



# City of Seattle

Edward B. Murray, Mayor

## Finance and Administrative Services

Fred Podesta, Director

Date: March 24, 2017  
To: Javier Valdez, Special Assistant to the Mayor on WMBE Programs  
Office of Mayor Ed Murray  
From: Nancy Locke, City Purchasing and Contracting Services Director  
Department of Finance and Administrative Services  
Subject: 2017 Annual Citywide WMBE Goals

I am transmitting the proposed 2017 Annual WMBE Plans that have been submitted from the City departments, commissions, boards and offices, in compliance with requirements set forth in the Seattle Municipal Code.

### 2017 Goals

The attached plans reflect goals for WMBE purchasing and consultant utilization in contracting during 2017. Upon tabulating the cumulative results of all departments' submissions, if approved, the 2017 goals would be as follows:

Category of Spending	2016 Actual	2017 Goal
Purchasing (Prime Only)	13%	13%
Consultant (Prime Only)	20%	17%

As you know, the Mayor has the authority to discuss individual departments' goals before adopting the full package, and we will gladly accommodate any adjustments.

These plans do not provide for goals regarding utilization of WMBE firms as subconsultants. In 2016, we implemented B2Gnow for consultant contracts, replacing the Contractor Information Database website and encompassing all contracts executed since January 2016 with an inclusion plan.

For 2017, FAS/CPCS continues to encourage departments to track and ensure consultant prime consultants are properly reporting subconsultant payments to accurately track WMBE spend.

Public works (construction) spending does not have Citywide or department goals, as WMBE utilization is facilitated through the WMBE Inclusion Plan program. However, applicable departments do have responsibilities for outreach and bid approvals, and these department efforts and decisions can influence utilization, so this may be a goal for you to consider for future years.

## 2017 Work Program

FAS will look to you for direction on the following initiatives, now under the purview of the Mayor's Office for department goals and expectations:

- Prompt Pay: For 2016, departments were instructed to add goals for the percentage of consultant invoices paid within 30 days and to add a plan for reaching the eventual goal of having 100 percent of invoices meet this Prompt Pay requirement. FAS reports on these measures quarterly. The City and many departments have not yet succeeded, and further direction or more intense monitoring by the Mayor's Office may prove helpful.
- WMBE utilization rates: We will continue to provide the official City WMBE utilization reports to your office on a quarterly basis.
- Subconsultant tracking: We continue Citywide contract provisions that allow tracking of WMBE utilization at subtier levels. However, this directive comes from your office and continued focus could improve the accuracy or thoroughness of department record-keeping.

We also continue with normal business processes, including leading the City WMBE interdepartmental team, administering and reviewing of WMBE inclusion plans and executing and staffing outreach events, as well as bringing forward policy initiatives as they arise for your collaboration and direction.

We welcome additional direction from you and Mayor Murray as we undertake our WMBE support efforts for 2017. Please let us know if we can be of further assistance.

The following 2017 WMBE Plans are not included in this report.

- City Budget Office.
- Ethics and Elections.
- Legislative.

Attachments: 2017 WMBE Materials

CC: Steve Lee  
Doug Carey  
Fred Podesta



## **2017 WMBE Plans - Index**

### **2016 Summary Graphs**

Consultant Spend (Prime only)  
Purchasing Spend (Prime only)  
Purchasing and Consultant Spend by Race  
Construction Spend (Prime and Sub)  
Construction Spend by Race (Completed)  
Construction Spend by Race (Combined/All Invoices)  
Construction – “Headcount” of MBE firms by year  
Consultant - Prompt Payment

### **2016 Labor**

City Construction Workforce Diversity Report

### **2017 Spreadsheet**

Consultant - List of 2017 Goals for each office and citywide tally  
Purchasing – List of 2017 Goals for each office and citywide tally

### **2017 Department WMBE Plans and Historical Purchasing and Consultant Spend**

Arts & Cultural Affairs  
City Auditor  
Civil Rights  
Civil Service Commission  
Department of Education and Early Learning  
Department of Information Technology  
Economic Development  
Employee Retirement  
Finance and Administrative Services  
Fire Department  
Housing  
Human Services Department  
Law  
Library  
Mayor’s Office and Office of Policy & Innovation  
Municipal Court  
Neighborhoods  
Office of Intergovernmental Relations  
Office of Immigrant and Refugee Affairs  
Parks and Recreation  
Planning and Community Development  
Police Department  
Seattle City Light  
Seattle Department of Construction & Inspections and  
Seattle Department of Human Resources  
Seattle Department of Transportation  
Seattle Center  
Seattle Public Utilities  
Sustainability and Environmental Affairs  
Waterfront

# 2016 SUMMARY GRAPHS

*City of Seattle 2017 WMBE Plans*

## City Consultant WMBE Spend (2002 to 2016-Q4)

Consultant WMBE Spend			
Year	Percentage	WMBE \$ Amount	Total Spend
2002	3%	NA	NA
2003	2%	NA	NA
2004	10%	\$5,559,204	\$56,963,589.00
2005	8%	\$5,663,842	\$71,768,829.00
2006	11%	\$6,884,789	\$65,132,651.00
2007	13%	\$11,422,374	\$90,401,915.00
2008	14%	\$17,152,475	\$125,677,704.00
2009	14%	\$17,267,666	\$121,937,219.00
2010	12%	\$12,288,957	\$102,813,118.00
2011	11%	\$10,251,817	\$93,444,305.00
2012	9%	\$9,891,068	\$114,267,495.00
2013	9%	\$13,708,058	\$148,372,918.00
2014	14%	\$22,187,819	\$156,112,219.00
2015	15%	\$24,043,081	\$158,348,673.00
16-Q1	20%	\$7,016,103	\$35,190,155.00
16-Q2	20%	\$15,054,349	\$76,498,860.00
16-Q3	20%	\$22,884,281	\$114,034,552.74
16-Q4	20%	\$31,920,471	\$160,348,036.00

### NOTES:

- 2002 and 2003 is a percentage that reflects both consultant and purchasing spend in a combined total. Data is sourced from City WMBE Spend Reports.
- All consultant spend is for prime only. No second tier spend is included. Includes SDOT consultant and Mega Project spend.
- Produced by City of Seattle, FAS/CPCS, 1/3/2017
- 2013 Consultant WMBE spend includes \$1,405,160 paid to Integral, not previously reported.
- \*2014-Q4 excludes \$1,640,585 for SPU inaccurately coded.
- 2015-Q2 Includes SDOT WMBE Consultant spend \$4,000.

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



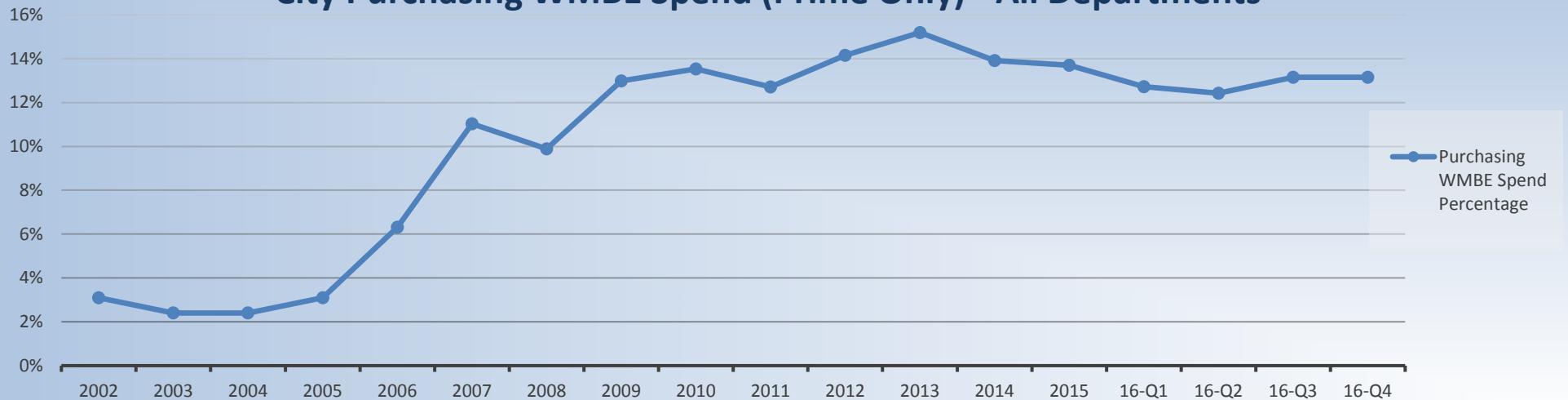
# City Purchasing WMBE Spend (2002 to 2016-Q4)

Purchasing WMBE Spend			
Year	Percentage	WMBE \$ Amount	Total Spend
2002	3%	NA	NA
2003	2%	NA	NA
2004	2%	\$10,887,879	NA
2005	3%	\$11,210,456	NA
2006	6%	\$15,625,782	\$247,585,771
2007	11%	\$30,962,645	\$280,596,053
2008	10%	\$29,388,475	\$297,370,096
2009	13%	\$34,009,368	\$261,960,161
2010	14%	\$30,049,624	\$221,979,374
2011	13%	\$29,073,312	\$228,715,570
2012	14%	\$35,763,142	\$252,781,225
2013	15%	\$45,613,420	\$300,225,908
2014	14%	\$42,992,277	\$309,075,892
2015	14%	\$50,180,145	\$366,285,314
16-Q1	13%	\$11,164,785	\$87,775,127
16-Q2	12%	\$22,846,189	\$183,941,217
16-Q3	13%	\$36,083,653	\$274,286,990
16-Q4	13%	\$48,617,070	\$376,394,093

**NOTES:**

- 2002 and 2003 is a percentage that reflects consultant and purchasing in a combined total. All data is sourced from City WMBE Spend Reports.
- 2011 includes \$841,000 CBRE/FAS
- 2013 includes \$800,000 CBRE
- Produced by City of Seattle, FAS/CPCS, 1/3/2017
- 2013 Purchasing WMBE spend includes \$1,253,758 paid to Tyndale, not previously reported.
- 2012 includes \$718,035 CBRE/FAS
- 2014-Q4 includes estimated \$800,000 CBRE
- 2014-Q4 excludes \$229,731 for SPU inaccurately coded
- 2015-Q1 includes CBRE WMBE spend \$286,193
- 2015-Q2 includes CBRE WMBE spend \$171,460
- 2015-Q2 Includes SDOT WMBE Purchasing spend \$29,931
- 2015-Q3 includes CBRE WMBE spend \$698,247
- 2015-Q4 includes estimated CBRE WMBE spent \$800,000

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





City of Seattle  
 Payment Information by WMBE (Combined)  
 Ethnicity  
 (Sorted by Doc Type)  
 1/1/2016 to 12/31/2016

Report ID: Snap210BCYTD  
 Run Date: 12/31/2016  
 Run Time: 10:37:16PM  
 Database: SUMMIT8  
 Query: \_CRY\_S\_ZAP\_Snap210AD

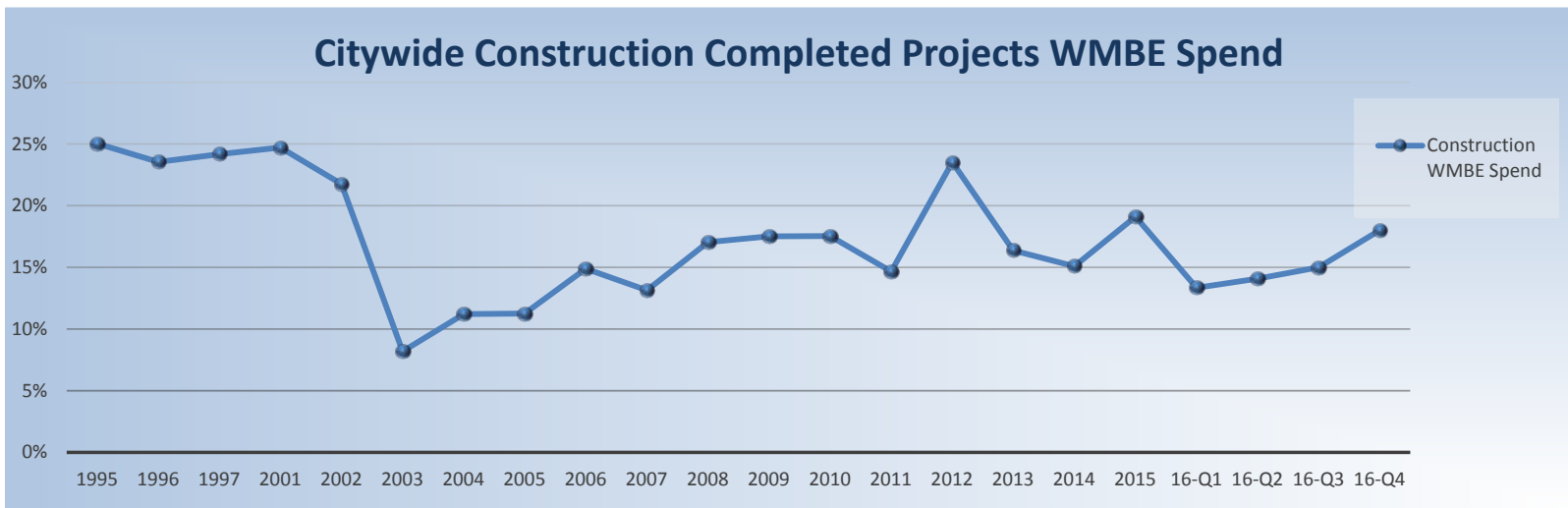
	<u>Total \$</u> <u>Payments</u>	<u>African</u> <u>American</u>	<u>African</u> <u>American %</u>	<u>Asian</u>	<u>Asian</u> <u>%</u>	<u>Native</u> <u>American</u>	<u>Native</u> <u>American %</u>	<u>Hispanic</u>	<u>Hispanic %</u>	<u>White</u> <u>Female</u>	<u>White</u> <u>Female %</u>	<u>Total \$</u> <u>for WMBE's</u>	<u>Total</u> <u>WMBE %</u>
<u>NAME1</u>						<u>DEPTID</u>							
<b>Consultant</b>													
Consultant Contract	133,128,051.90	871,084.17	.65%	4,537,926.45	3.41%	736,994.32	.55%	1,600,464.36	1.20%	11,595,505.77	8.71%	19,341,975.07	14.53%
Consultant Roster	27,219,984.00	921,791.91	3.39%	3,015,199.90	11.08%	58,407.83	.21%	181,390.66	.67%	8,401,705.97	30.87%	12,578,496.27	46.21%
<u>Subtotal:</u>	160,348,035.90	1,792,876.08	1.12%	7,553,126.35	4.71%	795,402.15	.50%	1,781,855.02	1.11%	19,997,211.74	12.47%	31,920,471.34	19.91%
<b>Other</b>													
Emergency Contract	53,428.97	0.00	.00%	0.00	.00%	0.00	.00%	0.00	.00%	15,837.31	29.64%	15,837.31	29.64%
<u>Subtotal:</u>	53,428.97	0.00	.00%	0.00	.00%	0.00	.00%	0.00	.00%	15,837.31	29.64%	15,837.31	29.64%
<b>Purchasing</b>													
Blanket Contract	318,111,598.24	4,130,017.20	1.30%	13,669,155.05	4.30%	3,702,067.10	1.16%	658,688.61	.21%	20,535,065.72	6.46%	42,694,993.68	13.42%
Direct Voucher	19,165,058.25	284,271.36	1.48%	506,974.36	2.65%	93,597.95	.49%	155,641.73	.81%	1,284,741.53	6.70%	2,325,226.93	12.13%
Purchase Contract	39,117,436.21	960,688.68	2.46%	342,457.83	.88%	11,751.23	.03%	179,745.99	.46%	2,102,205.54	5.37%	3,596,849.27	9.20%
<u>Subtotal:</u>	376,394,092.70	5,374,977.24	1.43%	14,518,587.24	3.86%	3,807,416.28	1.01%	994,076.33	.26%	23,922,012.79	6.36%	48,617,069.88	12.92%
<b>Unavailable</b>													
Non-Compliant	1,334,062.20	0.00	.00%	100,711.40	7.55%	31,367.52	2.35%	0.00	.00%	106,986.31	8.02%	239,065.23	17.92%
<u>Subtotal:</u>	1,334,062.20	0.00	.00%	100,711.40	7.55%	31,367.52	2.35%	0.00	.00%	106,986.31	8.02%	239,065.23	17.92%
<b>City Total:</b>	538,129,619.77	7,167,853.32	1.33%	22,172,424.99	4.12%	4,634,185.95	.86%	2,775,931.35	.52%	44,042,048.15	8.18%	80,792,443.76	15.01%

# City Construction WMBE Spend (1995 to 2016-Q4)

Construction Completed Projects WMBE Spend			
Year	Percentage	WMBE \$ Amount	Total Spend
1995	25%	NA	NA
1996	24%	NA	NA
1997	24%	NA	NA
2001	25%	\$19,875,027	NA
2002	22%	\$17,686,589	NA
2003	8%	\$8,425,473	NA
2004	11%	\$7,042,623	\$62,774,007.00
2005	11%	\$4,592,594	\$40,839,186.00
2006	15%	\$10,488,700	\$70,481,905.00
2007	13%	\$12,964,529	\$98,654,117.00
2008	17%	\$8,223,752	\$48,248,036.00
2009	18%	\$24,459,742	\$139,706,940.00
2010	18%	\$14,917,078	\$85,114,027.00
2011	15%	\$31,524,526	\$215,062,688.00
2012	24%	\$13,924,960	\$59,166,025.00
2013	16%	\$21,880,679	\$133,723,881.00
2014	15%	\$39,517,391	\$261,792,184.00
2015	19%	\$19,359,642	\$101,320,827.00
16-Q1	13%	\$8,213,638	\$61,601,503.00
16-Q2	14%	\$16,092,342	\$114,256,866.00
16-Q3	15%	\$21,155,211	\$137,507,989.46
16-Q4	18%	\$39,968,828	\$225,140,356.00

NOTES:

- 1998 to 2000 data is not available. Data from 1995-1997 is sourced from the "City WMBE Contracting Efforts" report dated January 2004.
- Data since 2001 is sourced from the Completed Construction Reports.
- Produced by City of Seattle, FAS/CPCS, 1/3/2017
- In 2012, \$8.3 million dollars (60%) of all payments made to WMBES went to WMBE primes.





**City Of Seattle**  
**City Purchasing and Contracting**  
**All Invoices Paid for All Construction Projects Report 1/1/2016 to 12/31/2016**

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	35	\$ 16,319,830.79	\$ 935,961.03	\$ 3,311,750.25	\$ 4,247,711.28	26%
LIGHT	80	\$ 70,534,825.30	\$ 5,076,642.46	\$ 2,081,550.57	\$ 7,158,193.03	10%
PARKS	31	\$ 10,654,400.59	\$ 2,760,597.85	\$ 2,241,966.60	\$ 5,002,564.45	47%
SDOT	36	\$ 156,635,446.32	\$ 14,674,468.33	\$ 3,988,996.45	\$ 18,663,464.78	12%
SPU	59	\$ 70,885,516.49	\$ 4,010,111.54	\$ 5,039,085.45	\$ 9,049,196.99	13%
SEACTR	2	\$ 362,088.85	\$ 87,664.05	\$ 53,260.35	\$ 140,924.40	39%
SPL	7	\$ 268,263.95	\$ 102,964.00	\$ 127,498.27	\$ 230,462.27	86%
<b>Grand Total</b>	<b>250</b>	<b>\$ 325,660,372.29</b>	<b>\$ 27,648,409.26</b>	<b>\$ 16,844,107.94</b>	<b>\$ 44,492,517.20</b>	<b>13.70%</b>

Contractor Payment by Ethnicity		
Ethnicity	Total Contractor Payment (provided by Prime)	% of City Contract Payment (w/o tax)
Black	\$ 9,323,076.44	2.86%
Asian American	\$ 8,217,569.24	2.52%
Hispanic	\$ 4,457,825.39	1.37%
Native American	\$ 3,847,330.49	1.18%
White Female	\$ 18,649,427.24	5.73%
Non-Minority	\$ 281,165,143.49	86.34%
<b>Grand Total</b>	<b>\$ 325,660,372.29</b>	<b>100%</b>

**Notes:**  
 WMBE data includes all payments to prime contractors and subcontractors  
 Data includes all construction projects.

**City Of Seattle**  
**City Purchasing and Contracting**  
**Race/Gender Completed Projects (including large federal outliers)**  
**Total Payments on Completed Construction Projects 1/1/2016 to 12/31/2016**

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	13	\$18,308,752.32	\$2,551,825.28	\$2,269,498.35	\$4,821,323.63	26%
LIGHT	23	\$13,167,261.80	\$206,274.86	\$552,151.78	\$758,426.64	6%
PARKS	9	\$7,500,628.71	\$267,191.00	\$1,395,866.72	\$1,663,057.72	22%
SDOT	20	\$152,016,239.92	\$22,448,186.54	\$4,312,868.65	\$26,761,055.19	18%
SPU	28	\$33,144,737.01	\$2,337,149.89	\$3,271,157.37	\$5,608,307.26	17%
SEACTR	2	\$1,002,735.91	\$115,560.00	\$241,098.00	\$356,658.00	36%
SPL	0					0%
<b>Grand Total</b>	<b>95</b>	<b>\$225,140,355.67</b>	<b>\$27,926,187.57</b>	<b>\$12,042,640.87</b>	<b>\$39,968,828.44</b>	<b>17.80%</b>

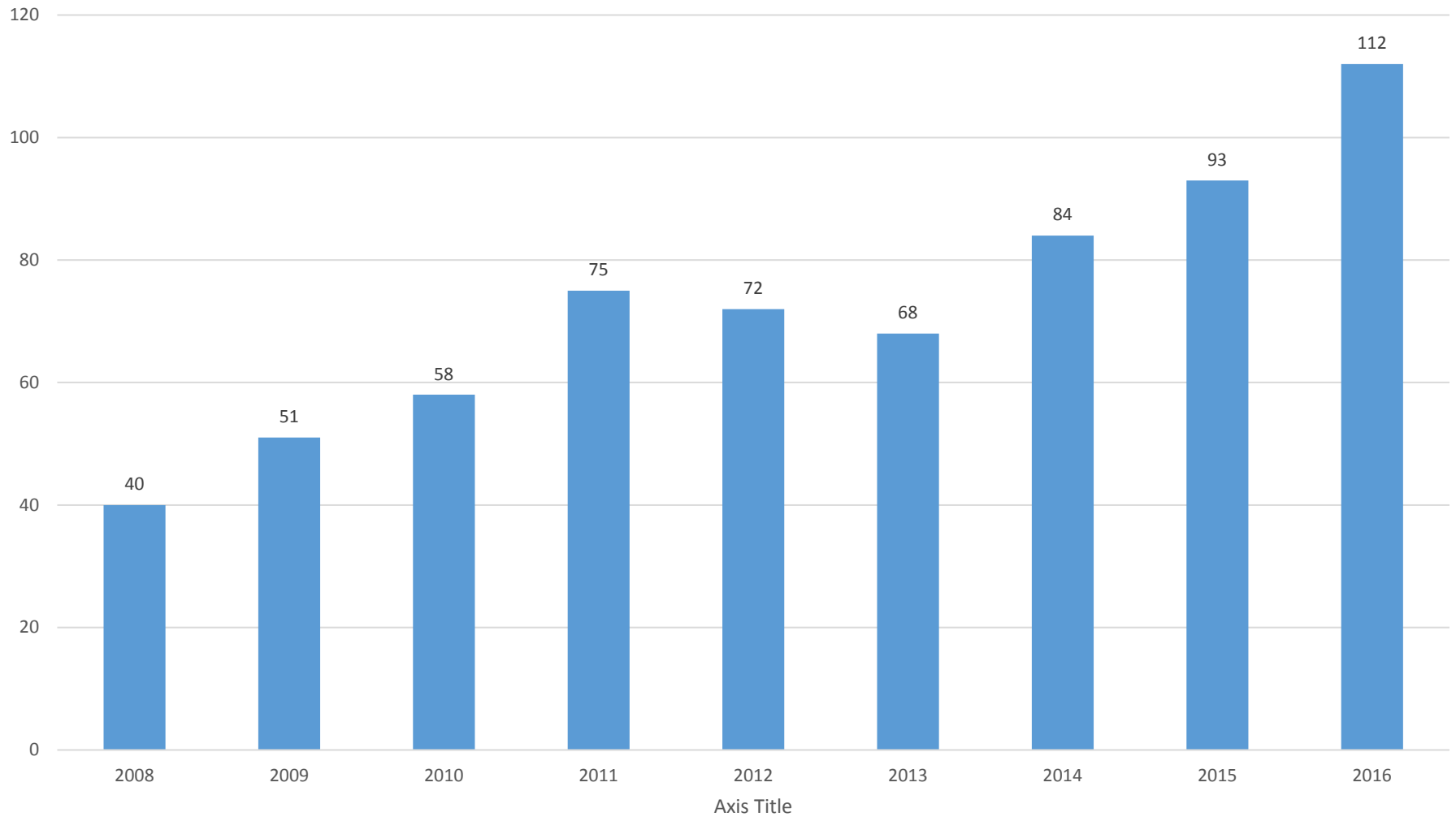
Contractor Payment by Ethnicity		
Ethnicity	Total Contractor Payment (provided by Prime)	% of City Contract Payment (w/o tax)
Black	\$14,251,430.69	6.33%
Asian American	\$3,617,342.04	1.61%
Hispanic	\$6,560,426.80	2.91%
Native American	\$3,616,075.01	1.61%
White Female	\$11,923,553.90	5.30%
Non-Minority	\$185,171,527.23	82.25%
<b>Grand Total</b>	<b>\$225,140,355.67</b>	<b>100.00%</b>

**Notes:**  
 WMBE data includes all payments to prime contractors and subcontractors  
 Data includes all construction projects.

