



WMBE Outreach Plans 2022

Report Date: April 29, 2022
Produced by: Finance and Administrative Services
Purchasing and Contracting
Division Director: Liz Alzeer

prepared by
**PURCHASING AND
CONTRACTING**



Seattle
Finance &
Administrative Services

City of Seattle 2022 Q1 WMBE Performance

Office/Department	Purchasing Goal	Purchasing Actual	Consultant Goal	Consultant Actual
City Auditor	8%	0%	26%	0%
Arts and Cultural Affairs	TBD	23%	TBD	11%
City Budget Office	30%	0%	13%	16%
Construction and Inspections	29%	10%	48%	67%
Seattle City Light	20%	14%	17%	15%
Civil Rights	25%	8%	2%	6%
Community Safety and Comms Center	5%	TBD	40%	TBD
Dept. of Neighborhoods	66%	50%	77%	63%
Office of Economic Development	60%	32%	55%	0%
Dept. of Education and Early Learning	75%	95%	45%	60%
Ethics and Elections Commission	TBD	0%	TBD	0%
Finance and Administrative Services	20%	34%	25%	26%
Seattle Fire Department	18%	24%	20%	0%
Human Resources	3%	4%	20%	50%
Human Services Department	50%	32%	75%	0%
Housing	50%	0%	50%	0%
Office of Immigrant and Refugee Affairs	50%	36%	80%	3%
Intergovernmental Relations	100%	49%	100%	16%
Seattle Info Technology	35%	37%	33%	34%
Legislative Department	TBD	6%	TBD	42%
Office of Labor Standards	20%	49%	20%	60%
Law - Seattle City Attorney	30%	19%	25%	0%
Mayor's Office	TBD	22%	TBD	0%
Seattle Municipal Courts	20%	21%	18%	84%
Planning and Community	33%	4%	5%	4%
Seattle Public Library	15%	11%	15%	2%
Parks and Recreation	25%	24%	30%	35%
Retirement System	14%	2%	1%	0%
Seattle Center	25%	11%	32%	17%
Sustainability and Environment	50%	26%	10%	11%
Seattle Police Department	15%	29%	25%	23%
Seattle Public Utilities	21%	21%	23%	24%
Seattle Department of Transportation	19%	15%	38%	32%
Citywide	21%	24%	27%	22%

	Met or exceeds
	Did not meet

2022 Departments WMBE Plans and Historical Purchasing and Consultant Spend

City of Seattle 2022 WMBE Plans



2022 Office of City Auditor WMBE Outreach Plan

1. About/Department WMBE Representative

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

Representative – Sarah Bland, Office Manager

2. Goal Setting: 2021 look-back and 2022 look-ahead

2021 OCA WMBE Use Goals and Actuals

2021	Purchasing Goals	Purchasing Actuals	Consulting Goals	Consulting Actuals
Percentage	8%	21%	33%	1%
WMBE spend	\$120	\$1,750	\$217,435	\$3,900
Total spend	\$1,500	\$8,145	\$664,553	\$578,121

2022 OCA WMBE Use Goals

2022	Purchasing Goals	Consulting Goals
Percentage	8%	26%
WMBE spend	\$120	\$148,808
Total spend	\$1,500	\$569,647

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

3. 2022 Outreach Plan

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

4. Prompt Pay

Our actual 2021 prompt pay percentage was 87%. Our prompt pay goal for 2021 is to have 95% of our consultant invoices paid within 30 days. To achieve this, we will communicate to project managers the importance of receiving and approving invoices in a timely manner and we will work directly with the Legislative Department’s Finance unit (they process our invoice payments) when there are any unique situations needing additional or special instructions.

An equal opportunity employer

David G. Jones, City Auditor

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

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

Seattle Office for Civil Rights

2022 WMBE Goals and Outreach Plan

Seattle Office for Civil Rights

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

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

In general, SOCR utilizes WMBE vendors for general office purchases, catering and childcare services for major events, trainings, and Commission related events, however due to the pandemic and the shift in how we do business the use of these vendors drastically declined in both 2020 and 2021. As the city begins to reopen and SOCR begins to have more in-person meetings, events and trainings SOCR will use these vendors more often in 2022.

