-safe platforms. They felt SPU was responsive and available during unprecedented changes. They were given the time they needed to adjust and get back to work. In their future work with SPU, The Vida Agency is looking forward to building City relationships and even being a prime on contracts. Says Amalia, “I am so grateful to live in a place that prioritizes social equity.”



## B2GNOW ANNUAL REVIEW

B2Gnow is an online system that allows tracking of payments to prime and subcontractors/subconsultants on City of Seattle contracts and creates reports on WMBE utilization. In support of Executive Order 2019-06: Economic Inclusion and Contracting Equity, and as part of an ongoing commitment to transparency and accountability, FAS-PC implemented the second annual B2Gnow adoption annual review.

In collaboration with City department staff, FAS-PC launched the second B2Gnow adoption annual review in the summer of 2020 for applicable consultant contracts with inclusion plans issued between October 2019 and October 2020. In partnership with WMBE program stakeholders, such as the WMBE IDT and Departmental Procurement Coordinators, FAS assessed the volume of contracts that were applicable for B2Gnow compliance processes.

FAS led data coordination and data collection efforts from all applicable City departments and offices. From the information collected, a marked reduction in volume of contracting activity was found specifically among capital departments. Notably, the information received suggested departments were aware of B2Gnow requirements for their contracts and denoted applicable contracts were either already loaded, or queued to be loaded, onto the B2Gnow system for contract compliance.

As an outcome of the review, FAS launched the B2Gnow IDT - an interdepartmental work group, to provide ongoing support of contract compliance efforts in City of Seattle consultant contracts. The main focus of the B2Gnow IDT is to facilitate sharing of best practices and resources for management of contract compliance requirements of contracts with WMBE inclusion plans.



# CITY PURCHASING

## Consultant Contracting Prompt Pay

The City of Seattle recognizes the importance of paying firms on time to ensure smaller or newer firms with less capital can compete for City contracts. For contracts executed since 2016, the City requires prompt payment: prime consultants must pay sub-tier firms within 30 days of a proper invoice, regardless of owner payment to the prime to support the sub-tier's cash flow.

Per state law, City departments are also under the same obligation to pay prime contract holders within 30 days of a properly completed, undisputed invoice. Government agencies must pay properly completed invoices within 30 days and; per City policy, prime contractors must pay lower tier subcontractors within 10 days of receipt of payment.

The City's ultimate goal is to achieve 100% of promptly paid invoices. City departments continue with an average of 18 days to process payments on consulting contracts. In 2020, 88% of invoices were paid on time. For more information, see the Prompt Pay Annual Report, page 13, in the [2020 WMBE Year-End Report](#).

Every year, the City of Seattle purchases thousands of goods, services, and equipment, from office supplies to IT systems to janitorial services to fire trucks and electric generators for substations. All large purchases and long-term competitively bid contracts (blanket contracts) are procured and monitored as a centralized function under FAS Purchasing and Contracting. Most purchasing transactions are made through almost 1,100 blanket contracts (22% held by WMBEs, and 22% of that 35% held by Black-owned businesses) and are available to all City departments. Different procurement rules for each of three procurement types (direct voucher, purchase contracts, blanket contracts) exist depending on the amount of each contract. The City may choose a vendor directly for purchases under \$8,000 (direct voucher). For purchases between \$8,000 and \$54,000 (in 2020), the City must request three quotes. For purchases above \$54,000, the City must conduct a formal bid process. In all cases, if a blanket contract for the purchase exists, the blanket must be the first choice and used if available and appropriate. A City best practice is to include at least one WMBE firm in the solicitation.

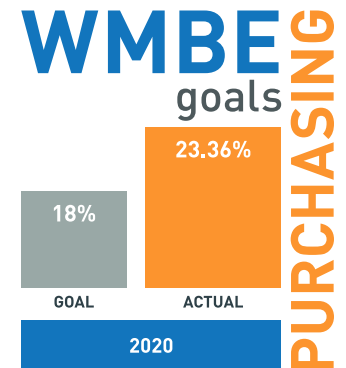
FAS Purchasing and Contracting encourages departments to first search whether a blanket contract for the good or services they are looking for is available.

Departments are also encouraged to consider WMBE firms, if available, under the blanket contract.

Under direct voucher, buyers from each department are encouraged to use the Online Business Directory (OBD) to find WMBE vendors and make direct purchases.