# City of Seattle

## City Purchasing and Contracting Services

### Construction Contracts



■ Number of MBE Subcontractors

## Prompt Pay Report 2016 Year end

Departments	Consultant Roster				Consultant Contracts				Total Contracts		
	Average days	Number late	Number Invoices	Percent late	Average days	Number late	Number of Invoices	Percent Late	Number Late	Number of Invoices	Percent late
ART	0	0	0		2	0	5	0%	0	5	0%
CLU	27	24	171	14%	47	16	226	7%	40	397	10%
CTR	26	24	64	38%	33	25	66	38%	49	130	38%
CTY	24	2	6	33%	23	4	13	31%	6	19	32%
DIT	27	18	110	16%	20	25	202	12%	43	312	14%
DEEL	7	0	111	0%	7	0	58	0%	0	169	0%
DON	7	1	48	2%	10	3	74	4%	4	122	3%
Mayor/Exec	15	3	38	8%	36	285	812	35%	288	850	34%
FFD	24	88	483	18%	25	164	773	21%	252	1256	20%
HsD	0	0	0		29	26	79	33%	26	79	33%
FIN	9	3	40	8%	5	4	97	4%	7	137	5%
FNG	0	0	0		20	5	53	9%	5	53	9%
Law	0	0	16	0%	0	0	0		0	16	0%
Leg	51	5	6	83%	20	4	22	18%	9	28	32%
Library	40	121	159	76%	26	6	29	21%	127	188	68%
OED	0	0	0		16	12	82	15%	12	82	15%
OFH	0	0	0		26	3	10	30%	3	10	30%
Parks	20	20	425	5%	16	11	228	5%	31	653	5%
Police	31	10	34	29%	33	21	130	16%	31	164	19%
Retirement	27	13	41	32%	31	27	86	31%	40	127	31%
SFD	0	0	0		20	14	85	16%	14	85	16%
SCL	28	80	357	22%	28	526	1947	27%	606	2304	26%
SPU	25	55	654	8%	29	95	834	11%	150	1488	10%
SDOT	14	11	420	3%	14	33	973	3%	44	1393	3%

- Average days for payment from invoice receipt.
- Goal: all invoices paid within 30 days, with 0% late.

# 2016 LABOR

*City of Seattle 2017 WMBE Plans*

# CITY OF SEATTLE - CONSTRUCTION WORKFORCE DIVERSITY

Reporting Period: 1/1/2016 - 12/31/2016

Ethnicity	Gender	Apprentice Hours	Percentage of Apprentice Hours	Journey Level Hours	Percentage of Journey Level Hours	Total Hours	Percentage of Total Hours
African American	Female	7,848.0	6.3%	4,771.0	0.7%	51,386.9	6.1%
	Male	8,261.0	6.6%	30,506.9	4.3%		
Asian	Female	8.0	0.0%	355.0	0.0%	16,654.0	2.0%
	Male	2,400.5	1.9%	13,890.5	1.9%		
Caucasian	Female	9,388.2	7.5%	25,754.5	3.6%	565,924.9	67.4%
	Male	59,497.8	47.4%	471,284.5	66.0%		
Hispanic	Female	2,862.0	2.3%	1,915.3	0.3%	92,610.9	11.0%
	Male	12,403.0	9.9%	75,430.7	10.6%		
Native American	Female	234.0	0.2%	1,904.8	0.3%	21,853.3	2.6%
	Male	3,697.0	2.9%	16,017.5	2.2%		
Not Specified	Female	2,281.5	1.8%	3,746.1	0.5%	63,698.4	7.6%
	Male	9,901.8	7.9%	47,769.1	6.7%		
Other	Female	2,039.0	1.6%	3,096.0	0.4%	26,975.0	3.2%
	Male	4,627.5	3.7%	17,212.5	2.4%		
<b>Total Hours</b>		125,449.2		713,654.2		839,103.3	

	Apprentice Hours		Journey-Level Hours		Combined Hours	
Total Hours	125,449.2		713,654.2		839,103.3	
People of Color	44,380.0	35.4%	165,100.0	23.1%	209,480.0	25.0%
Female Hours	24,660.7	19.7%	41,542.6	5.8%	66,203.3	7.9%

	Apprentice Utilization		Journey-Level Utilization	
Total Hours	125,449.2	15.0%	713,654.2	85.0%

Apprentice Utilization Requirement 15%

NOTE: Projects with no apprenticeship requirement (Office of Housing, FHWA and FTA) are excluded from this report.

# 2017 SPREADSHEET

*City of Seattle 2017 WMBE Plans*

<b>Consulting</b>	<b>Actual 2016 Overall Spend</b>	<b>Actual 2016 WMBE Spend</b>	<b>Actual 2016 WMBE Percent</b>	<b>Predicted 2016 WMBE Goal</b>	<b>Predicted 2017 Overall Spend (Default is Actual 2016 Spend)</b>	<b>2017 Predicted WMBE Spend (Default is Actual 2016 WMBE Spend)</b>	<b>2017 Predicted WMBE Goal</b>
Arts & Cultural Affairs	\$0.00	\$0.00	0.00%	17.00%	\$0.00	\$0.00	17.00%
Budget Office *	\$210,961.00	\$64,978.00	30.80%	50.00%	\$210,961.00	\$64,975.99	30.80%
City Auditor	\$141,971.00	\$0.00	0.00%	3.00%	\$351,000.00	\$10,530.00	3.00%
Civil Rights and OLS	\$825,246.00	\$62,202.00	7.54%	25.00%	\$0.00	\$0.00	0.00%
Civil Service Commission	\$0.00	\$0.00	0.00%	0.00%	\$0.00	\$0.00	N/A
Community Police Commission					\$0.00	\$0.00	
Department of Education and Early Learning	\$1,493,266.00	\$803,607.00	53.82%	60.00%	\$2,000,000.00	\$1,000,000.00	50.00%
Department of Information Technology	\$5,175,863.00	\$1,323,939.00	25.58%	17.00%	\$2,721,600.00	\$435,456.00	16.00%
Economic Development	\$434,806.00	\$261,715.00	60.19%	20.00%	\$450,000.00	\$135,000.00	30.00%
Employee Retirement	\$2,899,211.00	\$375,474.00	12.95%	8.00%	\$3,861,712.50	\$308,937.00	8.00%
Ethics and Elections	\$105,674.00	\$0.00	0.00%	7.00%	\$105,674.00	\$7,397.18	7.00%
FAS (Department of Finance and Administrative Services)	\$15,356,849.00	\$4,577,216.00	29.81%	23.00%	\$11,687,999.00	\$2,200,000.00	18.82%
Fire Department	\$1,723,206.00	\$607,902.00	35.28%	12.00%	\$1,723,206.00	\$344,641.20	20.00%
Fire Pension	\$0.00	\$0.00	0.00%	0.00%	\$0.00	\$0.00	0.00%
Hearing Examiner	\$0.00	\$0.00	0.00%	0.00%	\$0.00	\$0.00	0.00%
Housing	\$112,760.00	\$14,800.00	13.13%	20.00%	\$112,760.00	\$22,552.00	20.00%
Human Services	\$250,774.00	\$191,520.00	76.37%	50.00%	\$200,000.00	\$100,000.00	50.00%
Immigrant and Refugee Affairs *	\$1,576,388.00	\$219,573.00	13.93%	75.00%	\$1,576,388.00	\$220,694.32	14.00%
Intergovernmental Relations	\$468,250.00	\$149,500.00	31.93%	30.00%	\$468,250.00	\$140,475.00	30.00%
Law	\$30,000.00	\$0.00	0.00%	5.00%	\$30,000.00	\$300.00	1.00%
Legislative	\$192,584.00	\$43,990.00	22.84%	15.00%	\$192,584.00	\$35,000.00	15.00%
Library	\$520,306.00	\$58,096.00	11.17%	8.00%	\$650,000.00	\$78,000.00	12.00%
Mayor's Office and Office of Policy and Innovation	\$181,930.00	\$23,915.00	13.15%	0.00%	-	-	N/A
Municipal Court	\$0.00	\$0.00	0.00%	18.00%	\$0.00	\$0.00	18.00%
Neighborhoods	\$454,903.00	\$94,023.00	20.67%	40.00%	\$454,903.00	\$136,470.90	30.00%
Parks	\$6,284,462.00	\$1,343,236.00	21.37%	20.00%	\$6,284,462.00	\$1,256,892.40	20.00%
Personnel (Human Resources)	\$1,448,690.00	\$870,617.00	60.10%	20.00%	\$1,448,690.00	\$362,172.50	25.00%
Seattle Dept of Construction and Inspections (SDCI) and Office of Planning and Community Development (OPCD)	\$2,648,716.00	\$1,304,228.00	49.24%	42.00%	\$1,904,761.90	\$800,000.00	42.00%
Police	\$1,702,243.00	\$118,841.00	6.98%	20.00%	\$1,702,243.00	\$170,224.30	10.00%
Police Pension	N/A	N/A	N/A	0.00%	\$0.00	\$0.00	0.00%
SCL (City Light)	\$35,868,730.00	\$4,454,599.00	12.42%	9.00%	\$31,818,181.82	\$3,500,000.00	11.00%
SDOT (Seattle Department of Transportation)	\$47,575,840.00	\$8,996,847.00	18.91%	15.00%	\$47,575,840.00	\$9,515,168.00	20.00%
Seattle Center	\$1,154,368.00	\$209,775.00	18.17%	15.00%	\$1,154,368.00	\$230,873.60	20.00%
SPU (Seattle Public Utilities)	\$29,567,631.00	\$5,547,934.00	18.76%	10.00%	\$30,000,000.00	\$3,600,000.00	12.00%
Sustainability and Environment	\$799,955.00	\$85,320.00	10.67%	8.00%	\$1,400,000.00	\$182,000.00	13.00%
Waterfront **WMBE spend is included in SDOT					\$6,000,000.00	\$1,050,000.00	17.50%
<b>City Aggregated Total</b>	<b>\$159,205,583</b>	<b>\$31,803,847</b>	<b>19.98%</b>	<b>13.70%</b>	<b>\$150,085,584</b>	<b>\$24,857,760</b>	<b>16.6%</b>



<b>Purchasing</b>	<b>Actual 2016 Overall Spend</b>	<b>Actual 2016 WMBE Spend</b>	<b>Actual 2016 WMBE Percent</b>	<b>Predicted 2016 WMBE Goal</b>	<b>Predicted 2017 Overall Spend (Default is Actual 2016 Spend)</b>	<b>2017 Predicted WMBE Spend (Default is Actual 2016 WMBE Spend)</b>	<b>2017 Predicted WMBE Goal</b>
Arts & Cultural Affairs	\$106,674.00	\$37,308.00	34.97%	20.00%	\$106,674.00	\$21,334.80	20.00%
Budget Office *	\$71,170.00	\$34,264.00	48.14%	50.00%	\$71,170.00	\$35,585.00	50.00%
City Auditor	\$318.00	\$0.00	0.00%	3.00%	\$1,500.00	\$150.00	10.00%
Civil Rights and OLS	\$120,180.00	\$86,532.00	72.00%	50.00%	\$50,000.00	\$50,000.00	100.00%
Civil Service Commission	\$0.00	\$0.00	0.00%	0.00%	\$0.00	\$0.00	0.00%
Community Police Commission	\$0.00	\$0.00	0.00%	0.00%	\$0.00	\$0.00	0.00%
Department of Education and Early Learning	\$1,358,715.00	\$847,648.00	62.39%	40.00%	\$1,500,000.00	\$750,000.00	50.00%
Department of Information Technology	\$26,723,668.00	\$3,862,417.00	14.45%	16.00%	\$14,958,300.00	\$2,542,911.00	17.00%
Economic Development	\$298,056.00	\$72,692.00	24.39%	20.00%	\$300,000.00	\$60,000.00	20.00%
Employee Retirement	\$2,045,618.00	\$75,113.00	3.67%	30.00%	\$2,045,618.00	\$613,685.40	30.00%
Ethics and Elections	\$86,881.00	\$84,295.00	97.02%	20.00%	\$421,475.00	\$84,295.00	20.00%
FAS (Department of Finance and Administrative Services)	\$71,373,081.00	\$11,574,370.00	16.22%	13.00%	\$66,827,211.00	\$8,885,191.00	13.30%
Fire Department	\$10,773,251.00	\$842,778.00	7.82%	12.00%	\$10,773,251.00	\$1,292,790.12	12.00%
Fire Pension	\$83,935.00	\$21,311.00	25.39%	0.00%			
Hearing Examiner	\$30,505.00	\$20,315.00	66.60%	0.00%			
Housing	\$48,533.00	\$27,154.00	55.95%	40.00%	\$48,533.00	\$24,266.50	50.00%
Human Services	\$3,407,183.00	\$1,173,609.00	34.45%	50.00%	\$3,000,000.00	\$1,500,000.00	50.00%
Immigrant and Refugee Affairs *	\$77,325.00	\$57,900.00	74.88%	80.00%	\$77,325.00	\$61,860.00	80.00%
Intergovernmental Relations	\$5,030.00	\$4,417.00	87.81%	30.00%	\$5,030.00	\$1,509.00	30.00%
Law	\$276,013.00	\$86,152.00	31.21%	31.00%	\$300,000.00	\$84,000.00	28.00%
Legislative	\$164,977.00	\$6,671.00	4.04%	12.00%	\$164,977.00	\$19,797.24	12.00%
Library	\$9,167,638.00	\$964,581.00	10.52%	20.00%	\$9,000,000.00	\$1,260,000.00	14.00%
Mayor's Office and Office of Policy and Innovation	\$87,828.00	\$41,325.00	47.05%	30.00%	\$87,828.00	\$28,983.24	33.00%
Municipal Court	\$2,600,558.00	\$555,405.00	21.36%	20.00%	\$2,600,558.00	\$520,111.60	20.00%
Neighborhoods	\$350,324.00	\$171,976.00	49.09%	40.00%	\$350,324.00	\$157,645.80	45.00%
Parks	\$13,168,923.00	\$2,000,356.00	15.19%	18.00%	\$13,168,923.00	\$2,370,406.14	18.00%
Personnel (Human Resources)	\$1,595,718.00	\$278,923.00	17.48%	20.00%	\$1,595,718.00	\$239,357.70	15.00%
Seattle Dept of Construction and Inspections (SDCI) and Office of Planning and Community Development (OPCD)	\$1,997,556.00	\$483,882.00	24.22%	26.00%	\$1,600,000.00	\$400,000.00	25.00%
Police	\$23,099,797.00	\$3,038,674.00	13.15%	25.00%	\$23,099,797.00	\$3,464,969.55	15.00%
Police Pension	\$4,293.00	\$0.00	0.00%	0.00%		\$0.00	0.00%
SCL (City Light)	\$119,444,808.00	\$10,754,886.00	9.00%	11.00%	\$87,777,777.78	\$7,900,000.00	9.00%
SDOT (Seattle Department of Transportation)	\$32,257,646.00	\$3,416,214.00	10.59%	10.00%	\$32,257,646.00	\$3,870,917.52	12.00%
Seattle Center	\$4,577,952.00	\$911,890.00	19.92%	18.00%	\$4,577,952.00	\$961,369.92	21.00%
SPU (Seattle Public Utilities)	\$50,785,201.00	\$7,007,664.00	13.80%	12.00%	\$50,000,000.00	\$6,000,000.00	12.00%
Sustainability and Environment	\$137,741.00	\$65,208.00	47.34%	53.00%	\$151,000.00	\$75,500.00	50.00%
Waterfront **WMBE spend is included in SDOT	\$0.00	\$0.00	0.00%	0.00%	\$6,933,146.00	\$1,039,971.90	15.00%
<b>City Aggregated Total</b>	<b>\$376,327,096.00</b>	<b>\$48,605,930.00</b>	<b>12.92%</b>	<b>13.22%</b>	<b>\$326,918,587.78</b>	<b>\$43,276,636.53</b>	<b>13.2%</b>

# 2017 Departments WMBE Plans and Historical Purchasing and Consultant Spend

*City of Seattle 2017 WMBE Plans*

## **WMBE Report for 2016 and 2017 Annual Plan Office of Arts and Culture**

### **Introduction**

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

### **Department Representatives**

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

### **2016 WMBE Use and Efforts:**

#### **Expectations and Education on WMBE Participation**

- Sheila Moss will provide regular updates and reminders to staff regarding WMBE goals and opportunities for participation in contracting and vendor selection for goods and services.
- The Finance Manager and accounting staff review department purchases of goods and services to identify potentially missed opportunities and educate staff.
- Coordination of WMBE efforts will also involve Diana Falchuk, Manager of Arts & Racial Equity.

#### **Efforts in Outreach:**

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

#### **Utilization and Exceptions:**

The department's discretionary purchase of goods and basic services is somewhat limited. ARTS uses City blanket contracts for the lease of office equipment (copier) and to purchase office supplies, IT equipment/software, and other supplies/services for public events and all-day selection panels. These costs make up most of the office's small discretionary operating expenditures. The Finance Manager and administrative staff identify other blanket contracts available (e.g., printing services) to help ARTS' staff make proactive and informed choices on vendor selection. 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 Summit report for years 2015 and 2016.

2015 & 2016 Performance Summary						
Procurement Type	2015 Performance			2016 Performance		
	Total	WMBE	% WMBE	Total	WMBE	% WMBE
Consultant Contract	\$121,038.88	\$21,540.00	17.80%	\$154,903*	\$128,403*	82.89%
<b>Consultant Total</b>	<b>\$121,038.88</b>	<b>\$21,540.00</b>	<b>17.80%</b>	<b>\$154,903</b>	<b>\$128,403</b>	<b>82.89%</b>
Blanket Contract	\$101,332.90	\$19,625.10	19.37%	\$129,415	\$42,906	33.16%
Direct Voucher	\$42,279.81	\$10,419.30	24.64%	\$19,759**	\$1,956	9.89%
<b>Purchasing Total</b>	<b>\$143,612.71</b>	<b>\$30,044.40</b>	<b>20.92%</b>	<b>\$149,174</b>	<b>\$44,862</b>	<b>30.07%</b>
<b>Grand Total</b>	<b>\$264,651.59</b>	<b>\$51,584.40</b>	<b>19.49%</b>	<b>\$304,077</b>	<b>\$173,265</b>	<b>56.98%</b>

**Notes – Both are corrections to Summit:**

\*The expenditure in Summit for Consultant Contracts incorrectly did not include \$113,403 of payments to a WMBE consultant. The total expenditure amount in Summit for Consultant Contracts is \$41,500 but is corrected here to show the actual expenditure of \$154,903, of which \$113,403 reflects payments to a WMBE consultant that was incorrectly coded as a “DX” expense rather than a WMBE eligible expense.

\*\*The expenditure in Summit for Direct Voucher purchases for 2016 has been adjusted to include an \$8,000 payment for server maintenance that was incorrectly coded as a “DX” expense.

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

YEAR	Consulting			Purchasing		
	TOTAL \$	WMBE \$	PERCENT	TOTAL	WMBE \$	PERCENT
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%
2012	\$100,431	\$0	.00%	\$67,525	\$15,361	22.75%
2011	\$23,000	\$0	.00%	\$62,781	\$13,008	20.72%

The WMBE Goals for 2016 have been 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.

**2017 Goals:**

The department will continue to provide information, training, and reminders to staff regarding WMBE usage. In 2017, we will 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. Still, it is often the case that we may have only one or two consultant contracts per year with businesses that qualify for WMBE registration. It is therefore unlikely that we can produce a higher WMBE use percentage in the future, or be able to maintain the atypically high number that we experienced in 2016 due to contracts with a single WMBE vendor.

One area where we would like to support a Citywide increase in WMBE purchases is our supply and leased equipment purchases. Like other departments, these are done through Blanket contracts. ARTS would like to explore, with other departments, the City Purchasing department, and WMBE program leaders, the possibility for the City to expand WMBE use through Blanket contracts.



# CITY OF SEATTLE

## 2017 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

### 2017 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, nearly all 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 3% of \$351,000 equaling \$10,530. 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 the University of Washington, which is not a WMBE vendor.

### 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 2017 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.

**OFFICE OF LABOR STANDARDS**

**IDT Contracting Equity**

Latrice yBarra

**WMBE Coordinator**<sup>1</sup>

Latrice yBarra

**2017 TARGETS**

**CONSULTANTS**<sup>2</sup>

N/A

**PURCHASING**

50.00% – \$50,000

**PROMPT PAY**

100%

**ACTION PLAN**

**OUTREACH**

**Sponsor/Support:**

- Annual Purchasing Trade Show.
- Membership with Greater Seattle Business Association.
- Member of Tabor 100
- community events.

**Utilize WMBE Vendors for:**

- Printing (outreach materials, business cards, etc)
- Outreach events sponsored or co-sponsored by OLS and the Commissions.
- Community training and presentations and/or tabling at events and festivals.
- Consultants for Policy, OLS 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.

<sup>1</sup>**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.

<sup>2</sup>**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.

## Seattle Civil Service Commissions WMBE Outreach Plan

### Department Representative

Jennifer Greenlee, Executive Director  
Civil Service Commissions  
Mail Stop: SMT-16-01  
700 Fifth Avenue, Suite 1670  
PO Box 94729 Seattle, WA 98124-4729  
Desk 206-233-7118  
Fax 206-684-0755  
Jennifer.Greenlee@Seattle.gov

### Department's Operation

The Civil Service Commissions (CIV) is the administrative entity serving both the Civil Service Commission and the Public Safety Civil Service Commission, quasi-judicial bodies charged with providing fair and impartial hearings of alleged violations of the City's personnel rules and disciplinary appeals. Each Commission is governed by a separate three-member board, with one member appointed by the Mayor, one appointed by the City Council, and one elected by and representing covered employees. The term of each Commissioner is three years.