Department Common Procurement Needs

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

Purchasing needs include general office supplies, preparing for the return to the office to include personal protective equipment and supplies.

Office/Department WMBE Representative

Latrice yBarra

Latrice.yBarra@Seattle.gov

206-684-4500

Goal setting:

Seattle Office for Civil Rights – 2022 WMBE Use Goals		
2021	Purchasing Goals	Consulting Goals
Percentage	25%	5%
WMBE Spend	\$132,758	\$76,289
Total Spend	\$531,031	\$1,525,779

SOCR has a very limited operations budget, therefore it will be a challenge to meet the aspiration goals. However, we continue to utilize WMBE vendors for routine purchases. Although SOCR has a \$1.5 million consultant budget, these funds are allotted to working with community-based non-profit organizations. Most of this budget (\$1.08 million) is earmarked for a 2021 Collective Network Grant program, through which SOCR will provide funding to organizations or community groups working to provide alternatives or

address harms created by the criminal legal system. The remaining dollars will be used to work with organizations addressing oppression-based violence, race equity and ongoing SOCR partnerships with organizations through our Civil Rights Testing program and Seattle Disabilities Commission.

Outreach Plan

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

Prompt Pay

SOCR 2022 Prompt Pay goal is 95%. To ensure that SOCR meets this goal Project Managers are required to submit the invoice for processing within one business day to the Operations staff to review and submit to City-wide Accounting for processing within five business days. Additionally, the Operations staff will prepare and submit all purchasing invoices to City-wide Accounting within 5 business days from the date of receipt.

1. **Department Representative:** Flora Wang, Accounting Manager; Nga Nguyen, DEEL Accounting (Alternate)

2. **2022 Goal Setting**

DEEL is proud to report that we exceeded our 2021 goal for purchasing and has continued to improve annually in using WMBE vendors. DEEL’s total spending for consulting contracts was impacted by the COVID spending restrictions related to professional services contracts.

2022 DEEL WMBE Use Goals		
2022	Purchasing Goals	Consulting Goals
Percentage	75%	45%
WMBE Spend	\$750,000	\$495,000
Total Spend	\$1,000,000	\$1,100,000

3. **2022 Outreach Plan:**

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

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

Prompt Pay:

DEEL exceeded the overall Prompt Pay goal and achieved 96%. In 2022, DEEL will continue to meet or exceed this target. The Department reviewed and made process improvements to some payment and invoicing subprocesses and anticipate review and improvement in additional areas of the procure to pay process to reduce cycle times in 2022.



MEMO

Re: 2022 WMBE Goals and Outreach Plan Information

To: Miguel Beltran, Finance & Administration Services

CC: Tina Inay, Interim Deputy Director
Yonas Seifu, Small Business Advocate

From: Olivia Teo, Finance & Contract Strategic Advisor OOC

Date: March 10, 2022

1. Office/Department WMBE Representative:

For 2022, the Office of Economic Development (OED) has identified two resources to accomplish the duties outlined as Office WMBE representatives. Interim Deputy Director, Tina Inay and Small Business Advocate, Yonas Seifu.

Yonas Seifu, Small Business Advocate will be responsible for:

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

Tina Inay, OED Deputy Director will be responsible for:

- Analyzing WMBE reports and taking corrective action, if needed.
- Monitoring WMBE utilization including contract compliance and subconsultant data in B2GNow.
- Monitoring prompt pay and coordinating with FAS and department staff to resolve issues.
- Keeping the department leadership regularly informed about WMBE progress, strategies, and issues.

2. 2022 Goal Setting

2022 OED WMBE Use Goals		
2022	Purchasing Goals	Consulting Goals
Percentage	21%	3%
WMBE Spend	\$30,000	\$160,000
Total Spend	\$148,000	\$5,549,000

Our 2021 goals are as follows:

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

Based on data, we were not able to achieve the goals set for 2021. We anticipate the current year's activities will be almost the same as the previous year. For 2022, the goals reflect a more realistic analysis. Nevertheless, we will continue to encourage our consultants/contractors to register as WMBE suppliers.