Another City best practice includes sending notices of procurement opportunities to community interest groups, including Tabor 100 and NAMC, and to vendors registered in the OBD.

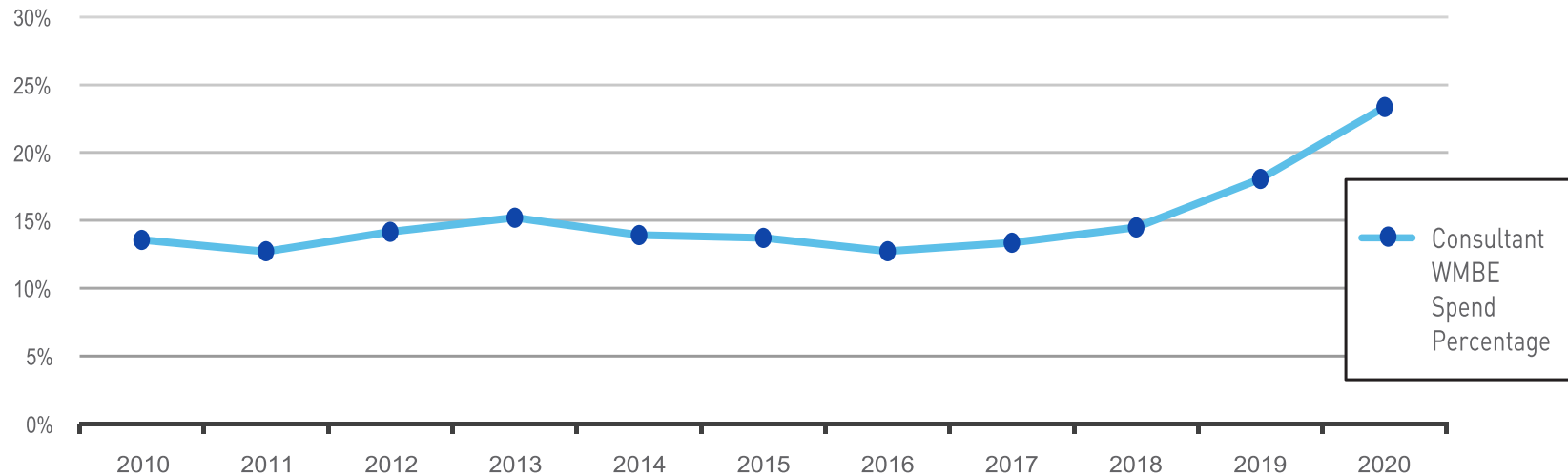
Overall, historical WMBE utilization and total spend on purchasing contracts has increased. Between 2010 and 2020, WMBE utilization has increased 64%. In 2020, the City exceeded its WMBE goal of 18% for purchasing contracts with a 23.36% WMBE utilization. Below are the WMBE total and WMBE spend by year.



## City Purchasing WMBE Spend (2010 to 2020)

Purchasing WMBE Spend			
Year	Percentage	WMBE \$ Amount	Total Spend
2010	14%	\$30,049,624	\$221,979,374
2011	13%	\$29,073,312	\$228,715,570
2012	14%	\$35,763,142	\$252,781,225
2013	15%	\$45,613,420	\$300,225,908
2014	14%	\$42,992,277	\$309,075,892
2015	14%	\$50,180,145	\$366,285,314
2016	13%	\$48,617,070	\$376,394,093
2017	13%	\$54,141,005	\$405,491,354
2018	14%	\$55,660,070	\$384,412,335
2019	18%	\$67,610,041	\$374,710,680
2020	23%	\$91,511,336	\$391,802,749

## City Purchasing WMBE Spend (Prime Only) - All Departments



Source: <https://www.seattle.gov/Documents/Departments/FAS/PurchasingAndContracting/WMBE/1.1-city-totals-year-by-year.pdf>

# WMBE OPPORTUNITIES, TOOLS & RESOURCES

*This section provides information for companies interested in contracting with the City and finding upcoming opportunities. Registering in the City's Online Business Directory (OBD) is a great first step to provide visibility as it is used by the City and contractors seeking partners/teams for upcoming or existing contracts. The City offers free technical assistance to small businesses interested in contracting with the City.*

**Online Business Directory (OBD):** This is the City's official "yellow pages." When registering in the OBD, businesses can indicate their expertise and qualification as a women- or minority-owned business (if applicable) and register for the [City's Consultant Roster](#).