The **Civil Service Commission (CSC)** provides fair and impartial hearings of alleged violations of the City's personnel rules. Employees may file appeals with the CSC regarding all final disciplinary actions and alleged violations of the Personnel Ordinance, as well as related rules and policies. The CSC may issue orders to remedy violations and may also make recommendations to the Mayor and City Council regarding the administration of the personnel system. In addition, the CSC investigates allegations of political patronage to ensure the City's hiring practices are established and carried out in accordance with the merit principles set forth in the City Charter. The CSC conducts public hearings on personnel related issues and may propose changes to Personnel rules, policies, and laws to the Mayor and City Council.

The mission and purpose of the **Public Safety Civil Service Commission (PSCSC)** is to implement, administer, and direct a civil service system for sworn personnel of the Seattle Police Department and uniformed personnel of the Seattle Fire Department. The PSCSC provides sworn police and uniformed fire employees with a quasi-judicial process for hearings on appeals concerning disciplinary actions, examination and testing, and other related issues.



## **Nature of Department's Purchasing Habits**

The Commission has a limited budget, thus limited purchasing power, with annual expenditures for purchasing and for consulting that are each under \$50,000. Over seventy percent (70%) of the Department's budget is allocated toward personnel expenses including salaries and benefits and over twenty percent (20%) to interfund costs such as facilities and information technology. The remaining five to 10 percent (5-10%) is designated for other purchases and charges, primarily general office supplies, equipment rental, and training, which includes annual participation in the statewide Civil Service Conference. The Commission looks to WMBE contractors and vendors as the primary source for office supplies and services and uses WMBE contractors whenever possible.

The Department has no on-going contracts for services or training. Contracted services include the occasional use of a court reporter or transcription services. The Department also hires pro-tem Hearing Examiners to hear employee appeals and strives to meet the City's WMBE outreach goals in this area; however, these individuals are not contracted, but are processed through the City's personnel system as intermittent temporary employees. This is the Department's primary opportunity to assist in the effort to use WMBE contractors.

## **Goals**

The Department makes an effort to use WMBE contractors for all purchases of supplies and services. The goal is to have 75% of these funds go to WMBE contractors.

The Department's four Hearing Examiners include two persons of color and two females. Although these individuals are not reflected in the Commission's contracting or service budgets, they represent a significant portion of the total budget and indirectly represent the Department's primary use of "outside vendors or contractors".

As a small department, this is a permanent evergreen WMBE plan that will be updated if purchasing opportunities change in the future.

# Department of Education and Early Learning 2017 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: Donnie Grabowski, DEEL Finance Director (233-2603); Cindy McMahan (Alternate)**

**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), and the General Fund. The majority of DEEL funds are contracted out. DEEL is proud to report that we exceeded our 2016 goal for purchasing (see table below), and is proactive about hiring WMBE vendors when possible.

### 2017 DEEL WMBE Goals

	2015		2016		2017	2017 Estimated Total Expenditures	2017 Estimated WMBE Expenditures
	Target	Actuals	Target	Actuals	Target		
Consultant	50%	68%	60%	54%	<b>50%</b>	\$2.0 million	\$1 million
Purchasing	35%	51%	40%	62%	<b>50%</b>	\$1.5 million	\$750,000
Consultant Prompt Pay	N/A	N/A	90%	100%	<b>95%</b>	N/A	N/A

Note regarding 2017 Estimated Total and WMBE Expenditures: Actual amounts may be different from what is presented above, given that 1) DEEL is still a new department with Families and Education Levy and Seattle Preschool Program Levy expenditures continuing to ramp up, and 2) DEEL received additional General Fund dollars in the 2017 budget and is still determining the specific amount that will be contracted out.

DEEL proposes to decrease the Consultant target by 10% (from 60% to 50%) and increase the Purchasing target by 10% (from 40% to 50%) based on actual 2016 performance. DEEL is establishing a 2017 Consultant Prompt Pay goal of 95%. We exceeded this prompt pay goal, and therefore increased it 5% for 2017. DEEL will discuss this prompt pay goal with our contracting and program staff to ensure that vendors are paid within a 30-day period.

### 2016 DEEL Performance Summary

**2016 CONSULTANT CONTRACTS: DEEL Target = 60%**

Consultant	Total Payments	WMBE Total	Total WMBE %
Consultant Contracts	\$396,587	\$141,800	35.8%
Consultant Roster	\$1,096,679	\$661,807	60.3%
<b>Total</b>	<b>\$1,493,266</b>	<b>\$803,607</b>	<b>53.8%</b>

## 2016 PURCHASED SERVICES: DEEL Target = 40%

Purchasing	Total Payments	WMBE Total	Total WMBE %
Blanket	\$182,851	\$91,794	50.2%
Direct Voucher	\$156,228	\$27,308	17.5%
Purchase Contract	\$1,019,636	\$728,546	71.5%
<b>Total</b>	<b>\$1,358,715</b>	<b>\$847,648</b>	<b>62.4%</b>

### Notes regarding 2016 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. As an example, in 2015 DEEL selected a consultant through a competitive process to evaluate the Seattle Preschool Program. Because this is not a WMBE firm, and payments are higher than for other vendors, it has decreased the % WMBE utilization in the Consultant Contract category.
- 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 2017, as part of the annual renewal process, DEEL is continuing to ask (CCAP) vendors if they are willing to be added to the City Online Business Directory.
- DEEL will continue to look for ways to increase the % of minority consultants within the Consultant Roster category.

### Outreach Events:

To the extent possible, DEEL will participate in outreach events with WMBE community associations, vendors and industry organizations. DEEL recently discussed in the annual 2016 WMBE review with the Mayor's Office to:

- Attend the Regional Contracting Forum in April to observe whether this forum would be an appropriate annual event for DEEL to attend.
- Attend the City Reverse Trade Show in summer 2017.

### 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 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.



February 15, 2017

## 2017 SEATTLE IT WMBE UTILIZATION PLAN

### Department Representative for 2017:

**Jeremy Doane for Ann Kelson – Seattle IT Contracting Manager**

### 2017 Goals:

For 2016, Seattle IT established Woman and/or Minority Business Enterprises (WMBE) utilization goals of sixteen (16%) for Consulting and seventeen percent (17%) for Purchasing. Seattle IT was able to meet the Consulting goal and fell short on the Purchasing goal.

2016 WMBE Performance			
	Target	Actual	Actual Amount
Consulting	16%	26%	\$1,323,939
Purchasing	17%	14%	\$3,862,417

2017 is the first year that Seattle IT will have its full consolidated budget (\$250 million compared to \$66 million in 2016). Forecasting WMBE spend is difficult since no prior consolidated purchasing data exists. Also, it is not possible to know how much of the legacy departments budgets that was consolidated into Seattle IT was 2016 WMBE spend. For the purpose of these 2017 goals, a baseline of \$105 million is being used (overall budget minus staffing, intercity funds, bonds, etc.).

For 2017, Seattle IT is establishing Woman and/or Minority Business Enterprises (WMBE) utilization goals of sixteen (16%) for Consulting and seventeen percent (17%) for Purchasing.

2017 WMBE Performance Goals		
Consulting	16%	\$2,721,600
Purchasing	17%	\$14,958,300

### Outreach Events and Additional Strategies:

Information Technology Vendor and Consultant Workshop – In conjunction with King County Information Technology Department, Seattle IT will co-host the workshop. Both WMBE and non-WMBE firms will be invited to attend. The workshop will provide vendors with a glimpse of upcoming IT projects, each organization’s road map, and an introduction on how to do business with the organizations. May 10, 2017.

Regional Contracting Forum – IT Contracting will support and attend. April 2017.

City Purchasing Reverse Vendor Trade Show – IT Contracting will support and attend. July 2017.

Seattle Small Business Expo – IT Contracting will support and attend. July 2017.

Tabor 100 Events – IT Contracting will support and attend. Various dates in 2017.

Additional Strategies – IT Contracting will be looking at contract turnover as an opportunity to increase WMBE utilization. For instance, in 2017, Seattle IT has replaced the City’s previous non-WMBE Cisco equipment and services vendor with a WMBE vendor. 2016 spend on this contract was about \$3 million.

Also, Seattle IT has implemented a new intake process for purchases and purchase requests. This will allow IT Contracting to search for any WMBE options much earlier in the procurement process.

### Consultant Prompt Pay:

For 2016, Seattle IT established a Consultant Prompt Pay goal of 97% for both Consultant Roster and non-Roster contracts. Seattle IT did not meet these goals.

2016 Consultant Prompt Pay Performance (Q2 -Q4)				
	Target	Invoices	Late	Actual
Consulting Roster	97%	219	35	84%

Consulting Non-Roster	97%	393	46	88%
Total	97%	612	81	87%

For 2017, Seattle IT is establishing a Consultant Prompt Pay goal of 90% for both Consultant Roster and non-Roster contracts. 2017 is the first year that will have its full consolidated budget (\$250 million compared to \$68 million in 2016). It can be expected that in this first consolidated year, all invoices may not immediately be directed to Seattle IT Accounts Payable. Since this will impact Seattle IT's ability to receive and pay invoices in a timely manner, Seattle IT is setting a conservative Prompt Pay goal of 90% for all invoices.

<b>2017 Consultant Prompt Pay Goals</b>	
Consulting Roster	90%
Consulting Non-Roster	90%
Total	90%

IT Contracting will work to make invoicing instructions and send-to addresses clear on all consultant contracts, as well as updating invoicing addresses on contracts that have been consolidated into Seattle IT from other City departments. Project Managers will also receive training on the invoicing process so they can better anticipate when they will receive invoices that require their approval.

<b>DEPARTMENT OUTREACH STAFF:</b>
Jeremy Doane for Ann Kelson – Seattle IT Contracting Manager
<b>DEPARTMENT DIRECTOR:</b>
Michael Mattmiller – CTO – Seattle IT

# Office of Economic Development

## 2017 WMBE ANNUAL PLAN

### DEPARTMENT WMBE REPRESENTATIVE STAFF:

Amanda Allen, Finance & Operations Director

Yonas Seifu, Small Business Advisor

### 2017 VOLUNTARY TARGETS FOR OED

**PURCHASING VOLUNTARY TARGET: 20.00%** (of a \$300,000 budget)

**CONSULTANT VOLUNTARY TARGETS: 30.00%** (of a \$450,000 budget)

### 2016 WMBE Vendor Utilization

OED's overall total spending with WMBE contractors in 2016 was 45.63% or approximately \$334,407 out of \$732,861, up from 37.55% in 2015.

In 2016, OED achieved 60.19% usage of WMBE consultants of our total \$434,806 in Consultant Contract expenditures for total spending of \$261,715. This was in large part due to some significant contracts with some key WMBE vendors such as Cascadia Consulting Group, Jimale Tech Services, Triangle Associates, and Anne Keeney. In 2016, OED spent \$72,692 or 24.39% with WMBE purchase vendors. While OED did well using WMBE Blanket and Direct Voucher vendors, 52.56% and 54.21% respectively, we had a lower percentage of our expenditures with WMBE purchase contractors: \$34,025 or 15.06% of the total \$225,932 spent in this category. This lowered our overall percentage use with WMBEs on Purchase expenditures.

OED has found that encouraging staff to use WMBE vendors and familiarizing them with the City's online database has helped them identify and use these vendors. Within our business development contracts, including a WMBE outreach goal has helped to ensure that outreach takes place. Below is a summary of the strategies OED used in 2016 and will continue to use in 2017 to engage and strengthen business diversity.

### Summary of 2016 Outreach and Engagement Strategies

**Outreach Events:** OED 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. OED also created a Language Line account to help make OED staff and services more accessible by providing over-the-phone translation services available in over 200 languages. In addition, OED staff continued our relationship with Tabor 100 and worked through that organization to conduct five 'Meet and Greet' events for qualified WMBE contractors to introduce their services to the City Capital Improvement staff. Our Startup Advocate conducted office hours with 100 startups, 37% of which were women or minority-owned. Our Restaurant Advocate conducted two Restaurant Success orientations in partnership with the Seattle Public Library located downtown at the Central branch and in south Seattle at the Rainier Beach branch. The partnership with the Seattle Public Library was an effort to help make the orientations accessible to all people in a neutral setting and in a centrally location or in a neighborhood predominately made up of people of color. In 2016, OED's contract with ECOSS provided technical assistance to 18 WMBE businesses in the industrial sector (out of 30

contracted to do so) and interviewed 6 WMBE businesses to understand barriers to incorporate more green practices into their operations. OED’s contract with the Ethnic Business Coalition provided marketing and technical assistance to 158 businesses ranging from a variety of food businesses, retail, and service. About 92% were WMBE businesses located in Community Development Block Grant eligible districts.

**Plans and Strategies:** Relatively speaking to the City on a whole, the Office of Economic Development (OED) has a small budget that can be spent with WMBE vendors as most our funding for which we contract, over \$3 million, is awarded to nonprofit organizations. 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. To that end, OED staff and contracted partners provided direct business development assistance to 331 WMBE and immigrant and refugee entrepreneurs and assisted 21 WMBE businesses with business financing.

**2017 Table of Outreach Activities, Strategies, and Goals**

OED Program Activity	Target Population	Service Mechanism	2017 Goals/outcomes
Business outreach	<p>WMBE businesses with 50 employees or less and \$10 million dollars in annual revenue</p> <p>OED will continue a contract with Tabor 100 to expand participation of WMBE businesses regarding work on public construction projects and contracting with the City</p>	<p>Staff and contracted partners</p> <p>Tabor 100</p>	<p>500 businesses will be targeted for outreach with approximately 250 receiving technical assistance, of those, 20% will be WMBE.</p> <p>Work with the Mayor Office lead WMBE staff to develop recommendations on how to better engage immigrant and refugee-owned businesses to encourage bidding on public works projects</p> <p>Tabor will develop list of 25 qualified WMBE contractors for City Capital Improvement staff</p> <p>Tabor will develop list of 20 emerging WMBE contractors that do not currently meet criteria of a qualified contractor but could grow to qualified status with the support of technical assistance</p> <p>Tabor will organize two workshops for local WMBE businesses to learn about the City contracting opportunities and</p>



OED Program Activity	Target Population	Service Mechanism	2017 Goals/outcomes
			how to do business with the City. These workshops will be targeted towards immigrant and refugee-owned businesses.
Technical assistance	Immigrant and minority-owned businesses  Seattle small businesses	Ventures  RFP for 2017	Ventures will provide workshops for fifteen businesses who receive financing through OED's Business Development Account program with Mercy Corps NW. Ventures will also provide workshops for up to 40 businesses who participate in Ventures' 8-week Business Development Training. Finally, Ventures will provide 1-on-1 technical assistance for up to 30 businesses in low-income neighborhoods who participate in OED sponsored Mobile Business Consulting events.  OED will issue an RFP to select one or more consultants to provide 1-on-1 business coaching/technical assistance to 40 businesses, of which at least 5 businesses will be WMBE.
Help businesses enhance their operations and make operational adjustments to meet the expectations of new City regulations.	Ethnic, minority, immigrant and refugee owned businesses	Ethnic Business Coalition  RFP for 2017	Provide marketing and tenant improvements with the remaining contracted funding.  Additional contract scope of work to be determined, focused on promoting ethnic, minority, immigrant and refugee owned businesses
Restaurant Success outreach activities	Immigrant and refugee owned businesses	Various ethnic media channels  Language Line services  OED will partner with Seattle Public Libraries	Strategic initiative to market OED's language-line services to immigrant and refugee owned businesses.  Provide more one-on-one opportunities with and for businesses.  Conduct Restaurant Success Orientations and Food Business Roadshows throughout the year

OED Program Activity	Target Population	Service Mechanism	2017 Goals/outcomes
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 Public Outreach and Engagement 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>

## Seattle Employees Retirement System (SCERS) 2016 WMBE Plan Summary

### Departmental Representative

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

### Traditional 2016 Goals

	Purchasing	Consulting
2016 Actuals – Amount	\$124,413	\$308,937
2016 Actuals – Percentage of Total	41%	8.23%
2016 Goal – Amount	\$25,000	\$55,000
2016 Goal – Percentage of Total	30.0%	7.5%

Majority of SCERS consultant expense is generated from the Investment Managers Fees and while SCERS will not continue these expenses, we are successfully supporting the WMBE initiative. SCERS has made a concerted effort to increase the funding ratio from December 2015 to December 2016 which has yielded notable returns. Additionally, SCERS implementation of a new Pension Administration System (PAS) is in full swing and there's a conscious effort to manage selection of consultants using WMBE outreach criteria.

### Outreach Events

As mentioned above, SCERS implementation of the new Pension Administration System has opened the door of opportunity to hire staff, TES staff, and consultants using the WMBE outreach criteria. While the selection for the software/hardware vendor has been completed, they are highly encouraged to support the effort of subcontracting of women and minority group members when seeking fulfillment on Statement of Work task. SCERS has witnessed the success of this effort through the following selective phases of the new Pension Administration System SOW staffing efforts, specifically:

- a. Backfile conversion and implementation of the Electronic Document Management System (vendor FNTI)
- b. Revamp internal processes, workflow, internal documents and form effected by the PAS (Two Wrens Media and Skipton Creative)
- c. Staffing resources using TES and heavy consideration given to women and minority groups.

### Plans and Strategies

SCERs fulfillment of resources to support the Pension Administration System (PAS) implementation depends on the employment of talented, high level knowledge and experienced full performance level staff, TES staff, and consultants. SCERS is committed to fully leveraging and retaining its employees, while recruiting the best talent and maintaining an inclusive and engaging culture and workplace environment through a diversity strategy.



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

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

**DEPARTMENT OF FINANCE AND ADMINISTRATIVE SERVICES 2017 WMBE PLAN**

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**Publication date:** February 17, 2017  
**Department Director:** Fred Podesta

The Department of Finance and Administrative Services (FAS) 2017 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 optimum WMBE utilization.

**1. Department Representative:**  
Miguel Beltran

• **FAS 2017 WMBE Utilization Goals:**

<b>2017 WMBE Utilization Goals</b>	
<b>Purchasing</b>	<b>Consulting</b>
13%	19%
\$8,800,000	\$2,200,000

• **Citywide Procurement Role:**

FAS' City Purchasing and Contracting Services (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 initiatives, policies, and practices. CPCS works collaboratively with City departments and community stakeholders, continually looking to implement best practices that achieve WMBE utilization in City contracts and create a welcoming contracting environment. In 2015, Javier Valdez assumed the role of Special Assistant on WMBE Programs, which shifted policy and initiative responsibilities from FAS to Javier and the Mayor's Office. Due to the broad authority provided by the SMC, FAS continues to influence and engage in Citywide policy development and responsibility for Citywide matters, such as bidding processes, contract awards, contract dispute resolution, vendor and contractor payments, and contract protections.

**The 2017 vision for appropriate construction workplaces:** Our most significant initiative for 2017 will be creation of an “appropriate construction workplace” enforcement program. This is not a WMBE initiative per se but is launched based upon FAS’ authority determine requirements for contracts and its associated responsibility for enforcement of those requirements.

FAS has seen increased complaints by WMBE firms and workers of color about alleged harassment based on race, gender, and sexual preference and identity. While the City has robust discrimination enforcement through the Office for Civil Rights, most of these concerns either fail to rise to the strict guidelines of legal discrimination or fall outside of the specific time requirements for a case, or workers are reluctant to initiate or complete the process. These situations suggest the need for a City-initiated response based on contract violations. CPCS will incorporate prohibited behavior into future City construction project contracts. Inappropriate workplace behavior will be a contract violation. The CPCS Contract Compliance Team will increase jobsite monitoring to interview, observe and document worker experiences, as well as WMBE subcontractor experiences if they report to have been victimized. Prohibited behavior will include bullying, harassment and other demeaning workplace conduct. The team will develop posters and other communications to ensure that contractors and workers are made aware of the prohibited behavior and how to confidentially report complaints.

In 2017, CPCS will also continue to direct the following efforts:

- **WMBE Inclusion Plan:** FAS leads, manages and enforces Citywide use of Seattle’s WMBE Inclusion Plan for construction, consultant and purchasing contracts. CPCS reviews overall City and individual departments’ performance and works closely with the WMBE community to improve and strengthen the program.
- **Prompt Pay:** Many subcontractors for consultant and construction contracts are small businesses and as such might face cash flow challenges. As subcontractors, these challenges can be particularly difficult because they were often not paid for their work until after the prime contractors were paid. Many subcontractors are WMBE firms. In 2014, FAS began requiring all of its prime contractors for consultant and construction contracts to expedite payments to their subcontractors. This is one of the first types of programs. FAS required all new City consultant and construction contracts to require primes to pay subs within 30 days after the subs invoiced for their work, instead of awaiting the primes’ payment from the City. FAS implemented tracking and reporting systems to determine compliance. In addition, FAS required City departments to meet the same standards for payments to primes. City departments’ payments to primes within 30 days from invoicing increased by more than 22 percent in 2016 over 2015.
- **Community communications:** CPCS publishes a monthly newsletter about City progress regarding WMBE contracting and distributes it to City staff and community associations to update the community about related activities, strategies, and achievements.
- **Outreach resources:** FAS introduces City departments to outreach resources and events, such as those provided by Tabor 100, the Northwest Minority Supplier Development Council, National Association of Minority Contractors and the First Thursdays organization.
- **Department WMBE annual plans and City goals:** FAS coordinates City departments’ WMBE planning processes and provides the final department plans for the Mayor’s review and acceptance. FAS leads the

WMBE Interdepartmental Team, the Consultant Contracting Advisory Group and other purchasing- and contracting-related City workgroups for WMBE-related matters.

- **Worker diversity in construction:** FAS/CPCS Equity Team manages the City's Priority Hire Program, which is implemented through a Community Workforce Agreement and requires the hiring of workers from economically distressed ZIP codes, women and people of color on City construction projects. Priority Hire applies to projects with a budget of \$5 million or more. Priority Hire has had significant results.
  - On Priority Hire projects, women worked 12 percent of the labor hours on the project, in comparison to 5.5 percent of total hours on past projects. (Past performance is based on hours from a sample of similar projects from 2009-2013.)
  - African Americans have worked 9 percent of the hours on Priority Hire projects in comparison to 3 percent of total hours on past projects.
  - The work performed by minority apprentices has jumped from 32 percent in the past to 47 percent of the apprentice work on Priority Hire projects.
  - All workers from the economically distressed ZIP codes worked 10 percent of total hours on Priority Hire projects in comparison to 3 percent of the hours in the past.
  - Priority Hire projects have also continued to utilize WMBEs, with utilization increasing to nearly 16 percent through December 2016 from 14 percent in the past on all City construction projects.
- **WMBE subconsultant tracking:** Departments have independent authority to execute consultant contracts and, therefore, are responsible for implementation and enforcement. FAS provided the Consultant Information Database (CID) subconsultant system tracking system, which remains in use and available for all departments, and FAS is also leading the initiative to provide B2GNow software for even more sophisticated tracking of subconsultant expenditures. FAS produces CID reports, however, those CID reports rely upon departments to enforce and monitor that their prime consultants properly enter all information into the system.
- **Annual Construction Showcase:** FAS hosts the City's Annual Construction Showcase, which is now entering its fourth year. Each department with public works construction projects shares news about upcoming projects with contractors and consultants. Each department also publishes a one-page announcement about each of their upcoming project which is shared broadly throughout the year with interested parties. WMBE firms are encouraged to use this increased information to compete for and/or partner with others to pursue City construction opportunities.
- **Regional Contracting Forum (RCF):** FAS represents the City as one of eight public agencies that plan and host the annual RCF. The RCF provides information about, and access to, various contracting opportunities. FAS recruits City departments to host tables and meet 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.
- **First Fridays:** FAS' CPCS hosts First Fridays meetings each month. These meetings provide 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. In 2016, CPCS worked with the Seattle Department of Transportation (SDOT), Office of Immigrant and Refugee Affairs (OIRA), Seattle

Public Library (SPL), Ventures and the South Park Neighborhood Center to also offer workshop sessions in Spanish. First Fridays is very popular and many WMBE firms and other small businesses attend.