3. 2022 Outreach Plan

In 2022, OED's program staff will continue to strive and work on recruiting diverse vendors and contractors from within our community connections and through the City's roster of WMBE businesses. OED will pursue to achieve our WMBE Goals by continuing to contract with WMBE consultants serving diverse business districts and small business owners and spending discretionary budget with WMBE vendors. Our Program Directors will continue to provide information, training, and reminders to the program staff regarding WMBE usage. OED will continue to train staff to identify and support eligible businesses not already registered as WMBEs to complete their City WMBE registrations. The program staff will support identifying any missed opportunities for WMBE participation, both in contracting and direct voucher purchases. OED is committed to the goal of building an inclusive economy which includes creating culturally responsive programming that meets the needs of BIPOC communities. We will collaborate and work towards investing with WMBE vendors or spent with organizations supporting BIPOC businesses and workers. For such cases, we will continue to focus on diversifying the industry by building a BIPOC talent pipeline.

4. Prompt Pay

The City has a prompt pay goal of having all invoices paid within 30 days. OED program and accounting staff will continue to monitor our processes and ensure all invoices are paid on time.

Date: Mar. 11, 2022
To: Liz Alzeer, Division Director, Purchasing and Contracting
From: Miguel Beltran, WMBE and Contract Compliance Manager

As instructed by the Mayor’s Office on February 2, 2022, this memo responds to the Equality in Contracting Ordinance (SMC 20.42) and Executive Order 2010-05.

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

2. Goal Setting:

Purchasing goals for 2022 are based on actual WMBE achievements in 2021, and our 2022 budget for expenditures. Typically, the department exceeds its total spending estimations due to available salary savings at the end of the year.

FAS WMBE Use Goals and Actuals				
2021	Purchasing Goals	Purchasing Actuals	Consulting Goals	Consulting Actuals
Percent	19%	26.4%	24%	29.5%
WMBE spend	\$14,581,102	\$17,066,934	\$2,166,789	\$2,077,488
Total spend	\$76,964,650	\$64,573,627	\$7,409,802	\$7,044,940
2021 FAS WMBE Use Goals				
2022	Purchasing Goals		Consulting Goals	
Percent	20%		25%	
WMBE spend	\$16,194,471		\$2,158,790	
Total spend	\$81,203,454		\$8,635,161	

3. 2022 Outreach Plan:

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

- Community outreach: FAS will continue to host meet and greet events for WMBE firms, including monthly virtual meetings to connect with City buyers and learn more about the City’s procurement system. Our department also attends the monthly meetings of organizations supporting WMBEs, including Tabor 100, the National Association of Minority Contractors (NAMC) and the Northwest Minority Builders Alliance (NWMBA). FAS produces a monthly newsletter with information on City contracting that is of particular interest to WMBE’s.
- Contractor Training: FAS/PC will continue training contractors and consultants, especially WMBE firms, on how to use B2Gnow for subcontracting payment reporting, prompt pay reporting and WMBE utilization.
- Alternative-language WMBE firm outreach: FAS will continue providing monthly workshops "how to do business with the City" in English and Spanish. We will have materials of "how to do business" in languages other than English. FAS is part of the language-access Interdepartmental Team to work with OIRA, DON and other departments to identify opportunities to expand language-access for contracting equity.

2022 challenges

- Working with new vendors: In 2022, FAS anticipate work with several new vendors. For example, Logistics and Emergency Management anticipates spend on supplies and training and Seattle Animal Shelter anticipates contract with Performance Dimensions Group. While most of the contract will likely be with a nonprofit, the contract will have an inclusion plan seeking 15% WMBE subcontracting.
- Budget reduction: The 2022 budget reduction will limit discretionary spend and impact WMBE utilization. For example, Facility Operations spending will reduce as COVID-19 response needs reduce, making their overall WMBE goal lower this year.
- External variables: There are several opportunities to contract with WMBE firms that are difficult to predict as they are dependent on the needs of other City customers. For example, while Real Estate Services actively engages WMBE brokers, spending for these brokers sits with client departments and not with FAS.