**Consultant Contract Search:** Search for contracts similar to the services you provide. View [Scope of Work and payment details](#). Having this information can help consultants be competitive when proposing services to the City.

**Daily Journal of Commerce (DJC):** The City officially advertises all projects meeting competitive bidding threshold in the DJC. The DJC ads provide project information and an official project website, such as ProcureWare or the City's Consultant Connection, providing information on [how to download solicitation documents](#).

**First Fridays:** FAS Contracting and Purchasing conducts informational meetings the first Friday of the month. At these "101" sessions, FAS Purchasing and Contracting provides information to vendors, consultants and contractors on how to do business with the City including tips on bidding, explanations of procedures and forms and an opportunity to meet the buyer and program administrator for different commodities or specialties.

**Technical Assistance Services:** The City has a contract with the Northwest Mountain Minority Supplier Diversity Council (NWMMSDC) provides technical assistance services to businesses, with a focus on WMBE, seeking to contract with the City.

*NWMMSDC provides technical assistance in the form of consultation, outreach, group sessions, one-on-one sessions, phone inquiries and a tailored curriculum component based on participating company's needs. The image on the right is a screenshot of an online training session delivered by NWMMSDC.*



**The Consultant Connection:** Consultant projects advertised in the Daily Journal of Commerce will often have project documents uploaded on this page, including ones that have been posted on ProcureWare.

**The BuyLine Blog:** Announcements and Invitations to Bid (ITBs) are posted in the BuyLine Blog and includes information about timelines and links to the ITBs.

**Procureware:** All construction contracts and some consultant contracts are advertised on Procureware. Companies interested in bidding or partnering can download project manuals and see who else is obtaining documents. This provides an opportunity for WMBE firms to reach out to primes submitting bids/ proposals. Registration is free. Pre-bid and pre-submittal meetings are also posted here.

**City Departments:** Visit all of the home pages for City departments.

**City Department WMBE Leads:** All City departments and most offices have a designate WMBE lead who serves as the main point of contact for WMBE matters. They also represent their department/office at WMBE Intra-departmental meetings where policies, procedures and best practices are discussed and decided.