- **Wage theft:** Since 2005, FAS has been responsible for enforcing against wage theft (under payment of wages) on City-funded construction projects. After initially starting with the Office of Housing (OH), FAS expanded the initiative to other public works projects and services contracts. In 2016, the CPCS Compliance Team conducted more than 1,100 prevailing wage interviews on construction contracts, OH-funded projects and blanket contracts. During 2016, CPCS worked with the Office of Labor Standards to share monitoring practices and to develop collaborative approaches to wage, paid sick and safe time enforcement.

**FAS Department-Specific Accomplishments in 2016:**

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

- Facility Operations.
- Capital Development and Construction Management.
- Fleet Management.
- Citywide Accounting and Payroll Services.
- Treasury Services.
- Business Licensing and Tax Administration.
- Finance and Fiscal Management.
- Risk Management.
- Business Technology.
- Regulatory Compliance and Consumer Protection.
- Seattle Animal Shelter.
- Communications and Customer Relations.
- City Purchasing and Contracting Services.

In 2016, FAS surpassed its WMBE utilization goals:

	<b>Purchasing</b>	<b>Consulting</b>
2016 Goal	13%	23%
2016 Actual WMBE Percentage	16%	30%
2016 WMBE Expenditures	\$71,373,081	\$15,356,849

• **FAS Department-Specific Goals for 2017:**

In 2016, FAS exceeded both purchasing and consultant goals, with 16 percent utilization and 30 percent utilization, respectively. As we mentioned in Section 2 above, our 2017 goals are 13 percent purchasing utilization and 19 percent consulting utilization. We are setting a conservative projection of WMBE consultant utilization for the following reasons:

- Significant consultant funds are being directed and awarded to nonprofit organizations. Although these nonprofits serve and are led by people of color, the organizations are not businesses and do not count toward WMBE utilization.
- In 2017, FAS' Business Technology Division was transferred and merged into the Seattle IT Department Business Technology has a significant number of contracts, many of which include WMBE firms. Business Technology's transfer will reduce FAS' overall 2017 consultant spending, including funds for WMBE firms.
- Most of FAS' consulting dollars are spent on architecture and engineering consultants for the Capital Development and Construction Management (CDCM) Division. Although CDCM reaches high levels of WMBE participation, it foresees a lower level of contracting due to the cancellation or deferral of some major projects. Also, one of the large WMBE firms CDCM has used is no longer women-owned.

FAS will host or participate in local and regional outreach events and vendor trade fairs, including:

- Regional Contracting Forum (FAS/CPCS providing planning support).
- Sound Transit A&E event.
- Reverse Vendor Trade Show (FAS/CPCS hosted).
- Annual Construction Showcase (FAS/CPCS hosted).
- Alliance NW.
- Legal workshop for small businesses, focusing on successful contract negotiation for subcontracts (FAS/CPCS hosted).

FAS staff will attend community meetings, including:

- Tabor 100 monthly meetings.
- National Association of Minority Contractors (NAMC) monthly meetings.
- Monthly meetings of the First Thursdays organization.
- National Minority Supplier Development Council special events.

CPCS will continue to invite, welcome and meet one-on-one with WMBE vendors to facilitate business opportunities within FAS.

**First Fridays expansions:** In 2017, FAS will offer the Spanish-speaking forums which were piloted in 2016 on a quarterly basis, as demand dictates. We will have Spanish-language translations of "how to do business" materials and a Spanish-speaking buyer to present the information and engage with the audience. FAS will advertise with Spanish-language news outlets and organizations that work closely with immigrants.

- **FAS Prompt Payment for 2017**

<b>2017 Goal</b>	Percentage of consulting invoices paid within 30 days
	90%



In 2016, FAS paid invoices within 25 days on average and paid more than 80 percent of invoices on time. In 2017, FAS will continue to provide each division with quarterly aging reports on consultant invoices outstanding past 30 days, for director review. This report will allow divisions to resolve specific issues and to determine, over time, if particular consultants need additional guidance and/or if there are ongoing, system-processing issues within the department that need to be addressed.



## 2017 SEATTLE FIRE DEPARTMENT

### WMBE OUTREACH PLAN

#### **Department Representative for 2017:**

**Sheila Kelly**

#### **2017 Voluntary Target for Seattle Fire Department:**

For 2017, the Seattle Fire Department (SFD) has established a voluntary Woman and/or Minority Business Enterprises (WMBE) utilization goal of twenty percent (20%) for Consulting and twelve percent (12%) for Purchasing.

#### **Voluntary 2017 WMBE Targets**

Consulting	20%
Purchasing	12%

#### **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.

## 2017 SFD WMBE OUTREACH PLAN

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 2017 Outreach Plan summarizes the past performance and new strategies that will guide the Seattle Fire Department in its inclusion efforts for the year.

**Sheila Kelly will be the Department Representative**

### SFD's 2016 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.

The following is a summary of WMBE participation for FY2016. FY2016 marked an increase in consultant dollars and WMBE utilization. FY2016 marked a percentage decrease in purchasing dollars and WMBE utilization because of the Department's large one-time purchase of \$4.2M of self-contained breathing apparatus. When this purchase is removed from the percentages, SFD exceeded the 12% voluntary goal. See Figure 3 for costs and comparisons.

2016 Performance Summary						
Procurement Type	2015 Performance			2016 Performance		
	Total	WMBE	% WMBE	Total	WMBE	% WMBE
Consultant Contract	\$1,357,378	\$343,959	25.34%	\$1,723,206.22	607,902.14	35.28%
<b>Consultant Total</b>	<b>\$1,357,378</b>	<b>\$343,959</b>	<b>25.34%</b>	<b>\$1,723,206.22</b>	<b>607,902.14</b>	<b>35.28%</b>
Blanket Contract	\$4,674,296	\$946,708	20.25%	\$5,128,945.79	\$816,746.39	15.92%
Emergency Purchase Order	0	0	0.00%	\$26,610.56	\$0	0%
Purchase Contract	\$215,208	\$0	0.00%	\$4,887,725.82	\$0	0%
Direct Voucher	\$806,131	\$90,524	11.23%	\$756,578.97	\$26,031.91	3.44%
<b>Purchasing Total</b>	<b>\$5,695,636</b>	<b>\$1,037,229</b>	<b>18.21</b>	<b>\$10,773,250.58</b>	<b>\$842,778.30</b>	<b>7.82%</b>
<b>Grand Total</b>	<b>\$7,053,014</b>	<b>\$1,381,189</b>	<b>19.58%</b>	<b>\$12,523,067.36</b>	<b>\$1,450,680.44</b>	<b>11.58%</b>

## 2017 SFD WMBE OUTREACH PLAN

Figure two (2) below illustrates SFD's consultant and purchasing expenditures over the past ten (10) years. Figure 3 illustrates FY2016 purchasing with the SCBA Purchase and then without the purchase.

Figure 2

	Total	Consult Percent	WMBE	Total	Purchase Percent	WMBE	Combined %
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%

Figure 3

2016 Actuals	Total Dollars Spent	Total WMBE Dollars Spent	WMBE Percentage
Consultant Contract	\$1,723,206.22	\$607,902.14	35.28%
Emergency Purchase	\$26,610.56	\$0.00	0.00%
Blanket Contract	\$5,128,945.79	\$816,746.39	15.92%
Direct Voucher	\$756,578.97	\$26,031.91	3.44%
Purchase Contract	\$4,887,725.82	\$0.00	0.00%
	\$10,773,250.58	\$842,778.30	7.82%
<b>Totals</b>	<b>\$12,523,067.36</b>	<b>\$1,450,680.44</b>	<b>11.58%</b>
<b>2016 with SCBA Purchase removed *</b>			
Total Blanket with SCBA Purchase removed	\$5,002,875.26	\$816,746.39	16.33%
Direct Voucher	\$756,578.97	\$26,031.91	3.44%
Purchase Contract with SCBA Purchase removed	\$726,462.02	\$0.00	0.00%
	\$6,485,916.25	\$842,778.30	12.99%
<b>Totals with SCBA Purchase removed</b>	<b>\$8,235,733.03</b>	<b>\$1,450,680.44</b>	<b>17.61%</b>

\*Purchase of Self Contained Breathing Apparatus (SCBA) and Compressors for 2016. This purchase was to replace 100% of the SCBA's for the Department and to upgrade or replace all compressors to fill the air bottles. This purchase was a combination of Grant and City Funding and included \$3.2M of Federal Funds. This purchase was done using a government contracting program that is recognized by City Contracting and Purchasing, a WMBE vendor was not available for this purchase.

## 2017 SFD WMBE OUTREACH PLAN

### 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.

However, the Department continues to leverage those 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 2017, 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), or that could meet SFD minimum order requirements.

### **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.

#### *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.

## 2017 SFD WMBE OUTREACH PLAN

### *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.

## **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 2017, 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 2017, SFD staff will be referring vendors to the City's website to register as WMBE eligible when appropriate.
- 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.

# 2017 SFD WMBE OUTREACH PLAN

## 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.**  
The Seattle Fire Department is currently working with two Janitorial Supply Vendors to provide product to all Fire Stations. This is currently, \$150,000 a year spent with a non-WMBE vendor. Both vendors SFD are working with are registered WMBE vendors. This will be a new avenue of working with local, small and WMBE vendors.

## Community Outreach Efforts

In 2017, SFD will continue to have a presence in community organizations such as TABOR 100, etc. 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 2017 - 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 2017) - 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.

<b>DEPARTMENT OUTREACH STAFF:</b>
Sheila Kelly, Support Services Division
<b>DEPARTMENT DIRECTOR:</b>
Harold Scoggins, Fire Chief

February 17, 2017

To: Carmen Kucinski, Finance and Administrative Services  
From: Becky Guerra, Finance Manager, Office of Housing  
Subject: 2017 WMBE Utilization Plan

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### Department Representative

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

### 2017 WMBE Goals:

#### *Purchasing Goal:*

OH ended fiscal year 2016 with 56% WMBE utilization for procurement of goods and services, exceeding our goal of 40%. Over the past several years OH has consistently exceeded the purchasing WMBE goal, therefore, it has been determined that an appropriate 2017 WMBE utilization goal for procurement of goods and basic services will be an ambitious 50%.

#### *Consultant Goal:*

In 2016, OH's WMBE utilization for consultant contracts was 13% of the overall dollars spent. Although OH fell short of its 20% goal, we did increase our percentage from 9% in 2015. Also, there are two factors impacting this figure:

- Two of the entities labelled as consultants in the City's Summit system are non-profit agencies that distributed City funds to people facing foreclosure. It is OH's opinion that these entities should be categorized as our other non-profit partners, as opposed to as consultants. Excluding those dollars, our WMBE utilization percentage in 2016 would be 19%.
- In 2016, OH entered into one large contract with a non-WMBE firm that the Mayor's Office selected for housing-related work, which skews our percentages.

OH has determined that an appropriate 2017 WMBE utilization goal for consultant contracts is still 20%.

### Outreach Events and Additional Strategies:

#### *Outreach Events:*

The Office of Housing traditionally 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 2017, and be complemented by strategic efforts to connect with WMBE firms related to housing development, home repair and weatherization. We will continue to coordinate outreach with other City departments such as FAS, Seattle City Light, SPU, OPCD, SDCl, Parks, DON and HSD to identify the most appropriate and effective events to reach contractors and service providers.



To clarify, these contracts are not included in OH's WMBE reports, as they are not goods, services or consultants; nor are we a capital department. However, OH is committed to engaging with WMBE firms in all aspects of our work.

*Additional Strategies:*

Weatherization: In 2016, 23% of all expenditures paid to single-family contractors were paid to WMBE owned firms. HomeWise continues to seek ways to further increase utilization of WMBE firms for its single-family weatherization and ductless heat pump programs. OH remains committed to identifying good partners and participate in networking events to advertise these opportunities.

Asset Management: 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 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/>

Multi-Family Lending: OH staff meets with affordable housing developers and will continue to encourage general contractors to increase WMBE participation by developing inclusion strategies, discussing goals, and plans for inclusion.

Consultant Prompt Pay:

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



City of Seattle  
Edward B. Murray, Mayor

**Human Services Department**  
Catherine Lester, Director

**Date:** February 2, 2017  
**To:** Carmen Kucinski  
**From:** Catherine Lester, Director  
**Subject:** 2016 WMBE Utilization Plans

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In response to a request from Mayor’s Cabinet and Assistants, below are HSD’s WMBE utilization goals.

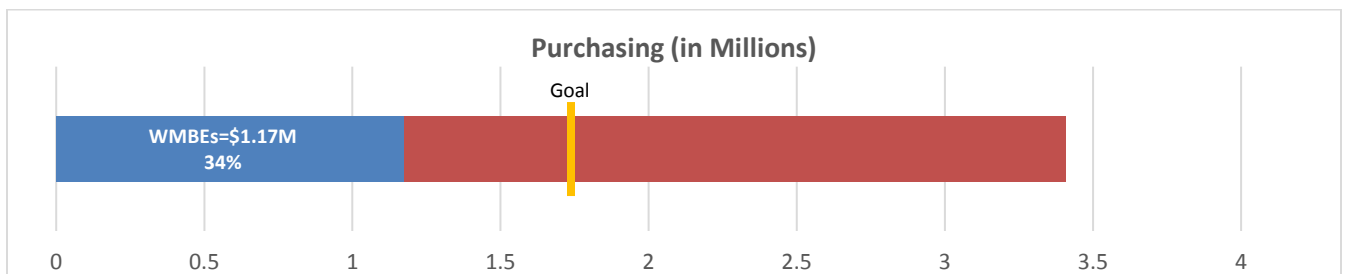
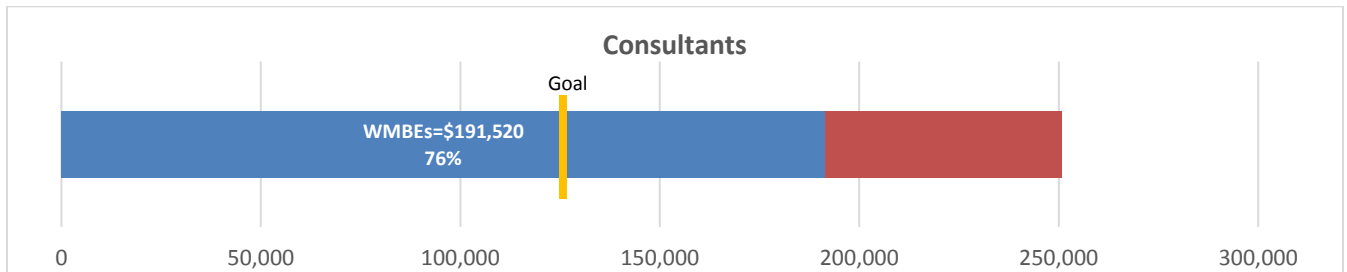
**Department Representative**

Terry Hayes, Strategic Advisor, can be reached at [terry.hayes@seattle.gov](mailto:terry.hayes@seattle.gov) or (206) 684-0275.

**2016 Performance**

The Human Services Department (HSD) exceeded the consultant goal by 26% but was short of meeting its purchasing WMBE goal of utilization in purchasing as HSD ambitiously increased its goal to \$2,000,000 from \$1,500,000 the previous year.

Total purchasing was \$3,407,184, of which approximately \$1,173,609 (34%) was awarded to WMBEs. HSD awarded \$250,774 to consultants, of which approximately \$191,520 (76%) was awarded to WMBEs in 2016.



**2017 Goals**

Based on its success in contracting with WMBE consultants in 2016, HSD will raise its consultant goal to 70% in 2017. HSD will keep its purchasing goal at 50% and employ the strategy below to achieve the goal.

HSD expects to total \$200,000 in consulting and \$3,000,000 in purchasing in 2017. As such, HSD's WMBE consultant goal is \$120,000 and purchasing goal is \$1,500,000.

### **2017 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, HSD will continue to explore opportunities to further support WMBE.

Beginning in 2017, 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, and (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 All Employee Quarterly 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 use programs and project to eliminate racial equity. Finally, HSD will review the HSD WMBE web page and update accordingly any existing information, policies, and procedures, as this web page is accessible to all HSD staff. With these strategies and a strong commitment, HSD is confident it can achieve its stretch goals in 2017.

### **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 Audrey Buehring at [audrey.buehring@seattle.gov](mailto:audrey.buehring@seattle.gov) if you have any questions regarding HSD's WMBE Enterprise Plan for 2016.



## **2017 WMBE Goals and Outreach Plan City of Seattle Law Department**

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

Department Representative: Dana Anderson, Director of Administration

2017 Goals: The overall goal for 2017 is a WMBE utilization of 28%, which is higher than the City-wide percentage of approximately 15%. In addition, the Law Department will strive to include Hispanic-owned businesses in its ethnicity utilization. Targets in 2017 are based primarily on projected expenditures for office supplies, including computer-related products, printing and furniture.

Purchasing Goal:	28% of approximately \$300,000 or \$84,000
Consultant Goal:	1% of approximately \$30,000 or \$300
TOTAL:	\$84,300 of \$330,000

Department Overview:

The Law Department serves as counsel to the City's elected officials and agencies, as well as the prosecutor in Seattle Municipal Court. The department provides legal advice to City officials to help them achieve their goals, represents the City in litigation and protects public health, safety and welfare by prosecuting violations of the City criminal and civil ordinances and state law. Due to the nature of the work of the Law Department, the budget is heavily weighted in the category of salaries and benefits, usually about 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 a Victims of Crime program to assist crime victims in obtaining restitution and operates an active volunteer program through which students and citizens gain a better understanding of the criminal justice system.

Many of the department's purchases are related to the business of law and, as such, the vendors tend to be specialized and limited in number, such as publishers of law books,

online databases and other legal research materials. Most of these resources are available only from limited sources. For example, the primary supplier of law books is a large, national publishing company which does not qualify as a WMBE vendor. However, whenever possible, the Law Department makes a conscious effort to review all vendor options.

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

**Blanket Contracts:** This is the area where we most utilize WMBE vendors for items such as copying, printing, and office supplies. We regularly review City contracts related to printing and utilize WMBE vendors whenever economically feasible. In 2016, the Law Department WMBE spending on blanket contracts was 44.63% or \$62,981.79.

**Direct Vouchers:** The Law Department utilizes direct vouchers for purchases such as legal periodicals. In 2016, our WMBE utilization was 17.18%, an increase from 12.15% in 2015. 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 2016, the department spent approximately the same as 2015. Total expenditures were \$30,000, still considerably less than the 2014 expenditure of \$110,000.00. Without knowing the department's needs in 2017, it's difficult to forecast for the year. However, whenever feasible, we will continue to seek WMBE vendors on consulting contracts. Based on the 2016 utilization reports and the Law Department pattern in past years, we will continue to assign a goal to 1% of consulting contracts in 2017.

Utilization of Outside Law Firms\*: On occasion, the Law Department deems it necessary to contract 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. In fact, many of the private firms used by the department are not minority-owned. However, most are committed to maintaining a diverse workforce and are very transparent about the demographics represented within the firm.

2016 Purchasing Results:

In 2016, the overall purchasing goal was 25% WMBE utilization. Year-end reports show the Law Department exceeded that goal, reaching 31.21%.

Vendors utilized throughout 2016 were African-American owned businesses (14%), Asian-owned (7.89%), Native American-owned (.57%) and women-owned businesses (8.75%). According to City reports, the Law Department did not utilize any Hispanic-owned businesses so this continues to be an area for attention in 2017.

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

Strategies and actions: The most likely area of focus is in the area of office supplies, where we have several excellent WMBE vendors. Action items for 2017 are:

- Reach 28% goal of WMBE vendor utilization in 2017
- Increase usage of Hispanic-owned businesses.
- Continue training staff in accessing WMBE businesses and blanket vendors.
- Work with vendors to ensure they are properly registered in the VCR system.
- Attend City-sponsored outreach and trade show events with WMBE vendors.

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



# The Seattle Public Library

## MEMORANDUM

February 17, 2017

To: Carmen Kucinski, Senior Contract Analyst, City Purchasing and Contracting Services

From: Marcellus Turner, City Librarian  
Marilynne Gardner, Chief Financial and Administrative Officer  
Jay Donahue, Capital Finance & Strategic Initiatives Manager  
Shawne Anderson-Brooks, Procurement Specialist/Senior Buyer

Subject: **The Seattle Public Library's 2017 WMBE Plan**

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This memo outlines The Seattle Public Library's 2017 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 2017 WMBE plan representative is Shawne Anderson-Brooks, Procurement Specialist/Senior Buyer position.

<b>2017 Library WMBE Targets</b>		
<b>Category</b>	<b>\$</b>	<b>%</b>
Purchasing	\$1.3 M	14%
Consulting	\$78,000	12%

### **2017 Goals:**

#### **2017 discretionary purchasing goal: 14%**

It is difficult to predict the Library's 2017 discretionary purchasing expenditures, as the level of actual spending has varied widely in the past. Last year's predicted 2016 level (\$8 million) was over \$1 million short of actual 2016 discretionary purchasing expenditures (\$9.1 million). We estimate the 2017 discretionary purchasing expenditures will be similar to the 2016 level - \$9 million. Thus the goal would result in approximately \$1.3 million in WMBE purchases.

#### **2017 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 2016 the Library spent \$520,306 on consultants; this was a significant *decrease* over the previous year (\$774,350). If we take a rough midpoint of the two years, we could expect approximately \$650,000 for consultant contract expenditures in 2017. At that level of activity, the consultant contract goal would result in approximately \$78,000 in WMBE consultant expenditures.

## 2016 Accomplishments

### WMBE Consultants

The 2016 goal for WMBE consulting was 8%; the Library met and exceeded that goal with over 11% of consulting expenditures paid to WMBE consultants. During 2016, the Library increased its percentage of WMBE vendors for both consultant contracting and the consultant roster.

### WMBE Purchasing

The Library's 2016 WMBE goal for discretionary purchasing expenditures was 20%; the Library fell short of that goal (10.5%). In the purchasing expenditure subcategories, the dollar volume of WMBE blanket contract and direct voucher purchases increased from 2015 to 2016 (and their percentages of total purchases were comparable to 2015).

However, the levels of WMBE contract purchases decreased, both in actual dollar volume and as a percentage of total contract purchases. While this outcome was not desirable, the amount of control the Library had over that outcome varied widely. A closer analysis of the data yields a few points to consider:

- Some of the largest vendors by payment (Oak Hills Construction, Western Ventures, Lumenal Lighting, to name three) obtained their work through public bid, where the Library had to accept the lowest qualified bidder. Those three vendors alone totaled \$1.37 million, roughly 15% of the \$9.2 million Purchasing total.
- Several other large-volume vendors (Verizon, Lenovo, Schindler and SirsiDynix are four examples totaling \$1.38 million - an additional 15% of the total) offer specialized services that may not be comparably available from a WMBE vendor, thus limiting the Library's discretionary purchasing options.
  - Analysis of the top 25 Purchasing vendors by payment (out of 656 vendors) accounted for over \$5.7 million – roughly 62% of the Purchasing total – but there were only 4 WMBE vendors (totaling \$528,609) in the top 25 (see table below). Again, those are large vendors where WMBE alternatives may not be available.
- Further analysis also reveals some issues with data validity. For example, a conservative review shows at least 115 vendors in the Purchasing list who are very likely WMBEs but are not registered in the City's system. Payments to those probable WMBEs range from \$50 to over \$25,000, and total over \$171,000. If those vendors were correctly registered, it would increase the Library's Purchasing total from 10.5% to 12.4%. Also, some vendors (eg. Swifty Printing, in table below) are listed as both WMBE and non-WMBE.
  - Dollar volume is one way to measure WMBE utilization, another is percentage of vendors. As currently shown in Summit, 9% of all Library discretionary purchasing vendors were WMBEs in 2016; if we reclassified the aforementioned 115 vendors who are likely unregistered WMBEs, the percentage of Library WMBE discretionary purchasing vendors would rise to 26%.
- The Library uses both the City's Job Order Contract (JOC) and Blanket Contract, where vendors are selected by the City. Some are WMBE (Saybr, Launchpad and Graybar were the three largest by payment, totaling \$391,000) and some are not (Forma, Prime Electric and Walter Nelson, which totaled \$782,960).