Building on Successes

- Using support services: In 2021, the Technical Assistant contracted with Northwest Mountain Minority Supplier Development Council provided technical assistance on doing business with the City to 21 businesses, including 16 BIPCOC-owned firms. In 2022 FA/PC will release a request for proposals that will provide continuity to the technical assistance services by selecting a consulting firm to shape and deliver technical assistance to WMBE firms conducting or interested in conducting business with the City. FAS will use the Technical Assistance Services contract to build a WMBE vendor pipeline and focus specifically on analyzing opportunity to increase equity when working with Black-owned businesses.
- Partnering with the WMBE: In 2022, FAS/PC will relaunch the office hours in person the Tabor Economic Development Hub. This partnership is a great opportunity to increase engagement with WMBE firms and individuals in the south end of the region. FAS will hold regular office hours for WMBE firms and will encourage other City departments to do the same. FAS will conduct quarterly workshop events for the Tabor 100 community such as “How to do business with the City of Seattle and information about the WMBE program.
- WMBE Outreach: In 2022, due to COVID-19 some events will be conducted virtually. Capital departments regularly invite FAS/PC to support their WMBE outreach events by providing information on how to register in the Online Business Directory and how to do business with the City. Some of the events that have moved to virtual format FAS will continue collaborating with City departments to participate in these events, such as the SPU’s annual A&E event, SDOT’s Move Seattle and Ready to Prime events. FAS/PC is attending the NW Alliance matchmaking event.

In 2022, City of Seattle will continue partnering with Puget Sound’s largest government entities to bring contractors together to promote WMBE growth in the Regional Contracting Forum (RCF). FAS served as the City lead and recruits City departments to host tables and meet with vendors. The RCF presents many opportunities for prime contractors and prime consultants to meet with WMBE firms for one-on-one meetings to explore possible contract needs.

- Retaining existing WMBE contracts: FAS will continue engaging in work with WMBE firms. For example, FAS will retain WMBE spend around Oracle Licensing and software support contracts, janitorial and landscaping WMBEs, furniture, fuel and vehicles, emergency supplies and services, language line and ADA barrier removal and other expenses. These contracts will continue in 2022.

- WMBE utilization education: In 2022, FAS is launching a Citywide WMBE Training Program and leading a pilot to explore the consultant contracting inclusion plan process to promote WMBE inclusion within the City departments and to support City staff in making real-time decisions on WMBE purchasing and consultant contracting. This work will include distributing materials about WMBE purchasing, offering staff training on how to find WMBE firms, providing guidance on what spend gets counted and what gets excluded in the WMBE reports and providing other services as needed. FAS will continue supporting other City departments through trainings including WMBE resources, and reports, B2Gnow, Job Order Contracting and consultants.
- WMBE Reports: FA/PC produces comprehensive reports on WMBE utilization on a quarterly basis, including a detailed analysis and reporting, focusing specifically on spending by race/ethnicity and analyzing opportunity to increase equity when working with Black-owned businesses. The reports are distributed to all departments, as well as being posted online.
- B2Gnow IDT: FAS will continue providing Citywide B2Gnow support with the contract compliance efforts in City of Seattle consultant contracts. The main focus of the B2Gnow IDT is to facilitate sharing of best practices and resources for management of contract compliance requirements of contracts with WMBE inclusion plans.
- WMBE Advisory Committee (WMBE-AC) Twelve community leaders took part in the *Mayoral WMBE Advisory Committee* in 2021. The Advisory Committee provides guidance to the City of Seattle through FAS regarding ways to support inclusion and participation of woman and minority owned businesses in City of Seattle contracts, engagement, and technical assistance; policy, equity and the disparity study; and evaluation of City pre-solicitation, solicitation and contracting policies and procedures as key interest areas. FAS is leading the committee and provides the committee program performance reports.
- Disparity Study: FAS continues to lead a large-scale disparity study to assess if WMBEs have equitable opportunities in City contracting. The City contracted with Black woman-owned firm Colette Holt & Associates to perform the study. A disparity study involves compilation of evidence to determine whether WMBEs have equal opportunities on City projects. The study will determine the City's utilization of WMBEs and the availability of WMBEs as a percentage of all firms in the market area and relevant industries.