# Appendix

## Women- and Minority-Owned Business Annual Report



**Anthony Burnett**

WMBE Advisory  
Committee member,  
MB Diversity



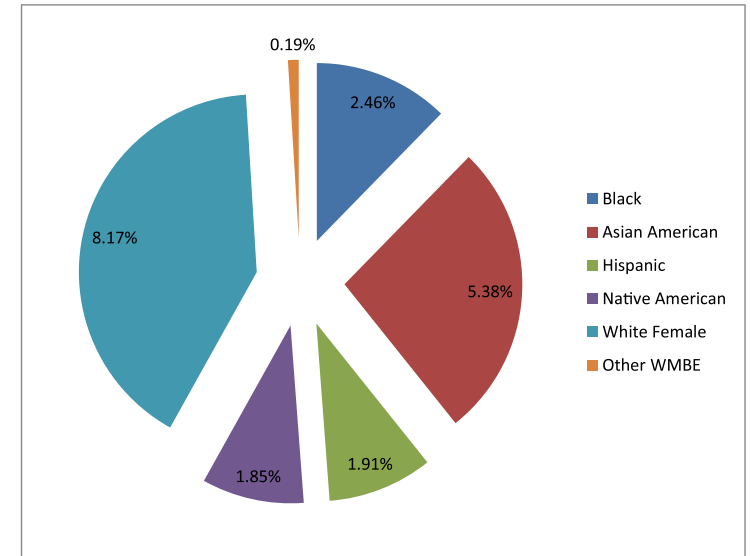
**Shelley Gaddie**

WMBE Advisory  
Committee member,  
ProjectCorps



## 2020 City Spending by Ethnicity

Payment by Ethnicity (Construction + Purchasing + Consultant)					
Ethnicity	Construction	Purchasing	Consultant	Total Contractor Payment	% of City Contract Payment
Black	\$3,150,893	\$18,878,300	\$1,582,868	\$23,612,062	2.46%
Asian American	\$13,003,937	\$25,958,570	\$12,739,227	\$51,701,734	5.38%
Hispanic	\$12,047,819	\$3,630,919	\$2,630,593	\$18,309,331	1.91%
Native American	\$3,615,173	\$13,791,595	\$403,827	\$17,810,595	1.85%
White Female	\$22,211,905	\$28,344,565	\$27,958,520	\$78,514,990	8.17%
Other WMBE	N/A	\$907,387	\$956,443	\$1,863,830	0.19%
White Male	\$314,878,323	\$300,291,413	\$153,491,747	\$768,661,483	80.03%
<b>Grand Total</b>	<b>\$368,908,050</b>	<b>\$391,802,749</b>	<b>\$199,763,226</b>	<b>\$960,474,025</b>	<b>100%</b>



Contractor Payment by Ethnicity			Consultant Payment by Ethnicity			Purchasing Payment by Ethnicity		
Ethnicity	Total Contractor Payment (provided by Prime)	% of City Contract Payment (w/o tax)	Ethnicity	Total Contractor Payment	% of City Contract Payment	Ethnicity	Total Contractor Payment	% of City Contract Payment
Black	\$3,150,893.00	1%	Black	\$1,582,868.48	0.79%	Black	\$ 18,878,300.09	4.82%
Asian American	\$13,003,937.00	4%	Asian American	\$12,739,226.78	6.38%	Asian American	\$ 25,958,569.78	6.63%
Hispanic	\$12,047,819.00	3%	Hispanic	\$2,630,593.24	1.32%	Hispanic	\$ 3,630,919.23	0.93%
Native American	\$3,615,173.00	1%	Native American	\$403,827.28	0.20%	Native American	\$ 13,791,594.85	3.52%
White Female	\$22,211,905.00	6%	White Female	\$27,958,520.14	14.00%	White Female	\$ 28,344,565.28	7.23%
Other WMBE	\$0.00	0%	Other WMBE	\$956,443.16	0.48%	Other WMBE	\$ 907,386.76	0.23%
White Male	\$314,878,323.00	85%	White Male	\$153,491,746.83	76.84%	White Male	\$ 300,291,413.14	76.64%
<b>Grand Total</b>	<b>\$368,908,050.00</b>	<b>100.00%</b>	<b>Grand Total</b>	<b>\$199,763,225.91</b>	<b>100%</b>	<b>Grand Total</b>	<b>\$ 391,802,749.13</b>	<b>100%</b>

City of Seattle 2020 WMBE Performance

Office/Department	Purchasing Goal	Purchasing Actual	Consultant Goal	Consultant Actual
City Auditor	10%	0%	10%	0%
Arts and Cultural Affairs	60%	46%	75%	3%
City Budget Office	30%	33%	25%	7%
Construction and Inspections	29%	19%	13%	16%
Seattle City Light	13%	18%	13%	11%
Civil Rights	25%	24%	5%	1%
Dept. of Neighborhoods	66%	64%	77%	52%
Office of Economic Development	60%	25%	55%	10%
Dept. of Education and Early Learning	75%	95%	45%	30%
Ethics and Elections Commission	92%	60%	58%	100%
Finance and Administrative Services	18%	26%	23%	36%
Seattle Fire Department	16%	26%	28%	20%
Human Resources	7.5%	1%	50%	22%
Human Services Department	37%	66%	65%	69%
Housing	50%	10%	2%	0%
Immigrant and Refugee Affairs	80%	64%	80%	5%
Intergovernmental Relations	100%	1%	90%	32%
Seattle Info Technology	27%	35%	36%	33%
Legislative Department	18%	1%	20%	7%
Law - Seattle City Attorney	30%	28%	25%	0%
Mayor's Office	N/A	45%	N/A	0%
Seattle Municipal Courts	20%	20%	18%	89%
Planning and Community	31%	19%	8%	3%
Seattle Public Library	16%	14%	12%	8%
Parks and Recreation	21%	24%	26%	52%
Retirement System	2%	13%	29%	1%
Seattle Center	25%	19%	40%	23%
Sustainability and Environment	75%	85%	75%	4%
Seattle Police Department	15%	13%	20%	25%
Seattle Public Utilities	17%	21%	22%	17%
Seattle Department of Transportation	19%	17%	34%	38%
<b>Citywide</b>	<b>19%</b>	<b>23%</b>	<b>27%</b>	<b>23%</b>

 Met or exceeds  
 Did not meet