## Top 25 Library Discretionary Purchasing Vendors by Total Payment Amount

Doc Type Grp		Purchasing					
Sum of Amount			Doc Type				
Name	Cert Type	B	DV	P	PW	Grand Total	
OAK HILLS CONSTRUCTION LLC				\$673,262.89		\$673,262.89	
LENOVO INC				\$641,877.11		\$641,877.11	
WESTERN VENTURES CONSTRUCTION, INC				\$518,103.31		\$518,103.31	
PRIME ELECTRIC		\$375,474.98		\$40,610.78		\$416,085.76	
DEMCO INC			\$297.42	\$326,627.41		\$326,924.83	
VERIZON WIRELESS SERVICES LLC				\$325,862.77		\$325,862.77	
SCHINDLER ELEVATOR CORPORATON			\$40,515.87	\$243,411.08		\$283,926.95	
FORMA CONSTRUCTION COMPANY				\$133,614.32	\$81,026.44	\$214,640.76	
DIVERSIFICATION INC				\$207,164.49		\$207,164.49	
COPIERS NORTHWEST				\$199,281.82		\$199,281.82	
WALTER E NELSON CO OF WESTERN WA		\$192,843.83		\$2,621.46		\$195,465.29	
DIMENSION DATA NORTH AMERICA		\$4,953.04		\$180,707.84		\$185,660.88	
LUMENAL LIGHTING LLC				\$177,504.40		\$177,504.40	
LAUNCHPAD TECHNOLOGIES, INC	MBE	\$169,402.55		\$4,190.40		\$173,592.95	
OCLC ONLINE COMPUTER LIBRARY CENTER INC			\$18,297.00	\$137,000.00		\$155,297.00	
SUMMIT TRUCK BODIES, LLC			\$117.58	\$132,031.13		\$132,148.71	
SIRSI CORPORATION				\$130,879.04		\$130,879.04	
TECH LOGIC CORPORATION	WBE		\$9,555.62	\$121,085.79		\$130,641.41	
SAYBR CONTRACTORS INC	DBE/WBE			\$118,466.46		\$118,466.46	
GRAYBAR ELECTRIC CO INC		\$103,215.45		\$406.89		\$103,622.34	
KEENEYS OFFICE PRODUCTS INC	WBE	\$91,354.82				\$91,354.82	
PRINT TIME		\$89,285.08				\$89,285.08	
COMMERCIAL OFFICE INTERIORS LLC				\$85,114.75		\$85,114.75	
SWIFTY PRINTING & DIGITAL IMAGING INC		\$65,586.24				\$65,586.24	
	MBE	\$14,552.92				\$14,552.92	
DELL MARKETING CORP		\$66,977.21		\$10,438.34		\$77,415.55	

### Outreach & Outreach Plans:

The Library will directly solicit bid responses from known WMBE firms. As it is likely several 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:

It is the Library's goal to pay every undisputed, properly prepared invoice within 30 days of receipt. The Library had a few personnel issues during 2016 that often caused delays in processing invoices, especially in the public works area. New staffing is scheduled to begin later in the first and second quarters, and after the requisite orientation period, 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.



## 2017 OFFICE OF THE MAYOR

### WMBE OUTREACH PLAN

#### **Department Representative for 2017:**

**Javier Valdez**

#### **2017 Voluntary Target for Office of the Mayor**

For 2017, the Office of the Mayor has established a voluntary Woman and/or Minority Business (WMBE) utilization goal of thirty-three percent (33%) for Purchasing. This represents a ten (10%) increase from 2016's Purchasing commitment of thirty percent (30%).

Because there is no projected spend in consulting services for the Mayor's Office, we cannot provide a WMBE consultant commitment at this time. As the budget year progresses, the Mayor's Office may revisit this and provide a WMBE 2017 Consulting goal.

<b>Voluntary 2017 WMBE Targets</b>	
Consulting	N/A
Purchasing	33%

## 2017 OFFICE OF THE MAYOR WMBE OUTREACH PLAN

### Office of the Mayor 2016 WMBE Utilization Performance

The following is a summary of WMBE participation for FY2016

<b>2016 Performance Summary</b>			
<b>Procurement Type</b>	<b>Total</b>	<b>WMBE \$'s</b>	<b>WMBE %</b>
Consultant Contract	\$181,929	\$23,915	13.15%
<b>Consultant Total</b>	<b>\$181,929</b>	<b>\$23,915</b>	<b>13.15%</b>
Blanket Contract	\$79,428	\$41,325	52.03%
Direct Voucher	\$8,400	\$0	\$0%
<b>Purchasing Total</b>	<b>\$87,828</b>	<b>\$41,325</b>	<b>47.05%</b>
<b>Grand Total</b>	<b>\$269,758</b>	<b>\$65,240</b>	<b>24.18%</b>

### Outreach Events for 2017

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

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

# 2017 OFFICE OF THE MAYOR WMBE OUTREACH PLAN

## Additional Strategies

In 2016, the Mayor’s Office Women and Minority Business Advisory Committee met several times during the year. The Advisory Committee provides advice and recommendations to the Mayor on City WMBE policies and programs. The Advisory Committee will continue to meet in 2017.

The Mayor’s Office will continue to post the City’s annual WMBE goals and performance via the City’s performance.gov website.

<b>DEPARTMENT OUTREACH STAFF:</b>
Javier Valdez, Special Assistant on WMBE Programs
<b>DEPARTMENT DIRECTOR:</b>
Fred Podesta, Director of Operations

# THE MUNICIPAL COURT OF SEATTLE



**Elizabeth J. Baldwin**  
Court Administrator

## MEMORANDUM

**Date:** February 28, 2017

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

**From:** Elizabeth J. Baldwin, <sup>EJB</sup> Court Administrator

**Re:** 2017 WMBE Plan and Goals

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Although Executive Order 2014-043 does not apply to Seattle Municipal Court (SMC) as the Judicial Branch in the City, we believe the principles outlined in this order are important to the administration of justice. Therefore, this memo is sent in response to your request for 2017 WMBE Plans and Goals from City agencies.

In 2016, SMC confirmed its WMBE targets of 20% in Purchasing and 18% in Consultant Services. Per the FAS generated WMBE report, our 2016 actual accomplishments were \$555,405/21% in Purchasing and \$0/0% in Consultant Services. As in prior years, we remain concerned regarding what is counted and what is left uncounted in the Consultant Services category. We continue to advocate for inclusion of court certified interpreter services in the official WMBE reporting process.

In 2016 the Seattle Municipal Court spent approximately \$415,000 in Court Certified Interpreter Services. Interpreters are consultants. Most of the Court Certified Interpreters are registered as WMBE qualified, with females making up 51.2 % of these interpreters. However, those numbers and the dollars represented are not credited toward Consulting Services WMBE counts issued by FAS. We raise this issue with FAS once again this year because SMC's WMBE Consultant number would be much more robust if this were included by FAS in their WMBE report.

Additionally, Alliance One, our collections vendor, has a subcontract with PMT Solutions, a WMBE qualified firm. Even though the Court does not pay our collection contractors, we required WMBE participation in our contract. Roughly 15% of our collections revenue is generated from the WMBE sub-contractor. Collections returned approximately \$6,800,000 to the City of Seattle General Fund in 2016.

For 2017, the Seattle Municipal Court stands ready to work with FAS to include these two counts in the overall WMBE report.

Additionally, the Court provides the following information:

Seattle Justice Center, 600 5<sup>th</sup> Avenue, P.O. Box 34987, Seattle, WA 98124-4987  
Telephone: 206-684-5600 TTY (Hearing & Speech Impaired) 206-684-5210

[www.seattle.gov/courts](http://www.seattle.gov/courts)

"Printed on Recycled Paper"

**1. Agency Representative:**

The Court's Budget Manager John Kerr continues to be our WMBE representative.

**2. 2017 Goals:**

The Court will continue with its WMBE targets of 20% in Purchasing and 18% in Consultant Services. The challenge of how FAS WMBE Reports function and how Court interpreters and sub-contractors are counted continues to require action to reflect the true commitment to this important initiative by SMC and the City.

**3. Outreach Events:**

SMC continues to support and endorse City-wide WMBE events. Our WMBE Representative will participate in all events, schedule permitting.

**4. Consultant Prompt Pay:**

As noted above, FAS did not fully credit SMC with all consultant expenses for court interpreters toward the WMBE targets. We also believe the *concept* of Prompt Pay applies to our Court Certified Interpreters. SMC wishes to partner with FAS on Prompt Pay as it relates to our "Direct Vouchers" group in the matter of our Court Interpreters. We have reached out to FAS on this matter previously and asked for a meeting to discuss these requirements. We remain willing to work on inclusion of these court interpreter consultant services in the Prompt Pay initiative. If Prompt Pay is a priority for the City, then ACH transfer on \$415,000 to WMBE qualified vendors would be a great benefit towards a positive and accurate reporting of progress on the stated goal for the City as a whole

Thank you for your consideration and assistance with these issues.

cc: Hon. Karen Donohue, Presiding Judge

## **Department of Neighborhoods 2017 WMBE PLAN**

### **Policy Statement:**

Ordinance 121717 (Equality in 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 Mayor's 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 Women and Minority-owned Business Enterprises (WMBEs), and to provide a welcoming and responsive environment for all businesses that support such efforts. It establishes this responsibility and requires each department to submit an Annual WMBE Plan.

### **Department Overview:**

The Department of Neighborhoods (DON) has two lines of business:

The Community Building Division delivers technical assistance, supports services, and programs in neighborhoods to strengthen local communities, engages residents in neighborhood improvement, leverages resources and complete neighborhood-initiated projects. The programs that support this work include: Neighborhood Matching Fund, Neighborhood District Coordinators, P-Patch Community Gardens, Historic Preservation, Public Outreach and Engagement Liaisons, Duwamish River Opportunity Fund, Housing Affordability and Livability Agenda, Major Institutions and Schools, People's Academy for Community Engagement, Participatory Budgeting, Seattle Youth Commission, Find It, Fix It.

The Executive Leadership and Administration Division provides executive leadership, communications, internal operations and administration support such as financial, human resources, information technology, facility, and administrative services for the entire department.

### **Department Representative:**

Grace Dygico is the WMBE Lead who will:

- Attend WMBE Interdepartmental Team (IDT) meetings.
- Attend appropriate events.
- Receive and stay current on the City WMBE listserv of upcoming news and events.
- Maintain the forms submitted to FAS/CPCS that announce upcoming large projects.
- Keep the department director informed about department WMBE progress.
- Receive the official quarterly WMBE reports from FAS/CPCS to prepare an assessment for the department director and any related accountability requirements.

**2016 Performance and 2017 Goals:**

Categories	2016 Actual Usage		2017 Voluntary Targets
	\$\$	%	%
Consultant	94,023	26%	30%
Purchasing	171,980	49%	45%
DON Total	266,003	37.48%	
City Total	80,792,443	15%	

In 2016, please note that the Summit WMBE report shows only 21% WMBE usage for consultant and 33% usage overall, but based on a detailed analysis of transactions, DON’s actual usage is 26% for consultant and 37.48 % overall. The discrepancy is due to an error in the WMBE Summit reports where Non-WMBE vouchers from another department (Ethics and Elections) totaling \$95,477.16 were erroneously rolled up to the reporting tree as if they were DON transactions. We informed FAS (Summit WMBE reports Business Owner) of the error, and the error was acknowledged as a Summit reporting error (not DON’s), but FAS does not re-run Summit reports based on policy. However, we are claiming our true higher WMBE usage. Going forward, the reports will have payments by Ethics and Elections in the right group. With the correct % usage, DON would have ranked #10 Citywide in WMBE utilization. DON Total usage in both categories of 37% outperforms the Citywide average of 15%.

For 2017, DON ’s voluntary WMBE utilization goals are 30% for Consultant and 45% for Purchasing. These targets have been set based on experience and available funds for WMBE opportunities after a detailed analysis of budget.

We are optimistic we can achieve this by continuing to use WMBEs where we had used them in the past, as well as using new WMBEs for new opportunities.

**Outreach Events and Additional Strategies:**

If applicable, DON will participate in FAS-led outreach events with WMBE community associations, vendors and industry organizations.

- DON will take every opportunity to identify and use WMBEs as much as possible.
- WMBE Lead will be proactive by providing staff involved in making purchasing and contracting decisions: 1) a list of previously used WMBE vendors for quicker WMBE search and 2) Quick Sheets or training on how to use InWeb WMBE Outreach Resources for searching new WMBE vendors.
- Proactively, before making payments to vendors, accounting staff will ensure to recognize vendors who **qualify as WMBEs but have not registered with the City.** Accounting staff will contact them, encourage them to sign up, and assist them in the



WMBE registration process. If not registered BEFORE payment, their WMBE usage will not be credited in the WMBE Summit Report, not even if they registered after the payment.

- WMBE Lead will distribute Quarterly and Annual WMBE Reports to staff involved in purchasing and contracting.
- WMBE Lead will analyze the WMBE reports, identify areas for improvement, and work with staff involved in purchasing and contracting on making the improvements happen.

**Prompt Pay Compliance:**

DON is committed to creating a responsive environment for firms engaging in the City of Seattle work, and fully supports the Mayor’s Prompt Payment Initiative (started in 2016). Pursuant to this initiative DON commits to a Prompt Pay aspirational goal of 100%. This is an improvement from DON’s 97% prompt pay performance in 2016.

Strategies to implement this goal are:

- Strengthening communication between DON consultant contracting and accounting.
- Accurate date stamping of invoices when received.
- Accurate invoice submittals to Accounting and sufficient documentation for quick invoice processing.



City of Seattle

## City of Seattle Office of Intergovernmental Relations (OIR) 2017 WMBE Utilization Plan Instructions

1. **Department Representative:** On page 1 of your Plan, name your department WMBE representative who will guide implementation of your department WMBE initiatives;

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

2. **2017 Goals:** On page 1 of your Plan, prominently state your department:
  - Purchasing goal
  - Consultant goal

OIR is a small department with 11 staff members. The office is responsible for representing and promoting the City's interests in international, tribal, federal, state, and regional affairs.

### **OIR Consultant Contracts:**

OIR has only a few consultant contracts. For 2017, our consulting budget is approximately \$500,000. However, about 1/4 of this consulting budget will be used to contract with local nonprofits that we will partner with to do state advocacy—so this metric is not applicable to that portion of our spending.

**In 2017, OIR will strive to use WMBE contractors for at least 35% of consulting contracts.** One of our primary contracts in 2016 was a WMBE, and we plan to increase this in 2017.

### **OIR Purchasing:**

OIR purchases from WMBE businesses whenever possible. In 2017 we aim to achieve a similar purchasing rate as in 2016, hoping to achieve a purchasing rate of 30% from WMBE businesses. **Specifically, we have a purchasing budget of approximately \$20,000 and we hope to spend close to \$6000 on purchases from WMBE companies.**

- 3. 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 very small size and budgets, we have no plans for this in 2017.

However, if necessary, OIR will undergo training to implement this plan. We are always happy to increase our knowledge and effectiveness in this area.

- 4. Consultant 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, but for 2017 our goal is to reach 90% of invoices paid within 90 days.



**2017 Annual WMBE Plan  
Office of Immigrant and Refugee Affairs (OIRA)**

**1. Department Representative:**

Katherine Cortes, Finance and Operations Manager  
733-9116  
CH-04-01

**2. 2017 Goals:**

WMBE Utilization Goal for Purchasing and Contracting in 2017

**2017 Department WMBE Target for Supplies: \$15,000 – 80%**  
**2017 Department WMBE Target for Professional Services: 75%**

OIRA is a small office with a very limited supply and consultant budget.

- OIRA has no discretion in vendors for computers or printers, but must use contracts approved by ITD, who does the actual purchasing and maintenance. OIRA has approximately \$6,000 budgeted for such equipment, including mobile phones for employees joining the office in 2017. All of these dollars will be spent through ITD contracts.
- OIRA has budgeted \$15,000 for office supplies, including participant materials (folders, etc) for programs and events. We will seek to purchase 80% or more of our supplies from Keeney's Office Supply, a WBE, in 2017.
- The majority of our large contracts will be with nonprofit organizations that are immigrant and refugee serving organizations and will not count towards our WMBE goals. These contracts will total approximately \$1.5 million and represent at least 95% of our overall Professional Services budget. Of the remaining dollars, OIRA will spend at least 75% on WMBE.

**3. Outreach Events:**

OIRA has \$30,000 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. All current commissioners received RSJI training in Fall 2015.

#### **5. Prompt Pay Compliance**

OIRA has recently filled a finance and operations position for the first time in office history. This (my) position anticipates closer tracking of timelines to payment through Central Accounting and identification and removal of any obstacles to prompt payment. An important initial step has been implementing routine inclusion of invoice templates for contracts, to ensure that we receive all needed information for approving payments.

#### **6. B2GNOW system utilization**

OIRA had no contracts large enough to utilize B2GNOW in 2016, and anticipates no contracts large enough in 2017.



City of Seattle

## Seattle Parks and Recreation 2017 Annual WMBE Plan

Seattle Parks and Recreation provides welcoming and safe opportunities to play, learn, contemplate, and build community and promotes responsible stewardship of the land. Within our Mission, Parks and Recreation also strongly supports and participates in WMBE utilization and will do all we can to continue to move the WMBE utilization needle. The Department will continue to research engagement strategies as well as outreach methods and develop ways to maintain its increasing utilization percentage rates in the area of construction contracting. We also strive to increase the percentage of our non-exempt goods and purchased services procured from WMBE vendors, and to hire consultant firms registered as WMBE within the city of Seattle and the Seattle Metropolitan region.

### 1. **Department Representation:**

The Department's appointed representative is Sue Goodwin, and Sue will coordinate our Department's WMBE reporting activities and will commit to the following tasks in 2017:

- Attend WMBE Interdepartmental (IDT) Meetings; and
- Attend appropriate retreats/forms/events related to contracting issues, as available; and
- Receive and stay current on the City WMBE list-serve of upcoming news and events; and
- Maintain the one-pager forms submitted to FAS/CPCS which announce upcoming large-projects; and
- Keep the Parks Superintendent and all Department Directors, informed about department WMBE progress and continue to track and report on our progress through quarterly utilization reports; and
- Receive the official quarterly WMBE reports from FAS/CPCS to prepare assessments for the department and any accountability requirements.

### **2017 Voluntary Target for Seattle Parks and Recreation:**

For 2017, Seattle Parks and Recreation has established a voluntary Woman and/or Minority Business Enterprises (WMBE) utilization goal of eighteen percent (18%) for Consulting and twenty percent (20%) for Purchasing, looking to maintain our 2016 levels of WMBE utilization in both categories. Even though we didn't reach our 2016 Purchasing goal, we were very successful in that we significantly raised our goals from 2015 and will strive to maintain that level or higher in 2017.

Parks and Recreation Construction Projects are tracked based on Completed Construction Projects that have been completed during the current calendar year, and All Invoices paid during the current calendar year. Our 2017 goal is 18% for completed Construction Projects/Invoices Paid, the same as our 2016 goal.

## 2. 2017 Goals:

### ➤ **Purchasing @ 18% target goal in 2017**

A review of our purchasing targets over the last five years has shown a general increase, except for 2013 and 2016, in the level of Parks WMBE purchasing utilization; @ 16% in 2012, 12% in 2013, 32% in 2014 and 21.5% in 2015. Our 2016 actual only reached 15.19% WMBE utilization. These five year totals average @ 19%. We increased our goal in 2016 to better reflect higher WMBE Purchasing utilization in 2014 and 2015. However, our end of the year purchasing numbers in 2016 reflected a small down turn in purchasing, 2.81% lower than our goal. We don't anticipate any significant decreases in WMBE purchasing in 2017, and will strive to maintain our WMBE Purchasing utilization goal of **18%**.

Year	Purchasing Total	Percent WMBE	WMBE total \$
2012	\$10,845,375	16%	\$1,744,425
2013	\$15,446,216	12%	\$1,797,722
2014	\$12,952,356	32%	\$4,153,736
2015	\$10,203,678	22%	\$2,158,442
2016	\$13,168,923	15%	\$2,000,356
<b>2017 Goal</b>		<b>18%</b>	

### ➤ **Consulting @ 20% target goal in 2016**

A review of consulting percentages over the last five years has also shown a steady increase for all but one year, for Parks WMBE consulting utilization; @ 12% in 2012, 17% in 2013, 16% in 2014, 28% in 2015 and 21.37% in 2016. This steady increase through 2015 suggested that we should raise our 2016 WMBE Consulting utilization level to 20%, and we exceeded that goal by 1.37%. Expecting no new changes in how we do business, our target goal for WMBE Consulting utilization in 2017 is the same as 2016, **20%**.

Year	Consulting Total	Percent WMBE	WMBE total \$
2012	\$4,835,381	12%	\$561,234
2013	\$4,290,935	17%	\$717,497
2014	\$3,733,146	16%	\$584,671
2015	\$4,134,385	27%	\$1,151,773
2016	\$6,284,462	21%	\$1,343,236
<b>2017 Goal</b>		<b>20%</b>	

### ➤ **Completed Construction Projects @ 18% target goal in 2017**

A review of Construction percentages for completed projects over the last few years has shown a higher than projected level of WMBE utilization. These high WMBE utilization numbers are due, in part, to the completion of significant projects during the calendar year. For example, some projects like Rainier Community Center redevelopment, Magnuson Building 30 renovation and Maple Leaf Reservoir may have started in 2012 and/or 2013, and since they were officially completed in 2014, you see very high total payments and WMBE totals in 2014. The levy was mostly completed in 2014 and only a few projects were scheduled to be completed in 2015, and

once again, a high percentage of WMBE utilization. We significantly built on that number in 2016, and with our new Metropolitan Parks District (MPD), approved by voters in 2014, new projects that are currently backlogged in our deferred maintenance program have received supplementary funding and provided for additional opportunity for WMBE vendors in 2016. However, we need to keep in mind that much of Construction spending isn't within our control because of lowest bid contracts and Public Works combined projects and **we will maintain our Construction Contracts WMBE goal @ 18% in 2017.**

Year	Contract Type	Total Payments	WMBE %	WMBE total \$
2013	Construction	\$8,687,503	33%	\$2,857,516
2014	Construction	\$36,377,752	25%	\$9,176,767
2015	Construction	\$13,115,025	26%	\$3,417,859
2016	Construction	\$18,155,030	34%	\$6,665,622
<b>2017 Goal</b>	<b>Construction</b>		<b>18%</b>	

### **3 Outreach Events:**

- Coordinate the Department's participation in the annual Regional Contracting Forum and Reverse Vendor Fair; and
- As applicable, actively engage in the A&E design show and the CIP Expo; and
- Propose active membership for minority business associations such as Tabor 100, the National Association for Minority Contractors or Northwest Supplier Development Council; and
- Attend other events as needed.

### **4 Consultant Prompt Pay:**

- a. In the 4<sup>th</sup> quarter, 2016, we paid 95% of invoices (1400+) well-within the 30-day window. Those that were late are 10,654,400 researched and we continually course-correct, and have noticed that many considered late are the direct result of;
  - incorrect invoice dates,
  - punch-list delays and
  - work phase delays
- b. IN 2017 we hope to get to zero percent late payments by;
  - i. Developing communication strategies that engage vendors and city managers in our "zero percentage" late payment policy by;
    1. correcting internal receiving errors; and
    2. correcting external end of job invoicing procedures.
  - ii. Developing accounting implementation strategies for consistent invoice dating procedures and accountability

### **5 Strategies for improving WMBE utilization**



The Department will continue to invite vendors and consultants to register and self-identify as WMBE's and will invite minority consultants to biweekly project manager meetings to improve our outreach methods. Another valuable tool might be to research possible WMBE's and go to their organizational meetings with our information about becoming a member of the Seattle Vendor family. We will work closely with our RSJI Change Team to help divisions develop outreach methods not usually implemented. The Department representative will continue to attend the DFAS long-established meet and greets on the first Fridays with the intention of establishing new WMBE business contacts for the Department. We will reach out to parks managers and purchasers and educate them on using the WMBE portal to better reach a more diverse vendor pool and include them in the process.