4. Prompt Pay:

Our department met prompt pay guidelines for 95% of invoices in 2021. We anticipate we will maintain this level in 2022. Prompt payment is measured by the % of consultant contract invoices paid within 30 days of invoice.

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

Date: March 8, 2022
To: Miguel Beltran
From: Tanya Kim, Seattle Human Services Department, Acting Director
Subject: HSD 2021 WMBE Performance Results and 2022 WMBE Outreach Plan

Per SMC 20.42, below is the Seattle Human Services Department’s (HSD) 2021 performance results and 2022 WMBE outreach plan.

2021 Performance Results

Purchasing

HSD purchases totaled \$2,903,107, of which approximately \$1,662,780 (57%) was awarded to WMBEs in 2021 (Table 1.0), exceeding our 50% purchasing goal. In 2021, a significant amount of purchasing dollars went to our Child Care Nutrition Program (CCNP) partners. This included \$597,783 (21% of total purchases) in funding for nutritious meals to child care programs in the greater Seattle area. In partnership with our CCNP program partners, HSD successfully register 85 child care partners to the WMBE program.

Consultant Contracting

A total of \$25,857 was awarded via consultant contracts, of which approximately \$14,850 (57%) was awarded to WMBEs (Table 1.1), falling short of our 75% contracting goal. In 2021, HSD had decreased the consultant contracting goal to \$200,000 based on previous year spending and yearly projections; however, the results were far less than what was forecasted. This was due to remote work lasting longer than predicted and thus changing the needs of consultant contracting for the department.

Table 1.0

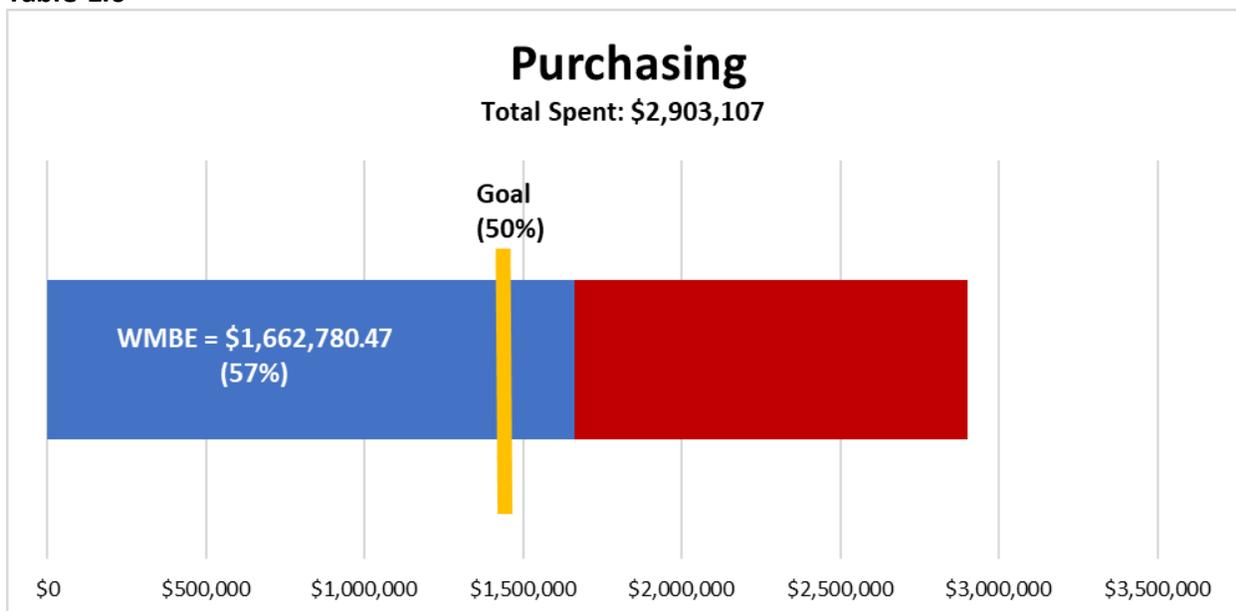


Table 1.1



2022 Goals

In 2022, HSD will remain committed to our goals of 75% consultant and 50% purchasing (Table 2.0). As the department continues to work toward these goals, our focus will be on communication regarding WMBE vendor information for department usage as well as continuing to collaborate with our CCNP program to register more WMBE childcare businesses.