The Planning and Development (P&D) division continues to work on establishing a relationship with Washington chapters of the American Institute of Architects and the American Society of Nescape Architects. The results of these relationships will allow our department to get a more informed idea of the number of licensed minorities, including women, who are members of these organizations and then personally invite them to attend project manager meetings to introduce themselves to Park staff and become more familiar with parks projects and bidding processes. This is the first step to developing stronger relationships with these previously underrepresented groups and will help us in the long run to engage these new and emerging WMBE businesses and better help new vendors connect with opportunities that parks have in the future. This process will also include mentoring of parks staff on engagement efforts to reach previously underrepresented groups to better coordinate our efforts, with assistance from the RSJI Change team, and better understand how to reach and work with these diverse WMBE groups.

This multifaceted approach of internal staff mentorship and reinforcement and a dedicated effort to engage currently underrepresented groups should provide us a more grounded approach of outreach and support so that we can achieve and even surpass our goals for 2017. In addition, the Department will maintain a consistent commitment to provide timely information about work opportunities to WMBE firms, and as time permits, make more personal contacts to assure understanding of those opportunities. Project lists and subsequent updates will be sent directly to organizations most likely to foster relationships with these firms. A closer connection to the Office of Economic Development, (OED) and its outreach programs, and an appropriate adherence to guidelines provided by both the Construction and Consultant Inclusion Plans, should maintain and/or enhance the Departments overall WMBE utilization percentages in 2017 and beyond.

Cc: Parks and Recreation Executive Team  
Rose Smith, Assistant to the Parks Deputy Superintendent  
Files




## City of Seattle

Edward B. Murray, Mayor

### Office of Planning and Community Development

Samuel Assefa, Director

**TO:** Carmen Kucinski, City Purchasing and Contracting Services  
Department of Finance and Administration Services

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

**DATE:** February 17, 2017

**SUBJECT:** OPCD 2017 WMBE Goals and Outreach Plan

OPCD is committed to ending racial disparities in contracting and purchasing. Our plan is to increase our WMBE utilization rate for purchasing goal to 28%, 3% over our 2016 goals. The utilization goal for consultant services is forecast at 50%, 8% higher than last year's. Below, pursuant to the Mayor's Executive Order and SMC 20.42.60, we have identified OPCD's 2017 purchasing and consultant goals and annual work plan.

**Department Representative:** OPCD's representative for managing the Office's WMBE initiatives will be Jeanette Martin, Budget Manager, and Susan McLain, Chief of Staff.

**2017 Goals:** The 2016 WMBE utilization rates were 52% for purchasing and 67% for consulting services. For 2017, our goals are 28% for purchasing and 50% for consulting services. Dollar amounts would be approximately \$70,000 for purchasing and \$489,000 for consultant services. The 2017 aspirational goals are higher than the 25% utilization goals for purchasing and 42% consultant services in 2016 even though both are lower than the actual 2016 rates. The 2016 actual purchasing utilization rate was higher due to one-time furniture purchases for our expansion as a new office after being established from Seattle Department of Construction and Inspections (SDCI). Reaching our 2017 purchasing goal of 28%, 3% higher than the 2016 goal, is expected through opportunities to purchase more products through WMBE blanket vendors than previously. Prior to 2016, purchases for products such as annual software were processed through SDCI. Like purchasing, the 2017 50% utilization rate for consultant services is expected to be lower than the actual rate for 2016. However, the 2017 WMBE utilization goal is 8% higher than the 42% 2016 goal. The 2016 consultant services 67% actual rate reflects several consultant contracts between \$100,000 to \$300,000 related to environmental impact studies awarded WBME to consultants. These studies and the dollar volume are not representative of our ongoing consultant services usage. Our average consultant contracts range between \$25,000 to \$70,000 for contracts such as architectural, urban design studies and economic analysis. Although OPCD has found fewer WBME consultants in the market for these contract, we will make our best efforts to promote and increase WMBE utilization rates in these areas.



City of Seattle, Office of Planning and Community Development  
700 Fifth Avenue, Suite 1900

P.O. Box 94788 Seattle, WA 98124-7088

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**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 alongside SDCI. OPCD will have a table at the 2017 Regional Contracting Forum, 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 for general good and non-consultant vendors, as well as for consultants. OPCD adheres to using updated contract boilerplates templates that include prompt pay requirements. OPCD commits to increasing 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, and payment authorizers to timely approved invoices to forward to meet invoice payment due dated. We will promote prompt pays and seek to remedy payments that are not timely.

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. Despite this, we hope to be included in Citywide IDT/CCAG, and any relevant Purchasing groups or meetings.

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

# 2017 SEATTLE POLICE DEPARTMENT OUTREACH PLAN

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

## 2017 Goals

Seattle Police Department's (SPD) 2016 Women and Minority Owned Business Enterprise (WMBE) utilization goals were initially 25% for Purchasing and 20% for Consulting. However, in March 2016, SPD's revised the Purchasing goal to 14% as a result of an agreement reached between SPD and SEAIT, where SPD would pay a non-WMBE vendor \$6,622,000 in 2016 for contract services, then bill SEAIT for reimbursements. SPD's actual 2016 WMBE usage was 13.15% (\$3,038,674.01) and 6.98% (\$118,840.62) for Consulting. However, if we exclude the large payments made to one contractor in 2016, SPD's WMBE usage was 18.44% for Purchasing.

SPD's Goals for 2017 are 15% for Purchasing and 10% for Consultant Contracts based on an analysis of expected payments for services, goods and supplies to outside vendors. SPD will undertake the following strategies to meet or exceed the aspirational goals.

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. Continue to review and route appropriate centralized purchase requests to SPD purchasing staff to identify and obtain quotes from at least one WMBE vendor for direct voucher purchases.
4. Continue to send letters to identified WMBE vendors utilized to encourage registration with the City's Online Business Tool (where vendors register online through the City's website).
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 along with FAS Contracting Services staff, and the Mayor's Special Assistant on WMBE Programs conducted general WMBE Outreach training and training on how to use the Online Business WMBE search tool for more than 50 SPD staff who frequently make purchasing decisions in the fall of 2015. One on One training will be scheduled with individual new Administrative Staff on use of the Online Business tool in 2017.

## Outreach Events

1. Refer WMBE vendors to SPD staff to contact for quotes for purchasing and contracting decisions.
2. Focus efforts to increase outreach efforts to the Native American, African American and Hispanic community for Consultant Contracts.
3. SPD representatives will attend the Regional Contracting Forum in April 2017.
4. SPD representatives will attend City Annual Trade Show in July 2016.

## Consultant Inclusion Plan

1. SPD annual usage of Consultants is less than thirty and the value of contracts rarely exceeds \$260,000. All Consultant Contracts are routed centrally so the department can adherence to the Mayor's recommended Consultant Inclusion Plan.

## Consultant Prompt Pay Plan

1. SPD sets a percentage of 90% to pay all Consultant contract invoices within 30 days of receipt.



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

**TO**  
Nancy Locke, Contracting and Purchasing Director

February 17, 2017

**FROM**  
Kara Williams, WMBE Program Manager

**SUBJECT**  
2017 WMBE Program Plan

**2017 SEATTLE CITY LIGHT WMBE OUTREACH PLAN**

**Department Representative for 2017:**

In September of 2016 Seattle City Light hired Kara Williams to serve as the WMBE Program Manager. The position reports to the Manager of Performance Support Services within Corporate Performance and serves as the utility's dedicated WMBE representative. Kara will represent Seattle City Light on the WMBE Interdepartmental Team (IDT), at the Mayor's WMBE Advisory Committee Meetings for issues related to CITY LIGHT, as well as at internal events, contract walkthroughs, conference calls, and other events or meetings where the utility's message and expectations need to be delivered and reinforced.

**2017 Voluntary Target for Seattle City Light:**

City Light develops WMBE spending commitments for Directors and Officers and includes these in their accountability agreements in dollar terms. City Light's total WMBE expenditures based on these commitments are targeted to be maintained based on the WMBE spend percentage. In 2017 City Light's overall goal to WMBE prime consultants and vendors is proposed to be \$11.4 Million, which is projected to be equivalent to 10% of total consulting and purchasing expenditures in 2017.

**Consulting Goal - \$3.5 Million or 11%**

The 2017 WMBE prime consultant expenditure target equals a 2% increase over the 2016 goal and as stated in the prior discussion, is based on committed expenditures from City Light's Officers and Directors.

**Purchasing Goal - \$7.9 Million or 9%**

City Light's purchases from WMBE vendors in 2016 reached an overall spend of \$13.7 million or 9% of overall purchasing dollars spent. The 2017 goal to prime WMBE vendors will remain at the 2016 level of percentage spend of 9%. City Light believes the 2017 goal is achievable based on the current budget climate as well as past performance, and committed expenditures from City Light's Officers and Directors.

Voluntary 2017 WMBE Targets	
Consulting	11%
Purchasing	9%

# 2017 CITY LIGHT WMBE OUTREACH PLAN

## 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 2017 Outreach Plan summarizes the past performance and new strategies that will guide City Light in its inclusion efforts for the year.

## City Light's 2016 WMBE Utilization Performance

City Light's WMBE efforts focus on leveraging the department's purchasing power to include and build the capacity of women-owned and minority-owned businesses. Reviewing the procurement type provides an indication to the WMBE firm where the greatest opportunities for utilization lie.

The following table summarizes the WMBE expenditures by contracting type.

2016 Performance			
Procurement Type	Total	WMBE	% WMBE
Consultant Contract	\$ 33,094,079.58	\$ 3,806,334.41	11.50%
Consultant Roster	\$ 2,774,650.69	\$ 648,265.01	23.36%
Consultant Total	\$ 35,868,730.27	\$ 4,454,599.42	12.42%
Blanket Contract	\$ 110,714,439.87	\$ 9,882,837.94	8.93%
Direct Voucher	\$ 2,490,180.01	\$ 204,924.39	8.23%
Purchase Contract	\$ 6,240,187.94	\$ 667,124.09	10.69%
Purchasing Total	\$ 119,444,807.82	\$ 10,754,886.42	9.00%
Non-Compliant Total	\$ 83,053.65	\$ 37,846.32	45.57%
Grand Total	\$ 155,230,484.44	\$ 15,171,639.52	9.77%

The figures above illustrate City Light's consultant and purchasing expenditures to prime WMBE businesses for the 2016 fiscal year. The difference between the WMBE total of \$15,171,639.52 in the above chart and \$15,209,485.00 in the chart below under Combined Total is the Non-Compliant total of \$37,846. Non-Compliant dollars include but are not limited to those dollars that are paid outside of standard procurement guidelines and emergency payments due to impending or present public safety situations.

# 2017 CITY LIGHT WMBE OUTREACH PLAN

## Past Performance

The figures below illustrate City Light’s consultant and purchasing expenditures to prime WMBE businesses over the past ten (10) years.

Seattle City Light									
Historical Year End (Unadjusted)									
Program Year	Consultant Contracts			Purchasing Contracts			Combined Total		
	Total Prime Consultant Spend	Total Consultant WMBE Spend	WMBE % of Total Spend	Total Purchasing Spend	Purchasing WMBE Spend	WMBE % of Total Spend	Total Prime Spend	Total WMBE Spend	WMBE % of Combined Spend
2006	\$ 8,466,583	\$ 801,421	9.47%	\$ 57,567,672	\$ 4,620,393	8.03%	\$ 66,034,254	\$ 5,421,814	8.21%
2007	\$ 17,347,911	\$ 1,152,136	6.64%	\$ 74,534,238	\$ 6,077,605	8.15%	\$ 91,882,149	\$ 7,229,741	7.87%
2008	\$ 24,606,007	\$ 2,800,993	11.38%	\$ 82,010,683	\$ 6,080,772	7.41%	\$ 106,616,690	\$ 8,881,765	8.33%
2009	\$ 26,997,357	\$ 3,003,344	11.12%	\$ 63,423,581	\$ 7,872,770	12.41%	\$ 90,420,938	\$ 10,876,114	12.03%
2010	\$ 14,047,637	\$ 1,464,121	10.42%	\$ 63,611,471	\$ 8,723,248	13.71%	\$ 77,659,107	\$ 10,187,369	13.12%
2011	\$ 15,105,695	\$ 2,058,583	13.63%	\$ 72,611,442	\$ 9,690,352	13.35%	\$ 87,717,137	\$ 11,748,935	13.39%
2012	\$ 17,779,900	\$ 1,917,083	10.78%	\$ 81,585,216	\$ 9,526,959	11.68%	\$ 99,365,117	\$ 11,444,042	11.52%
2013	\$ 25,209,596	\$ 2,574,555	10.21%	\$ 98,033,707	\$ 15,724,561	16.04%	\$ 123,243,302	\$ 18,299,116	14.85%
2014	\$ 31,297,335	\$ 4,781,666	15.28%	\$ 91,793,696	\$ 9,830,579	10.71%	\$ 123,091,031	\$ 14,612,245	11.87%
2015	\$ 36,806,801	\$ 4,045,050	10.99%	\$ 125,869,436	\$ 13,635,165	10.83%	\$ 162,676,237	\$ 17,680,215	10.87%
2016	\$ 35,868,730	\$ 4,454,599	12.42%	\$ 119,444,807	\$ 10,754,886	9.00%	\$ 155,313,537	\$ 15,209,485	9.79%

The above data is a 10-year representation of Seattle City Light’s payments to prime contractors. The above data highlights consulting and purchasing dollars spent with prime contractors. The above data also highlights the WMBE dollar spent, and the WMBE percentage of the overall contract dollars spent. The above information is sourced from the City of Seattle SUMMIT financial system and the figures are rounded to the nearest dollar. The ten-year average for CITY LIGHT WMBE spend is approximately \$11 million with a 11 percent WMBE utilization.

## Upcoming and Ongoing Construction Contracting Opportunities

Power Supply: Projects in this program include improvements to City Light’s dams, generators, powerhouses, and other related projects. In addition, the program contains projects designed to help City Light comply with federal licensing and environmental mitigation requirements at the utility’s dams. City Light sequences work on major power production equipment (i.e., generator rebuilds and runner replacements) to reduce the impact to power generation and level capital spending. For 2017, the CIP includes \$68 million in funding for 65 projects in Power Supply. Highlights, ordered by project number, include:

Project	Project ID	Approx Budget
• Boundary Powerhouse – Unit 51 Generator Rebuild	6351	\$ 3,307,000.00
• Power Production – Network Controls	6385	\$ 812,000.00
• Diablo Powerhouse - Rebuild Generator Unit 31	6422	\$ 5,591,000.00
• Diablo Powerhouse – Rebuild Generator Unit 32	6423	\$ 11,577,000.00
• Boundary Switchyard – Generator Step-Up Transformers	6493	\$ 6,195,000.00
• Ross - Governors	6562	\$ 3,579,000.00
• Boundary – Licensing Mitigation	6601	\$ 2,289,000.00



## 2017 CITY LIGHT WMBE OUTREACH PLAN

Transmission: Projects in this program include transmission capacity and reliability projects to deliver power from City Light's dams to City Light's distribution system and the regional power grid. City Light owns and maintains 656 miles of transmission capacity that connect the Skagit facilities to Seattle. City Light leases additional transmission capacity to connect to the Boundary, Cedar Falls, and Tolt hydroelectric projects.

For 2017, the CIP budget includes \$13.4 million in funding for six projects in Transmission. Highlights, ordered by project number, include:

Project	Project ID	Approx Budget
•Transmission Reliability	7104	\$ 3,106,000.00
• Denny Substation Transmission Lines	7125	\$ 8,096,000.00
• Transmission Line Inductor Installation	8461	\$ 1,433,000.00

Distribution: Projects in this program include improvements to City Light's distribution substations, relays, feeders, network distribution systems, overhead and underground radial distribution systems, service connections, customer meters, and other facilities related to the distribution system. For 2017, the CIP includes \$223.8 million in funding for 67 projects in Distribution. Highlights, ordered by project number, include:

Project	Project ID	Approx Budget
• Denny Substation Development	7757	\$ 57,211,000.00
• Substation Breaker Replacements and Reliability Additions	7779	\$ 6,243,000.00
• Broad Street Substation – Network	8203	\$ 6,024,000.00
• Underground Equipment Replacements	8353	\$ 11,138,000.00
• Medium Overhead and Underground Services	8366	\$ 13,845,000.00
• Small Overhead and Underground Services	8367	\$ 6,205,000.00
• Denny Substation – Network	8404	\$ 7,485,000.00
• Distribution Automation	8425	\$ 3,885,000.00
• Advanced Metering Infrastructure	8426	\$ 5,944,000.00
• Pole Attachment Requests Preparation Work	8452	\$ 3,525,000.00

External Projects: Projects in this program respond to requests from local jurisdictions to relocate distribution services from overhead to underground systems per the terms of franchise agreements; maintain and upgrade the streetlight system; relocate utility infrastructure in response to major transportation projects; and provide capital improvements in response to other customer-requested service needs. Allocation changes reflect revised scope and schedule projections provided by the transportation project managers. For 2017, the CIP includes \$65.8 million in funding for 17 External Projects. Highlights, ordered by project number, include:

Project	Project ID	Approx Budget
• Alaskan Way Viaduct & Seawall Replacement	8307	\$ 39,858,000.00
• Overhead and Underground Relocations	8369	\$ 2,227,000.00
• Transportation Streetlights	8377	\$ 4,407,000.00
• Streetlights: Arterial, Residential and Floodlights	8378	\$ 3,495,000.00
• Streetlight LED Conversion Program	8441	\$ 5,799,000.00
• Streetlight Infrastructure Program	8460	\$ 3,098,000.00
• Center City Connector Streetcar	8470	\$ 2,020,000.00
• Sound Transit Lynnwood – City Light	8471	\$ 1,473,000.00

## 2017 CITY LIGHT WMBE OUTREACH PLAN

Central Utility Projects: Projects in this program provide for centralized billing and customer service systems, financial and information technology systems that are critical to the utility's operation, and vehicle fleets and facilities that are not part of the power generating plant (e.g., equipment shops, service centers, and maintenance yards). For 2017, the CIP includes \$39.1 million in funding for 28 Central Utility Projects. Highlights, ordered by project number, include:

Project	Project ID	Approx Budget
• Building Envelope Upgrades	9072	\$ 1,781,000.00
• Equipment Fleet Replacement	9101	\$ 7,500,000.00

City Light will work with FAS on these projects to ensure that appropriate staff attends the construction walkthroughs to explain WMBE inclusion plan requirements and the use of WMBE subcontractors. City Light will also work with external community partners to distribute the advertisement and pre-proposal conference information.

### Program Contracting Tools

#### *Internal Request Form (IRF)*

In 2015 the WMBE Program Manager and Contracts Manager worked together to add a WMBE opportunity review when completing the Internal Request Form (IRF). This requirement was issued by the Department of Finance and Administrative Services (FAS) in early 2015. CITY LIGHT also enhanced the IRF form by specifically asking the questions, "was a WMBE firm selected to do this work"? A more direct question gives the requester another opportunity to be thoughtful about WMBE participation.

In 2016 Seattle City Light processed over 1,600 IRF Forms. Due to the volume of these submittals, it was essential that the WMBE review was aligned with the current procurement process. This alignment ensures that the review process is meaningful and that the cycle-time of procurements are not increased due to routing and sign-offs.

### Plans and strategies

#### 1. B2Gnow Consulting Contract Monitoring

The intent of B2GNow is to monitor WMBE utilization at the sub-consultant level, for this purpose, WMBE utilization was captured by requiring all consulting contracts over \$289,000 to have a WMBE inclusion plan. Inclusion plans are entered into B2GNow, listing all sub-consultants and their percentage of core and non-core work related to a consulting agreement.

As of 2016 year-end City Light had 11 consultant contracts that met the \$289,000 threshold. These 11 contracts total \$7.1 million; applying the City Light 10-year average of 11 percent WMBE utilization, approximately \$786 thousand dollars were WMBE dollars.

#### 2. Internal Training

City Light offers training several times each year on the procurement of consultant contracts and purchasing needs. City Light will continue to offer information on how to find WMBE firms, the need for inclusion plans, and where to find answers to questions in 2017. Using the online IRF-WMBE review tool also provides a wealth of information for project staff to review the online business directory and search for WMBE firms.

# 2017 CITY LIGHT WMBE OUTREACH PLAN

## 3. External Outreach

CITY LIGHT's commitment to Women and Minority businesses includes CITY LIGHT 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. CITY LIGHT attends the following seven events annually:

1. SPU Annual Architectural and Engineering Opportunities Forum
  2. Alliance Northwest
  3. Regional Contracting Forum
  4. Sound Transit A & E Networking Event
  5. Reverse Vendor Trade Show
  6. Construction CIP Expo
  7. North Puget Sound Small Business Summit
  8. Seattle City Light's Social Justice Equity Fair
- 
4. CITY LIGHT – Technical Assistance in cooperation with the University of Washington

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.

The University of Washington Consulting and Business Development Center provides three different programs thus fulfilling its responsibility under the agreement. The programs are as follows:

1. **Minority Business Executive** – This program is designed to assist minority and women business leaders in facing current business challenges. This is a one week intensive residential program which features an interactive curriculum focused on finance and accounting leadership; marketing and brand strategy; relationship marketing and strategic thinking. City Light sponsored three businesses, which completed the one week intensive course in September 2016.
2. **Business Growth Collaborative** – This program is a year-long program that provides management education designed to accelerate the growth of small to medium sized businesses in specific industry clusters. Collaborative participants meet two times per month for six months to engage in management education and growth plan development. City Light will sponsor four businesses beginning February 2017.
3. **Business Management Consulting** – This program is a cohort-based program aimed at improving the bottom line and stimulating new growth. During this program UW students and professional mentors work side-by-side with business owners from under-served communities on projects with time frames ranging from one week to nine months. City Light will sponsor four businesses in the Fall of 2017.

The Minority Business Executive cohort graduated 22 businesses and of those businesses 3 were sponsored by CITY LIGHT. CITY LIGHT sponsored the following business:

1. J Powers Recruiting, Inc. (Jennifer Powers)
2. DBE Electric Inc. (Mary Lerdahl)
3. Eldred & Associates (Jennifer Aylor)

# 2017 CITY LIGHT WMBE OUTREACH PLAN

## Prompt Pay

City Light increased the average consultant on-time payment from 19.5% in 2015 to 72% in 2016. In 2016, City Light met with several Project Managers to assist with developing tools and providing feedback on creating the new Consultant invoice process. Accounts Payable also partnered with the Procurement & Contracting team to expand the Contracting 101 training class to include AP invoice training. The training provides an overview of newly created tools and a checklist for Project Managers and Consultants. Templates and guidelines were created for Consultants to assist with submitting a good invoice to City Light. A tool was also developed that enables AP to manually enter invoice information into the database, which provides the Project Managers invoice status updates on invoice issues and payment status.

In late 2015, Seattle Public Utilities, Seattle Department of Transportation, and City Light's Accounts Payable departments informally expressed the need for AP Automation to the Cherry Road project team, the City Purchasing & Contracting team and the Summit Reimplementation team. In September of 2016, City Light presented a business case to the Seattle Information Technology team, Financial Administrative Services Accounting team, and the Summit Reimplementation team on City Light's need for AP Automation tools, which is currently out of scope for the Summit Reimplementation project. Specifically, City Light presented a need to eliminate paper routing by implementing a system capable of receiving invoices via a scanned paper invoice, or electronically through an email attachment. Using Optical Character Recognition (OCR) technology, the system would index information from the invoice image and route the invoices to City Light employees systematically through a workflow tool. Using this technology would reduce the cycle time to process an invoice for payment; provide transparency on the invoice process; and provide management real-time reporting on exception processing issues.

In 2017, City Light's established prompt pay goal is 74%. The long-term goal is to achieve 100% prompt payment for consultant invoices. The department will need to progressively increase over time to achieve this goal. To improve the cycle time for consultant processes City Light will continue to focus on the root causes that are delaying payment.

### 1. Tools

City Light is actively developing a new business case for a Document Management system and scanning system. The goal is to develop a document management tool that could be further leveraged in bringing full AP Automation to the City at a future date, which will reduce our cycle time to our WMBE vendors.

### 2. Training

In 2017, Accounts Payable will continue to provide training to City Light employees on the invoicing process.

### 3. Invoice Visibility

Accounts Payable is actively developing a process to have vendors send invoices directly to Accounts Payable versus the Project Manager for payment processing. This will eliminate invoices from not being processed in a timely way due to turn-over or from sitting in employee mailboxes due to unplanned illnesses or vacations.



## City of Seattle

Edward B. Murray, Mayor

### Department of Construction and Inspections

Nathan Torgelson, Director

#### MEMORANDUM

**TO:** Kelsey Beck, Sr. Policy Advisor, City Purchasing and Contracting Services  
Department of Finance and Administrative Services

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

**DATE:** February 17, 2017

**SUBJECT:** SDCI 2016 WMBE Goals and Outreach Plan

SDCI is committed to ending racial disparities in contracting and purchasing. We will attempt to improve upon our WMBE utilization rate for purchasing and meet or improve our WMBE utilization 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 2017 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 Evan Chinn, SDCI Division Director.

**2017 Goals:** Our 2016 WMBE utilization rates were 22.27% for purchasing and 43.21% for consulting. For 2017, SDCI's aspirational goals are 25% for purchasing and 42% for consulting. Dollar amounts would be approximately \$400,000 for purchasing and \$800,000 for consultant contracting if we reach our goals and if total spending remains comparable to 2016. SDCI WMBE utilization rates may be lower due to fewer available WMBE consultants in the market for SDCI consultant contracts, especially in engineering and technical consulting. 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 Purchasing's VCR online vendor search tool. Links to the VCR 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 April 12<sup>th</sup> Regional Contracting Forum, as well as the Reverse Vendor Trade Show event in July. 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 2016, our dept. prompt pay percentages were: 10% Total Contracts paid after 30 days of invoice date, and 14% late for Consultant Roster invoices, and 7% 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 CIP department, some aspects of the City's overall WMBE program (Such as JOC Utilization or project Outreach Plans) do not apply to our department. Despite this, we hope to be included in Citywide WMBE IDT/CCAG, and any relevant Purchasing groups or meetings.

Please contact Denise Campbell (386-4035), or Evan Chinn (233-3833) if you need additional information from SDCI. Thank you.



## 2017 SEATTLE DEPARTMENT OF HUMAN RESOURCES

### WMBE OUTREACH PLAN

#### Department Representative for 2017:

**Solomon Alemayehu**

#### 2017 Voluntary Target for Seattle Department of Human Resources (SDHR):

For 2017, the Seattle Department of Human Resources (SDHR) has established a voluntary Woman and/or Minority Business Enterprises (WMBE) utilization goal of twenty five percent (25%) for Consulting / Services and fifteen percent (15%) for Purchasing.

#### Voluntary 2017 WMBE Targets

Consulting / Services	25%
Purchasing	15%

#### 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.

## 2017 SDHR WMBE OUTREACH PLAN

The 2017 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 2016 WMBE Utilization Performance

#### SDHR 2016 WMBE % Target and Actual Utilization

Doc Type Grp	2016 WMBE Goal %	2016 WMBE Actual %	2016 WMBE Actual \$
Consulting & Services	20%	65%	945,617*
Purchasing	20%	17%	278,923
Grand Total	20%	40%	1,224,540

\*2016 WMBE Actual \$ was modified from FAS generated report to include one known WMBE consultant currently designated as non WMBE

#### SDHR 2016 Performance Summary

WMBE Status	Consultant	Consultant Roster	Total Consultant	Purchasing Blanket	Purchasing Direct Voucher	Total Purchasing	Grand Total
WMBE	607,535	338,081	945,617	278,923		278,923	1,224,540
Non-WMBE	411,085	91,988	503,073	1,308,021	8,775	1,316,796	1,819,869
Grand Total	1,018,620	430,069	1,448,690	1,586,943	8,775	1,595,718	3,044,408

#### SDHR 2016 Performance by Fund

BY FUND	Gen Fund	Workers Comp	Unemployment	Healthcare	GTL/LTD/ADD	Grand Total
WMBE	00100	00516	00517	00627	00628	
Consultant						
YES	483,022	462,595				945,617
Purchasing						
YES	160,456	85,118		32,526	823	278,923
Grand Total	643,478	547,713	0	32,526	823	1,224,540



## 2017 SDHR WMBE OUTREACH PLAN

### **2016 SDHR Consultant / Services & Purchasing WMBE Utilization Summary:**

In 2016, SDHR spent over \$900,000 on WMBE consultant / services contracts. SDHR's WMBE utilization for consultant / services contracts was at 65% and far exceeded our 20% WMBE goal. As evidenced in the WMBE utilization chart below, SDHR's WMBE consultant / services contract spending experienced a marked increase in 2013, which we have been able to maintain from 2014 through 2016. Although SDHR has a limited number of consultant / services contracts, we have made an increased effort to ensure WMBE firms are participating in our contracting process.

On the purchasing side, SDHR spent over \$270,000 on WMBE firms in 2016 to procure goods and services. The SDHR WMBE utilization for the purchasing contract was at 17%. SDHR's utilization rate is significantly higher compared to the overall City WMBE utilization rate of 13%. We have also adjusted the SDHR goal for purchasing for in 2017 to reflect a more reasonable rate that we can achieve.

Overall, SDHR's utilization of WMBE vendors through combined consultant / services and purchasing contracting in 2016 achieved 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.

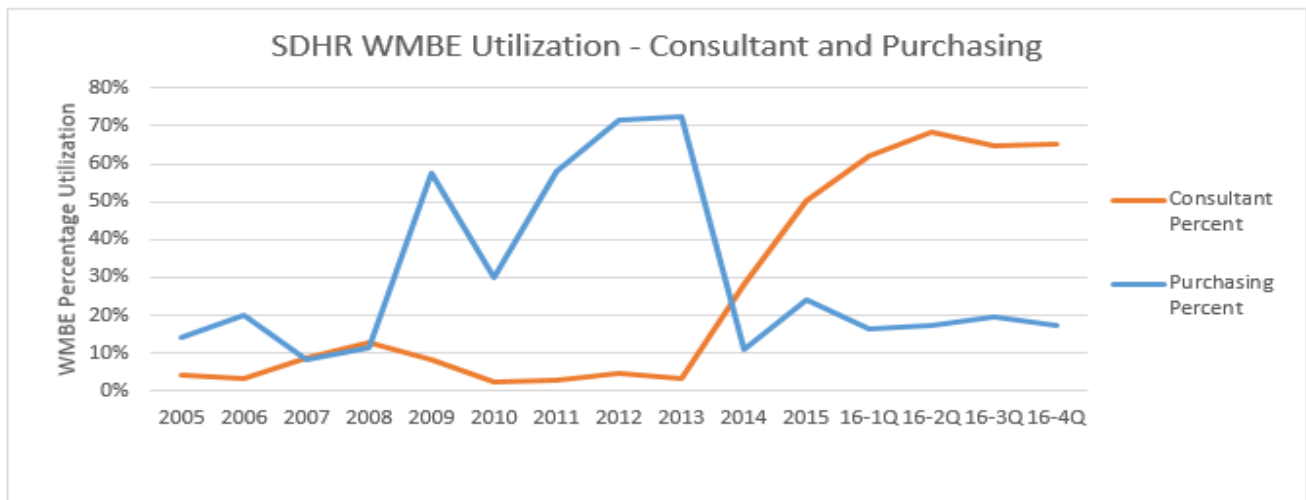
# 2017 SDHR WMBE OUTREACH PLAN

## SDHR WMBE Utilization For Consultant / Services and Purchasing for Period 2006-16

SDHR

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
16-1Q	264,243	62%	163,770	629,042	16%	103,166
16-2Q	616,551	69%	422,757	772,471	17%	132,783
16-3Q	895,523	65%	580,710	957,621	20%	189,488
16-4Q	1,448,690	65%	945,617	1,595,708	17%	278,923

**2016 GOALS:**  
 Consultant = 20%  
 Purchasing = 20%



## 2017 SDHR WMBE OUTREACH PLAN

### Outreach Events

SDHR will send a department representative(s) to this year's annual Regional Contracting Forum on April 12, 2017 and contracting staff will participate in WMBE outreach events sponsored by City Purchasing.

### Strategies to Achieve Goals

SDHR's contracting staff intentionally includes at least one WMBE vendor when asked for recommendations for consultants for new projects or contracts. In 2016, SDHR also made the decision that all consultants / services contracting with our department must undergo RSJI training. Additionally, contracting staff are in the midst of developing a standardized process for consultant / services contracting that will be communicated to department managers which encourages consideration of WMBE firms.

### Consultant / Services Prompt Pay Strategies

The table below shows SDHR's prompt payment performance in 2016 for WMBE vendors.

#### SDHR WMBE Payments Based on Invoice Date

Invoice Date	30 days or less	31-45 days	Greater than 45 days	Grand Total
WMBE Invoice Count	648	13	9	670
SDHR % Performance	96.7%	1.9%	1.3%	100.0%

Close to 97% of SDHR payments in 2016 were generated within 30 days of the invoice date. SDHR's goal in 2017 was to maintain the same level of performance – 85% of invoices paid within 30 days of the invoice date. The organizational structure of SDHR facilitates implementation of Prompt Pay since the contracting function resides within the Financial Services Unit, which processes the department's invoices.

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

<b>DEPARTMENT OUTREACH STAFF:</b>
Solomon Alemayehu – Finance Manager - SDHR
<b>DEPARTMENT DIRECTOR:</b>
Susan Coskey – Director - SDHR



## 2017 SEATTLE DEPARTMENT OF TRANSPORTATION

### WMBE OUTREACH PLAN

#### **Department Representative for 2017:**

**Edson Ives Zavala**

#### **2017 Voluntary Target for Seattle Department of Transportation:**

For 2017, Seattle Department of Transportation (SDOT) has established a voluntary Woman and/or Minority Business Enterprises (WMBE) utilization goal of twenty percent (20%) for Consulting and twelve percent (12%) 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.

<b>Voluntary 2017 WMBE Targets</b>	
Consulting	20%
Purchasing	12%

## 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 2017 WMBE Outreach Plan briefly explains past performance and highlights strategies that will guide the Seattle Department of Transportation (SDOT) in its inclusion efforts for the year.

**Edson I. Zavala, Manager of the SDOT Office of Equity & Economic Inclusion will continue to serve as the department's representative for the City's WMBE Initiative.**

## SDOT's 2016 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, FY2016. 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 \$47k - \$289k - has yielded significant success for enabling WMBE firms to access SDOT contracts.

Figure 1 below illustrates SDOT’s 2016 consultant and purchasing payments in comparison to 2015.

<b>2016 vs 2015 Performance Summary</b>						
<b>Procurement Type</b>	<b>2015 Performance</b>			<b>2016 Performance</b>		
	<b>Total</b>	<b>WMBE</b>	<b>% WMBE</b>	<b>Total</b>	<b>WMBE</b>	<b>% WMBE</b>
Consultant Contract	\$42,582,925	\$3,452,332	8%	\$42,586,014	\$5,791,923	14%
Consultant Roster	\$4,524,192	\$2,184,672	48%	\$4,989,826	\$3,204,924	64%
<b>Consultant Total</b>	<b>\$47,107,117</b>	<b>\$5,637,004</b>	<b>12%</b>	<b>\$47,575,840</b>	<b>\$8,996,847</b>	<b>19%</b>
Blanket Contract	\$28,859,083	\$2,452,962	9%	\$29,407,147	\$3,161,992	11%
Purchase Contract	\$1,072,373	\$37,085	3%	\$1,114,664	\$26,358	2%
Direct Voucher	\$1,401,068	\$192,848	14%	\$1,735,835	\$227,864	13%
<b>Purchasing Total</b>	<b>\$31,332,525</b>	<b>\$2,682,895</b>	<b>9%</b>	<b>\$32,257,646</b>	<b>\$3,416,214</b>	<b>11%</b>

*Data is sourced from the City of Seattle SUMMIT financial system. Figures are rounded to the nearest whole number where applicable. 2016 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 DBE 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.*

**Key Take-aways:**

- **SDOT increased the overall amount of dollars paid to WMBE vendors in both Consulting & Purchasing**
- **With relatively constant consultant expenditures, SDOT made significant progress on increasing dollars paid to WMBE firms in consulting by \$3.36M**
- **Non-WMBE dollars also include expenditures with Non Profit firms which amounted to approximately \$548,000 dollars in 2016.**

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

**Seattle Department of Transportation**  
 WMBE Utilization - Consultant and Purchasing

Year	Consultant			Purchasing		
	Total	Percent	WMBE	Total	Percent	WMBE
2005	\$9,849,381	8%	\$804,282	\$13,321,858	9%	\$ 1,232,248
2006	\$10,843,842	12%	\$1,285,022	\$19,469,184	8%	\$ 1,466,150
2007	\$20,804,704	13%	\$2,795,622	\$18,738,520	9%	\$ 1,699,373
2008	\$33,940,734	17%	\$5,786,369	\$20,241,795	14%	\$ 2,818,193
2009	\$31,218,589	23%	\$7,275,742	\$20,333,302	16%	\$ 3,203,383
2010	\$31,398,103	18%	\$5,732,694	\$16,846,679	19%	\$ 3,149,867
2011	\$41,452,629	7%	\$3,082,499	\$12,298,217	11%	\$ 1,327,187
2012	\$46,666,231	3%	\$1,599,794	\$14,319,076	10%	\$ 1,379,690
2013	\$50,220,261	6%	\$3,064,473	\$22,976,013	8%	\$ 1,908,654
2014	\$53,715,748	10%	\$5,581,000	\$30,523,886	8%	\$ 2,479,122
2015	\$47,107,117	12%	\$5,637,004	\$31,332,525	9%	\$ 2,682,895
16-Q1	\$10,485,012	20%	\$2,054,024	\$7,455,234	8%	\$ 626,168
16-Q2	\$22,808,034	20%	\$4,466,728	\$13,733,073	11%	\$ 1,500,993
16-Q3	\$34,890,174	19%	\$6,636,003	\$21,960,155	10%	\$ 2,295,846
16-Q4	\$47,575,840	19%	\$8,996,847	\$32,257,646	11%	\$ 3,416,214

2016 Goals
Purchasing = 10%
Consultant = 15%

NOTES:

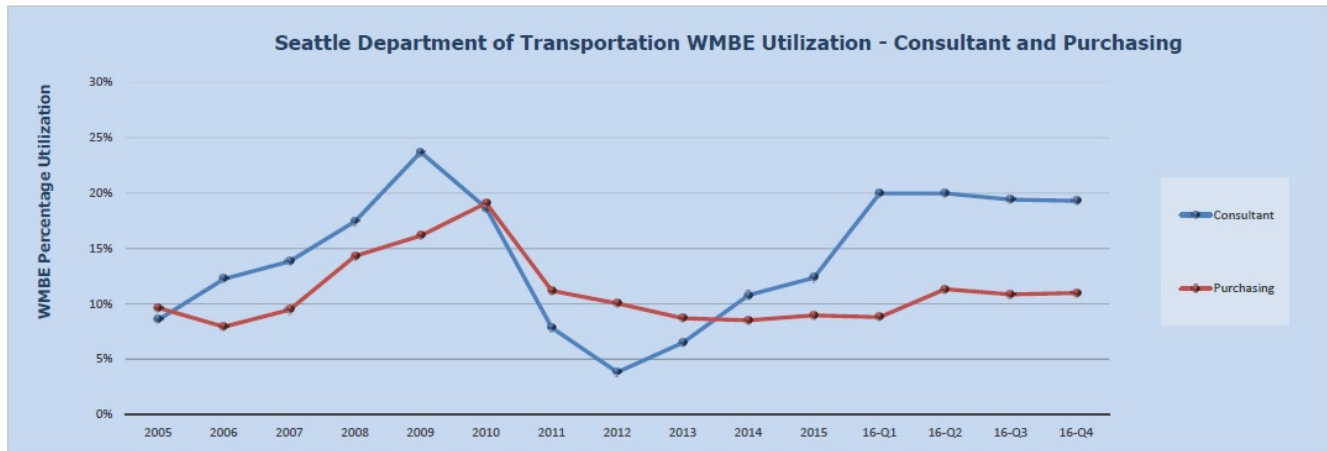
- 2016 year to date spend through 12/31/2016
- Produced by CPCS/FAS on 1/2/2017
- Source: Standard Summit Reports
- \*\*15-Q2 includes SDOT WMBE Consultant spend \$4,000
- \*\*15-Q2 includes SDOT WMBE Purchasing spend \$29,931
- In 2016, SDOT spent approximately \$549,000 with nonprofit firms.

**Federally Funded Projects:**

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

**\*\*Subconsultant Payments:**

The above data is representative of dollars paid to firms engaged in a Prime consultant



**Key Take-aways:**

- On linear trend, for 2016 SDOT has yielded a percent increase in both Consulting and Purchasing from 2015, exceeding the 15% Consultant WMBE Goal at 19% and Exceeding the 10% Purchasing WMBE Goal at 11%
- 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 SUMMIT – the City's financial system of record.

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

### *Subcontractor Spend – Inclusion Plan Performance*

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

The Inclusion Plan enables the City to promote Good Faith Efforts toward WMBE participation 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 SUMMIT 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 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.



**\$7.2M**

**Dollars paid in FY2016 to WMBE firms that were subconsultants on SDOT contracts with Inclusion Plans in 2016\*.**

**5.1M was attributed to Minority Business Enterprises (MBE) and the remaining 2.1M was attributed to Woman Business Enterprises.**

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.



### *Disadvantaged Business Enterprise (DBE) Dollars*

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

To date, these funds have formed part of the assessed dollar pool set to determine WMBE inclusion success. 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 2017, SDOT will 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.

Examples of sole source purchases include **Parkeon Inc.**, a contract for parking station services, which amounted to approximately \$1,357,561 in non-WMBE dollars for Purchasing in FY2016.



**\$1.3M**

**Non-WMBE dollars associated with a Sole Source Purchase with Parkeon Inc. in 2016**

### 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 **Inekon Group** contract for streetcars which amounted to \$637,685 in non-WMBE dollars for Purchasing in FY 2016.



### 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

FY 2016 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 FAS-CPCS to bolster monitoring and performance expectations for SDOT Public Works contracts. The SDOT Office of Equity & Economic Inclusion Manager 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 2017.

### 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 Manager is a member of SDOT steering committee meetings, which convene before 10% design completion to solicit WMBE Inclusion and 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 2017 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 three (3) ***Working with SDOT*** events in FY2016. These events were held on the following dates:

**March 29, 2016**  
***Working With SDOT: Move Seattle***

**June 29, 2016**  
***Working With SDOT: Ready to Prime***

**October 20, 2016**  
***With SDOT: Connecting the DOTs***



In FY2016, SDOT hosted events providing emphasis on various emerging topics. For the March event, *Working With SDOT: Move Seattle*, we focused on outreach for upcoming Move Seattle contracting opportunities. For the June event *Working With SDOT: Ready to Prime*, we focused on equipping firms with information on steps to make the transition to Prime consultants from subconsultants. For the October event, *Working With SDOT: Connecting the DOTs*, we focused on helping firms identify commonalities between the regional transportation agencies (SDOT, Sound Transit, King County Metro) to leverage their already completed processes and experiences to secure opportunities with similar agencies.

For 2017, we once again anticipate holding Working with SDOT events. Prospective events include, but are not limited to:

<b>2017 PLANNED SDOT HOSTED OUTREACH EVENTS*</b>	
<b>Spring 2017</b>	<b><i>Working With SDOT: Move Seattle</i></b>
<b>Fall 2017</b>	<b><i>Working With SDOT: Connecting the DOTs</i></b>

\*Specific dates, venue and event names are subject to change. Should venue/content/ or other 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 2017, the department will continue these workshops and plans to engage with more communities.

**March 3, 2016**  
***Intro to SDOT (Spanish):*** Downtown

**December 6, December 8, 2016**  
***Intro to SDOT (Spanish):*** South Park

### ***Introduction to SDOT (En Español)***

In collaboration with City of Seattle FAS, Office of Immigrant Refugee Affairs, the City of Seattle Library, Ventures, and the South Park Neighborhood center, SDOT launched a series of workshops in Spanish named ‘*How to do Business with SDOT / City of Seattle*’.

SDOT Office of Equity & Economic Inclusion Manager, Edson I. Zavala, performed outreach, translated material, and lead the information sessions in Spanish for community firms.



SDOT Office of Equity & Economic Inclusion Manager, Edson I. Zavala. Spanish language outreach. Interview 12/1/2016. KUNS Univision Seattle, Sinclair Broadcast Group, Inc.

<b>2017 PLANNED WORKSHOPS</b>	
<b>Quarter 2</b>	<b><i>Introduction to SDOT:</i></b> Small, Micro, WMBE, and Immigrant Business.
<b>Quarter 3/4</b>	<b><i>Introduction to SDOT:</i></b> Small, Micro, WMBE, and Immigrant Business. (En Español)

## Engagement / Outreach: Internal

### SDOT Staff Training – WMBE ADVOCATE CURRICULUM



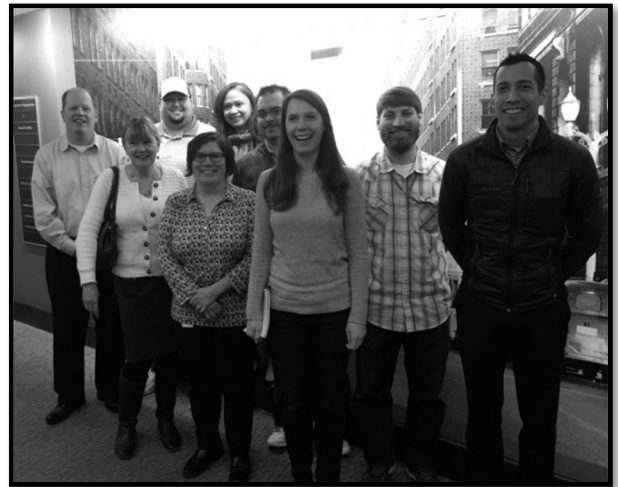
SDOT continues to implement the WMBE Advocate Program to promote contracting inclusion and make staff aware of available tools. Once participants complete the courses, they receive WMBE Advocate recognition by the Department Director, Scott Kubly, and obtain a WMBE Advocate Pin. In 2016, SDOT held 2 *WMBE Advocate Sessions*, (3 Courses a Session) and recognized 12 new WMBE Advocates, with 9 WMBE Advocate Renewals. At present, there are 57 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 2017 and will now include a ***WMBE Advocate Renewal*** course. This course will be made available for 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 (OCR) 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 FY2017.

### *Proactive Availability Review*

A significant challenge identified in promoting WMBE Inclusion within consultant contracting and purchasing is the limited time-frame 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 Consultant Contract Unit, the SDOT Office of Equity & Economic Inclusion Manager prompted the revision of the Consultant Contract Request Form and 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. WMBE review and analysis will be further strengthened in 2017.

### *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 2017, the SDOT Office of Equity & Economic Inclusion Manager will provide oversight/guidance for standardization and consistency.