Table 2.0

Human Services Department WMBE Goals and Actuals				
2021	Purchasing Goals	Purchasing Actuals	Consulting Goals	Consulting Actuals
Percentage	50%	57%	75%	57%
WMBE	\$ 1,000,000	\$ 1,662,780	\$ 150,000	\$ 14,850
Total	\$ 2,000,000	\$ 2,903,107	\$ 200,000	\$ 25,857
2022 Human Services Department WMBE Use Goals				
2022	Purchasing Goals		Consulting Goals	
Percentage	50%		75%	
WMBE	\$ 1,000,000		\$ 75,000	
Total	\$ 2,000,000		\$ 100,000	

COVID-19 Considerations

With the review of the amount spent in 2021, HSD is reducing our contracting spending goals as we are uncertain how COVID-19 recovery will impact available contracting dollars. However, we are still committed to a high rate of WMBE usage.

2022 Strategy and Outreach Plan

The Department has a long history of engaging in community outreach to help ensure that subcontractors have staff and leadership who reflect the clients we serve. As HSD moves forward in streamlining access to WMBE providers, we will continue to explore opportunities to further support WMBE.

As previously mentioned, areas of improvement for HSD are department communication of WMBE information and registering childcare providers who participate in our meal service program.

- To ensure our department is well informed about WMBE providers, HSD will commit to ensuring information regarding WMBE vendors is given to staff completing purchases. This will offer easy access to department personnel as our programs look to contract out funds and enhance the usage of WMBE vendors. In addition, there will be a communication plan that will outline the location of WMBE information.
- HSD will build on our 2021 goal of getting WMBE childcare businesses who participate in our CCNP program registered as WMBE by providing a notice to new businesses that have not yet registered. We will provide follow up support to businesses needing technical assistance and confirm their registration. We believe that this will allow us to continue to meet our purchasing goal of 50%.

HSD will continue to inform employees about WMBE plans and goals via staff meetings. HSD will also continue to collaborate with City Purchasing & Contracting and the Washington State Department of Commerce to identify potential WMBE vendors that can be used by the department. Finally, HSD will utilize the information on the City's WMBE web page to review and update department information, policies, and procedures accordingly. With these strategies and a strong commitment, HSD is confident it can achieve its aspirational goals in 2022.

Department Representative

Natalie Sharkey is a Senior Data Analyst and is HSD's designated WMBE representative assigned to track and monitor WMBE goals for the Department. The Senior Data Analyst will (1) prepare and disseminate WMBE data and reports, (2) communicate WMBE vendor information to staff seeking contracting and purchasing services, and (3) coordinate information and provide technical assistance to potential WMBE vendors. Natalie Sharkey can be reached at Natalie.Sharkey@seattle.gov.

Consultant Prompt Pay

HSD aims to pay 100% of consultant invoices within 30 days of receipt. In 2022, HSD is adding additional staffing resources to ensure this goal is achieved.



**2022 Annual WMBE Plan
Office of Immigrant and Refugee Affairs (OIRA)**

1. Office/department WMBE representative

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

2. Goalsetting: 2021 look-back and 2022 look-ahead

OIRA WMBE Use Goals and Actuals					
2021	Purchasing Goals	Purchasing Actuals	Consulting Goals	Consulting Actuals	Nonprofit Actuals
Percentage	80%	19%	80%	34%	n/a
WMBE spend	\$40,000	\$24,320	\$1,920,000	\$78,900	n/a
Total spend	\$50,000	\$125,734	\$2,400,000	\$230,481	\$4,874,993
2022 OIRA WMBE Use Goals					
2022	Purchasing Goals		Consulting Goals (minus nonprofit)		Nonprofit
Percentage	50%		80%		n/a
WMBE spend	\$75,000		\$64,000		n/a
Total spend	\$150,000		\$80,000		\$3,500,000

3. 2022 outreach plan

In 2021, \$4.87M or 93% of OIRA’s purchasing and consulting dollars went to nonprofit agencies, the vast majority of which are BIPOC-led, immigrant serving organizations. This means only \$356,215 (7%) of OIRA’s spending could potentially have qualified as going to WMBEs.

Of this fraction, most of OIRA’s spending went to translators (including community reviewers) and advertising with ethnic media for both programming support (outreach and information/service delivery for OIRA programs and initiatives, such as the Seattle Relief Fund) and communications on behalf of the Mayor’s Office and Citywide priorities. Many of these small media outlets and sole proprietors don’t bother to register as WMBEs, since they don’t directly compete for City contracts. OIRA will continue to encourage those who qualify as WMBEs to register as such in the Online Business Directory (OBD).

Further, although the implementation of a new City’s translation assignment system under the stewardship of OIRA’s Language Access Policy and Program Specialist has greatly improved the amount of translation spend Citywide that goes to local BIPOC individuals/sole proprietors, and minimized their administrative burden, we are still working with Finance and Administrative Services and the SaaS

vendor to record payments to these individuals as WMBEs, even if they are registered as such. Resolving this is a key 2022 goal for OIRA.

Ongoing discussions with colleagues in other City departments that do business primarily with small business owners (including sole proprietors) confirm OIRA's observations that these entities have varying levels of experience doing business with the City and few have "back office" support to help them navigate City processes. A majority speak English as a second (or third or fourth) language. We believe that such business owners would benefit from technical assistance that included mentorship and real-time assistance for completing even the basics, such as registering as a WMBE in the OBD and/or submitting CVs to get on the Consultant Roster.

In addition, small BIPOC-led organizations (both enterprises and nonprofits) and sole proprietors alike struggle to navigate complex City contracts that are a poor fit for the types of services that they provide, and this can be a significant roadblock to doing business with them. Revision or development and maintenance of templates that better fit these providers while meeting the City's needs could improve WMBE usage across our department and others, among other benefits. Our department would strongly support investing a modest amount of Citywide TA or other funding for these important purposes.

4. Prompt pay

OIRA improved our actual prompt pay percentage from 85% to 90% prompt pay of 340 invoices, and also improved our average time to payment from 23 to 21 days. We continue to refine in-house processes, conduct semi-annual trainings for all OIRA program specialists, and communicate and troubleshoot actively with FAS Accounting and Business Services in order to achieve the Citywide 95% target.



2022 WMBE Goals and Outreach Plan
City of Seattle Law Department

Per the directions sent , this memo responds to the Equality in Contracting Ordinance (SMC 20.42) and Executive Order 2010-05.

1. **CAO WMBE Representative:** Michael Katz, Finance and Administration Manager
2. **Goal Setting: 2021 look-back and 2022 look-ahead**

Seattle City Attorney's Office WMBE Use Goals and Actuals				
2021	Purchasing Goals	Purchasing Actuals	Consulting Goals	Consulting Actuals
Percentage	30%	29%	25%	56%
WMBE	\$60,000	\$37,142	\$5,000	\$53,438
Total spend	\$200,000	\$300,965	\$20,000	\$53
Seattle City Attorney's Office WMBE Use Goals				
2022	Purchasing Goals		Consulting Goals	
Percentage	30%		25%	
WMBE	\$60,000		\$5,000	
Total spend	\$200,000		\$20,000	

Purchasing goals for 2022 are based on actual WMBE achievements in 2021, and our 2022 budget for expenditures. Historically, the department has exceeded its total spending estimations due to available salary savings at the end of the year.

In 2022, most professional services (consulting) funding is dedicated to operating two specialty programs in CAO. The Pre-Filing Diversion Program partners with the non-profit agency Choose 180 to provide services to participants in the program. The remaining professional services budget supports the Firearms Surrender Program MOA with King County. Spending on these two programs will limit the dollars eligible to be directed to WMBE consultants for the department, and are excluded from total spend estimations and actuals.