### *Consultant Contract Pre-submittal Standardization*

In FY2016 the SDOT Office of Equity & Economic Inclusion Manager provided an active role in disseminating WMBE Inclusion information and expectations to prospective respondents at pre-submittals. The SDOT Office of Equity & Economic Inclusion Manager has a standing role in these events. For 2017, the SDOT Office of Equity & Economic Inclusion Manager 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 Office of Equity & Economic Inclusion Manager introduced 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 2017, this analysis will be formalized further.

**Scoping of Projects:  
Contract Unbundling and  
Sizing**

SDOT Office of Equity & Economic Inclusion Manager 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 SDOT Office of Equity & Economic Inclusion Manager 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 35% 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 2017, 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 executive team. Moving into 2017, SDOT will continue implementation of electronic contract monitoring through the B2GNow software.



**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**

SDOT Office of Equity & Economic Inclusion Manager 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 quarterly 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 2017, SDOT Office of Equity & Economic Inclusion Manager 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 quarterly events.

### **Public Works (Construction)**

Per Seattle Municipal Code, FAS oversees the evaluation, award, management, administration, WMBE utilization, and enforcement for SDOT's public works projects. Moving forward in 2017, SDOT will continue to engage with FAS in inclusion efforts for SDOT projects which will include an active role in Disadvantaged Business Enterprise (DBE) and related inclusion processes.

### **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 Manager 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 2017, SDOT will continue the interdepartmental monthly check-ins on WMBE performance.

### **Move Seattle 23% WMBE Goal**

The Move Seattle Levy, features a 23% WMBE goal for all dollars associated with the levy over the 9 years. SDOT will continue working with FAS on the active monitoring and management of this commitment

## 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 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 OIRA. The goal is to expand these outreach initiatives to other communities.

### *Training/Workshop for Consultants*

Expand the WMBE Advocate training to external consultants to convey the importance of RSJI principles, connection to contracting equity, City of Seattle policy and expectations, and tools to promote inclusion. A pilot session is planned for Summer/Fall 2017.

### *Annual Report: Performance Review, Transparency & Accountability*

The SDOT Manager for the Office of Equity & Economic Inclusion will deliver an Annual Report reviewing year-end performance information. This initiative was launched to deliver an overview of 2015 performance and will once again be implemented for FY2016.

## Community Outreach Efforts

In 2017, SDOT will continue to have a presence in community organizations such as TABOR 100, NAMC, First Thursdays and CCCJ. Moreover, SDOT will continue support and participation in vendor outreach events and trade shows. Scheduled participation in community outreach includes, but is not limited to:

### Working with SDOT

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.

### 2017 City of Seattle A/E Consulting Show - March 2017

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

### 2017 Alliance Northwest Vendor Trade Show - Spring 2017

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

### 2017 Regional Contracting Forum - Spring 2017

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.

### 2017 Reverse Trade Show TBD Q2/Q3

This is an opportunity for vendors to introduce themselves to a variety of City of Seattle Departments and other public agency representatives. Learn about upcoming solicitations, procurement opportunities, sustainable purchasing and network with other local vendors. Women-owned and minority-owned businesses are especially encouraged to attend.

### 2017 IT Meet and Greet TBD Q2/Q3

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.

### 2017 Capital Improvements Project Expo Q4

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

## 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	
2017 Goal	100%
2016 Actual	97%*

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

### 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.

### 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.

### 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

**Edson Ives Zavala**

SDOT Manager, Office of Equity & Economic Inclusion

#### DEPARTMENT DIRECTOR:

**Scott Kubly**

SDOT Director



## Seattle Center 2017 WMBE Plan

### Seattle Center Purchasing/Consultant Contracting 2014-2017

	<u>2014 Goal</u>	<u>\$ Spent</u>	<u>2014 Actual</u>
Purchasing	21%	\$5.39M	24.6%
Consultant Contracting	15%	\$528,434	30.0%
	<u>2015 Goal</u>	<u>\$ Spent</u>	<u>2015 Actual</u>
Purchasing	21%	\$5.19M	12.6%
Consultant Contracting	20%	\$414,133	40.1%
	<u>2016 Goal</u>	<u>\$ Spent</u>	<u>2016 Actual</u>
Purchasing	18%	\$4.58M	19.9%
Consultant Contracting	15%	\$1.15M	18.9%
	<u>2017 Goal</u>		
Purchasing	21%		
Consultant Contracting	20%		

**Department Representative:** Tom Israel and Ned Dunn are co-leads of Seattle Center’s efforts to meet and exceed our WMBE utilization goals. As such, they will be Seattle Center’s co-representatives to guide implementation of department WMBE initiatives. Gina Owens is representing Seattle Center on the City’s WMBE-IDT and Consultant Contracting Advisory Group. All three are members of Seattle Center’s WMBE Action Plan Team, which is made up of staff representing the work groups that do the most purchasing and consultant contracting.

**2017 Goals:** Seattle Center’s 2017 WMBE utilization goals for Purchasing and Consulting Contracting are 21% and 20%, respectfully. The majority of department purchasing takes place on the operating side and is relatively constant from year to year in terms of dollars spent. A concerted effort across the department in 2016 resulted in a 27% increase in WMBE purchasing from operations compared to 2015. CIP-funded WMBE numbers vary widely from year to year, depending on the specific projects being carried out in that year.

**Outreach Events:** For the last several years Seattle Center has hosted the City’s annual WMBE Reverse Vendor Trade Show, and we plan to do so again in 2017. We will have department representatives at the event to speak with vendors about potential opportunities at Seattle Center. We have been successful in identifying new WMBE vendors at the Reverse Vendor Fair. We also participate in the FAS’s Construction CIP Expo, presenting Seattle Center capital project opportunities over the next couple of

years. In addition, we will look for other opportunities to participate in contracting and vendor fairs targeting a WMBE audience, such as the Regional Contracting Forum and Sound Transit's A & E Networking event.

**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 Action Plan Team with representatives from across the department, including those work groups that are responsible for the majority of the department's purchasing and consultant contracting. Below are some of the steps the Seattle Center WMBE Action Plan Team has taken to support WMBE utilization:

- Created a monthly WMBE Utilization report by work group which is updated and distributed each month across the department.
- Created a WMBE information/resource tool on the Seattle Center intranet for easy access by department staff.
- Made a presentation on WMBE utilization, and how it aligns with both Seattle Center and City goals, at a Seattle Center All-staff meeting.
- Arranged for Seattle Center staff to meet with prospective WMBE vendors.
- Shared WMBE utilization successes among work groups.

Seattle Center's WMBE Action Plan Team will continue to lead the department's efforts to meet or exceed WMBE utilization goals in 2017.

In addition, Seattle Center's Redevelopment section (the work group responsible for carrying out Capital Improvement Projects (CIP) projects) has incorporated the following strategies to support WMBE utilization:

- Use of the City's JOC contractor for capital projects.
- Use of WMBE B-vendors for construction-related activities where appropriate.
- Require WMBE Inclusion Plans in RFQ/RFP processes, when feasible, regardless of whether the dollar amount meets the \$289,000 threshold.
- Use of the City's Consultant Roster to identify WMBE consultants.
- Conduct WMBE-only solicitations from the Consultant Roster where possible.

# 2017 SPU WMBE Utilization Plan

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## 2016 Year in Review

In 2016, Seattle Public Utilities continued its commitment to the inclusion of Women and Minority Owned Businesses (WMBEs) across all lines of business, experiencing significant wins and challenges. Our leadership and staff prioritized opportunities for inclusion as we delivered on our Strategic Business Plan.

Seattle Public Utilities worked to expand consultant contracting opportunities for WMBEs in 2016. Seattle Public Utilities leadership and project managers championed the effort through sizing consultant contracts to ensure inclusion and increasing outreach with consultant. Seattle Public Utilities exceeded our 2016 consultant contract goal of 10%, achieving 18.69% WMBE inclusion. Of the \$5 million that went to WMBE firms, \$3 million went to MBE's and \$2 million went to WBE's. We continued to see new WMBE priming opportunities in Engineering Design, Project Management, and Project Controls contracts.

In 2016, Seattle Public Utilities exceeded its purchasing goal of 12%, achieving 13.78% WMBE inclusion. This was slightly better than 2015 which was 12%. Of the \$7 million that went to WMBE firms, \$4.3 million went to MBE's and \$2.6 million went to WBE's.

2016 Seattle Public Utilities WMBE Inclusion				
	Total Spend	WMBE Spend	Goal	Actual WMBE Percentage
Consultant	\$29M	\$5M	10%	18.69%
Purchasing	\$50M	\$7M	12%	13.78%

## Construction

In 2016, Seattle Public Utilities total spend for construction projects was \$33 million with \$5 million going to WMBE firms. Our 2016 WMBE percentage for construction was 17%.

## Internal Process Revisions to Include WMBE

Seattle Public Utilities' Contracts Division worked closely with the WMBE manager to embed WMBE inclusion into each step of the consultant contracting and purchasing process, including sessions for new consultant contracts to plan WMBE outreach and updated forms to include WMBE parameters in purchasing and consulting.

## Outreach and Events

SPU held our annual Architecture and Engineering event in February of 2016, facilitating outreach and consultant contract planning for over 300 firms, many of whom were WMBE consultants. We attended 7 regional outreach events to engage with WMBE firms.



# 2017 SPU WMBE Utilization Plan

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## Seattle Public Utilities WMBE Aspirational Goals for 2017

In 2017, Seattle Public Utilities will continue delivering on our promise to provide efficient and forward-looking utility services that keep Seattle the best place to live. The inclusion of WMBEs helps SPU further innovate and improve our work.

Seattle Public Utilities will be hiring a new WMBE manager the 1<sup>st</sup> quarter of 2017. The WMBE manager position is housed within the Environmental Justice and Service Equity division. Natalie Hunter and Division Director Michael Davis will continue to support this work in 2017.

In 2016, Seattle Public Utilities launched Branch Equity Teams (BETs) in all branches of the utility. There are currently 77 BET members. The WMBE manager will work close with BETs in 2017 to create WMBE Action Teams who will help engage staff to identify WMBE consultant and purchasing opportunities.

The Seattle Public Utilities WMBE goals were established based on our performance in 2016 and anticipated expenditures in consultant contracts and large purchases.

2017 Seattle Public Utilities WMBE Aspirational Goals			
	2017 Anticipated Total Spend	Anticipated WMBE Spend	WMBE Goal
Consultant	\$30M	\$3.6M	12%
Purchasing	\$50M	\$6M	12%
Optional Sub-Consultant	N/A	N/A	20%

SPU will use the following strategies to achieve our WMBE aspirational goals.

### Internal Training and Education

The SPU WMBE manager will work with Grants and Contracts and Purchasing Division staff, and Branch Equity Team members to identify training needs and create a training plan to fulfill those needs. This will include WMBE training based on business area needs.

### Embedding WMBE into Consulting and Purchasing Processes

To identify WMBE opportunities early on, SPU has embedded WMBE questions into our Asset Management process. Projects that are greenlighted to move forward with solicitation of proposals are required to meet with grants and contracts staff to initiate the solicitation process. The WMBE manager will continue to participate in these strategy sessions and make recommendations on how to best inform WMBEs of opportunities.

The WMBE manager will continue to play an active role in disseminating WMBE inclusion information and expectations to respondents at pre-submittals. They will also continue to review of proposal as well as participate in interviews for capital projects.

# 2017 SPU WMBE Utilization Plan

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## WMBE Engagement and Networking

In 2017, SPU will host its annual A&E Consultant event. We will invite City Light, SDOT, Parks, FAS and other city departments to participate also. We will continue to have a presence in community organizations such as TABOR 100, NAMC, and CCCJ. We will also continue to host “coffee hours” with WMBE and non WMBE business to talk about SPU’s consultant and purchasing opportunities.

Following is a list of outreach events we have committed to in 2017:

- Tabor 100 Gala
- The Regional Contracting Forum
- The Reverse Vendor Trade Show
- Alliance NW Tradeshow
- Northwest Mountain MSDC Awards Dinner & Silent Auction Event

## Consultant Prompt Pay Strategies

For 2017, 70% of our consultant invoices will be paid within 30 days. To accomplish this, we will actively engage firms and communicate the City’s prompt pay requirements. We will communicate this information at SPU sponsored events, proposal pre-submittal meetings, newsletters, etc. We will also incorporate prompt pay requirements into our WMBE 101 trainings with SPU project managers and leadership.

# OSE 2017 Annual WMBE Plan

## 1. Department Representative

OSE's WMBE representative is Jeanie Boawn, Executive Assistant. Jeanie is also the finance manager for OSE.

## 2. Traditional 2017 Goals

Our aspirational goals for **OSE's 2017 General Fund budget are:**

- Consultant contracting goal: 13% (\$182,000)
- Purchasing goal: 50% (\$75,500)

Note on consultant contracting goal:

The pool of available dollars (~\$1.5M), the amount remaining after non-profit and other excluded spending is removed) includes encumbrances that are carried forward from 2016, as well as new allocations. Total discretionary spending by OSE in 2017 will be around \$2.2M with approximately a third that going to contracts with non-profit providers for our food access and Commercial Building Tune-Up Accelerator program (DOE grant-funded) via large federal and state grants.

In order to achieve the above goals, most general fund programs have a minimum goal of 10% 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 as discretionary (i.e., technical requirements, etc.). The consultant spending goal (13%/\$182,000) is based on all expenditures other than the DOE grant, so the actual percentage may be closer to 9%.

These expenditures are monitored via monthly budget updates. In addition, we have asked project managers to have an aspirational goal of 20% in hopes we can exceed our goal.

### **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.

### **Outreach/Engagement in OSE Programs**

Additional 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 narrative for how we are building partnerships and organizational capacity of small, people of color-led groups. In 2017, we've dedicated a small pool of dollars to help with this deeper partnership engagement.

## 3. **2016 Performance**

OSE's 2016 WMBE expenditures for consulting was \$85,000 (6.84%) and for purchasing was \$65,000 (47%). Our goals were 8% (\$80,000) for consulting and 53% (\$43,500) for purchasing.

### **Performance Considerations**

While the percentages above did not meet those goals, we exceeded our total dollar spending goal for purchasing by over \$21,000 and slightly exceeded our dollar goal for consulting. Many programs exceeded their 10% goal as well.

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

OSE's WMBE representative will attend the IDT meetings when pertinent and the annual purchasing trade show. Other events will be added if applicable, such as the reverse trade show, etc. In addition, OSE will strive to connect with organizations such as TABOR 100, NAMC, and CCCJ.

#### **5. Consultant Prompt Pay**

OSE has a goal to pay all consultant invoices within 30 days. The typical turnaround time to pay invoices once the project manager gives them to our admin assistant is less than a week to process. Central Accounting also typically pays them within a few days. So from that perspective, paying 100% of consultant invoices in 30 days presents no issues. However, project managers sometimes take longer to review and approve invoices than is ideal, so OSE's WMBE Representative will be working closely with them to ensure they understand this rule and are approving their invoices within a week of receiving them. Last year our goal was 75%; for 2017 our goal will be 85%.



# City of Seattle

## 2017 Office of the Waterfront WMBE OUTREACH PLAN

### Office Representative for 2017:

Dorinda Costa

### 2017 Voluntary Target for Office of the Waterfront:

Most the work conducted by the Office of the Waterfront is completed through a single design and engineering contract awarded through a competitive process in 2010. In 2016, this contract accounted for over 85% (\$6 million) of the Office of the Waterfront’s consultant and purchasing costs (\$6.9 million). While the prime consultant under this contract (CH2M Hill) is not a Woman and/or Minority Business Enterprises (WMBE) firm, the Office of the Waterfront set a WMBE subcontractor goal of 14.5% for 2016 which the prime met and exceeded in 2016 (see Table 1).

In addition to this primary contract, the office has several smaller contracts with firms for specialized skills, and with community based organizations to support outreach and engagement in key areas. These include contracts with two WMBE consultants assisting with Communications and Advocacy and two contracts for design and engineering services with subcontractor WMBE inclusion goals of 55%. The Office of the Waterfront has worked intensively to create new opportunities for WMBE both as team members and as prime consultants and as a result reached an overall WMBE prime/subconsultant participation rate of 19.2%. We are committed to continue to maximize WMBE involvement across the spectrum on the Waterfront program.

**Table 1 - Office of the Waterfront - Active Contracts in 2016**

Description	Consultant	Total 2016 Spending	WMBE Prime	WMBE Sub Inclusion Goal	2016 Result
Central Waterfront Project Marion Street Pedestrian Bridge	HDR Engineering, Inc.	247,288		55%	57.9%
Central Waterfront Design Services	CH2M Hill, Inc.	6,034,000		14.5%	19.0%
Central Waterfront - Communications Strategic Plan	Cocker Fennessy, Inc.	2,756	x	-	100%
State and Local Advocacy on Transportation Policy	Fred Kiga	36,000	x	-	100%
Pier 62 – Geotechnical Engineering	Aspect Consulting, LLC	172,471		-	-
Pier 62 - Structural Engineering	Reid Middleton, Inc.	54,000		-	-
Pier 62 – Marine Engineering	Reid Middleton, Inc.	327,000		-	-
Pike And Pine Streetscape Improvements	ZGF	52,131		55%	7.7%
Pier 62 Reconstruction - Geotechnical Pier Review	Beatty Engineering, LLC	7,500		-	-
<b>Total</b>		<b>6,933,146</b>		<b>14.5%</b>	<b>19.2%</b>

Given that so much of the Office’s consultant spending resides in one existing contract, we are not setting a goal for utilizing WMBE primes in our consultant contracts for 2017. We are setting an overall subconsultant WMBE inclusion goal for the office. We believe this approach will deliver more results by continuing to challenge our team to expand WMBE opportunities within our team and better aligns with the type and scope of work we will be contracting for in 2017.

The Office of the Waterfront is increasing our voluntary 2017 WMBE subconsultant utilization goal from fourteen and one-half percent (14.5%) to seventeen and one-half percent (17.5%) for Subconsultant participation and from fourteen and one-half percent (14.5%) to fifteen percent (15%) for Purchasing.

Voluntary 2017 WMBE Targets	
Subconsultant Participation	17.5%
Purchasing	15%

### 2017 Anticipated Contracting Opportunities

The Office of the Waterfront anticipates the following contracting opportunities to occur in 2017:

- Waterfront Parking Access Study  
The Office of the Waterfront released a request for qualifications (RFQ) in January 2017 to firms on the consultant roster to conduct a study of parking supply and utilization along Seattle’s Central Waterfront.
- Main and Washington Streetscape Improvement Conceptual Design  
A request for qualifications (RFQ) will be released in early 2017 for a consultant team to begin design of streetscape improvements along Main and Washington Streets within the Pioneer Square neighborhood. This project will design and construct pedestrian improvements on Main and Washington Streets between Alaskan Way and Occidental Avenue. A multi-disciplinary design consultant team will be selected for the first phase and potential future phases. The project management team will work with SDOT’s Consultant Contracting Unit to identify opportunities for WMBE inclusion and to promote those through the procurement process.

### Strategies and Outreach Efforts to Achieve Goals

The Office of the Waterfront 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.

In 2016, the Office of the Waterfront worked with G3 and Associates, a WMBE firm specializing in outreach to communities of color and WMBE contractors in Seattle, to help guide all of our WMBE outreach strategies and activities. The Office organized a Waterfront Seattle roundtable on June 23 for contractors and civic leaders within Seattle communities of color. Participants included heads of multiple WMBE firms, such as Urban Tech Systems and Jimale Technical Services, LLC. We provided updates on the Waterfront Seattle program, and gained feedback from the group on how to help WMBEs position themselves to bid for and win program work. We also shared statistics on prior WMBE contracting and received input from the group on this data. In addition, the Office of the Waterfront presented at the September 24 meeting of Tabor 100, an organization of entrepreneurs of color, and spoke at the Tabor 100/City of Seattle “Meet and Greets” for WMBE contractors on October 7 and

December 15. We partnered with Edson Zavala, SDOT’s WMBE-HUB Program Strategic Advisor, to tailor materials and messaging, shared handouts outlining dates, details and contacts for anticipated project RFPs, and provided general Waterfront Seattle Program background. Lastly, we participated in the Urban League of Metropolitan Seattle’s annual member and supporter breakfast on December 12.

The Office of the Waterfront utilizes SDOT’s Consultant Contracting Unit to conduct its consultant procurement processes as well as its purchasing processes. The Office of the Waterfront 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.

*2017 Consultant Procurement Inclusion Strategies*

- Participation in SDOT Consultant Procurement Strategies
  - The Office of the Waterfront will continue to participate in the following SDOT practices to ensure involvement of WMBE contractors.
    - Require a WMBE availability assessment at the beginning of a purchase request.
    - Continue emphasis on WMBE Subcontractor Goal Monitoring
    - Work with SDOT and FAS City Purchasing and Contracting Services (CPCS) division to notify WMBE’s and the community of upcoming opportunities
    - Take part in SDOT’s Focused Networking – Matchmaking Events

*Purchasing Procurement Inclusion Strategies*

The Office of the Waterfront conducts limited direct purchasing each year, primarily through the City’s blanket contracts. The Office will participate in SDOT’s Purchasing Procurement Inclusion Strategies and seek to use identified WMBE vendors identified in the City’s blanket contracts to the maximum extent possible.

**Table 2 – 2016 Office of the Waterfront Purchasing**

Total Purchasing	\$41,331
WMBE Purchasing	\$22,663
Percentage	54.8%

*Additional WMBE Engagement Efforts for 2017*

In 2017, we anticipate releasing and awarding at least two construction contracts for construction of Pier 62 and the Washington Street Boat Landing Pergola projects. In addition, we will potentially be releasing an early utility works contract late 2017 or early 2018. Our primary WMBE outreach goal will be to help ensure early awareness of these opportunities and provide information to help WMBE contractors position themselves to compete for these opportunities. We will also continue our goals of providing overall Waterfront Seattle program awareness and building relationships with WMBE contractors. To achieve these goals, we plan to continue our series of networking events for WMBEs to prepare for contracting opportunities with Waterfront Seattle, with a goal of holding three events. We will have a targeted presence at the Tabor 100/City of Seattle WMBE Meet and Greet events, with a special emphasis on events that target WMBE contractors with specialties related to our upcoming

RFPs. We will continue to partner with Edson Zavala, to organize these events and help tailor our information for best use by WMBEs. In 2017, staff from the Office of the Waterfront will attend the annual purchasing trade show, A&E design show and the CIP expo. We will also encourage more participation from our staff in SDOT's "WMBE Advocate" program.

#### *Public Works Contract Inclusion Strategies*

In 2017, the Office of the Waterfront's work focus begins to shift from planning and design of Waterfront Seattle, to the implementation of the program. This year, the Office of the Waterfront will be working in partnership with FAS's City Purchasing and Contracting Services (CPCS) division to release for bid the first construction contracting opportunities for Waterfront improvements: the Washington Street Boat Landing Pergola Refurbishment and the Pier 62/63 Phase 1 Rebuild. The Office has been actively engaged with potential WMBE firms that can serve as prime or sub-contractors.

The Office of the Waterfront will also be preparing for bidding major construction on the Alaskan Way Main Corridor project. Contracting will start with the Early Works package of improvements, which is scheduled to be advertised for bid in January late 2017 or early 2018. The remainder of the Main Corridor work is anticipated to be advertised in late 2018. The Main Corridor program is primarily funded by WSDOT and the Office of the Waterfront will need to work closely with CPCS and WSDOT to ensure the bid packages conform with City and State requirements.

#### **Consultant Prompt Pay Strategies**

The Office of the Waterfront paid consultant invoices within 30 days over 85% of the time. 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 vacancies in key project management positions. The project management positions were filled in the second half of 2016 and the Office intends to increase its performance to at least 95%. The Office of the Waterfront will continue to notify project managers of the expectation to pay all invoices within 30 days and to track invoices for prompt payment.