3. **2021 Outreach Plan:** CAO's operations do not substantially vary from year to year so as in 2021, our focus will be maximizing WMBE for general information technology and office supply needs. IT and facilities staff are encouraged to check with the Administrator regularly for new purchases to ensure WMBE vendors are considered for purchase. We will also look to Citywide resources and events to help identify more WMBE vendors that may be available to mee our purchasing needs.

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

- 4. Prompt Pay:** Our department met prompt pay guidelines for 100% of invoices in 2021. We anticipate we will maintain this level in 2022.



The Seattle Public Library

MEMORANDUM

March 21, 2022

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

From: Tom Fay, Executive Director & Chief Librarian
 Alex Yoon, Administrative Services Director
 Jay Donahue, Capital Finance & Interagency Relations Manager

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

Subject: **The Seattle Public Library's 2022 WMBE Plan**

This memo outlines The Seattle Public Library's 2022 WMBE plan. It outlines the Library's continued efforts to increase participation of women and minority owned businesses in Library contracts.

Department Representative:

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

Seattle Public Library 2021 WMBE Use Goals and Actuals				
2021	Purchasing Goals	Purchasing Actuals	Consulting Goals	Consulting Actuals
Percentage	16%	6% / 12%*	12%	3% / 31%*
WMBE Spend	\$640,000	\$235,805 / \$468,039*	\$105,000	\$77,258 / \$200,378*
Total Spend	\$4,000,000	\$3,765,741	\$875,000	\$643,097
Seattle Public Library 2022 WMBE Use Goals				
2022	Purchasing Goals		Consulting Goals	
Percentage	15%		15%	
WMBE Spend	\$600,000		\$105,000	
Total Spend	\$4,000,000		\$700,000	

* - revised totals; see narrative

2022 Goals

2022 discretionary purchasing goal: 15%

It is difficult to predict the Library's 2022 discretionary purchasing expenditures for two reasons: the level of actual spending has varied widely during normal years, and the unpredictability of the COVID-19 pandemic (which could affect Library operations and spending, as it has for the past two years). Last year's predicted 2021 level (\$4 million) exceeded the actual total 2021 discretionary purchasing expenditures (\$3.77 million). We estimate the 2022 total discretionary purchasing expenditures at \$4 million, thus the WMBE goal of 15% of total discretionary purchases would result in approximately \$600,000 in WMBE purchases.

2022 consultant contract goal: 15%

The Library's use of consultants is particularly variable, so predictions of expenditures are somewhat speculative. Additionally, some of the Library's vendors are specialized capital projects consultants; our latitude is somewhat constrained by fewer consulting choices. In 2021, the Library estimated \$875,000 in total consulting expenditures; the 2021 actuals were substantially lower: \$643,097. We have adjusted our 2022 estimate accordingly, to \$700,000 for consultant contract expenditures in 2022. At that level of activity, the 2022 consultant contract goal of 15% would result in approximately \$105,000 in WMBE consultant expenditures.

2021 Results

WMBE Consultants

The 2021 goal for WMBE consulting was 12% (\$105,000 of \$875,000 total projected expenditures). The City's report on WMBE contracting implied the Library fell significantly short of that goal at under 3% (\$77,258 of \$643,097 total actual expenditures). Note, however, that no less than seven consultants (highlighted in the table below) are very likely WMBE vendors but were apparently not registered with the City or in the City's database, and thus were not counted toward the Library's published WMBE total. If the highlighted vendors below had been counted toward the Library's WMBE consulting total, the Library would've far exceeded its WMBE consulting goals (spend goal was \$105,000, actual revised WMBE expenditures would have been \$200,378; percentage goal was 12% WMBE of total consultants, actual revised WMBE percentage would have been 31%).

Roughly one-half (\$318,044) of the \$643,097 consultant costs were determined by the top five consultants, two of whom were WMBEs that were not in the City's database (and were not counted), and two others were specialized capital project consultants. Frequently, the Library's latitude is constrained by fewer consulting choices, often without a WMBE alternative. Of the two specialized second consultants in the list, BuildingWork LLC is an architectural firm specializing in the type of seismic retrofit work the Library is pursuing as a result of the 2019 levy approved by voters, and EEI is a specialized building systems engineering consulting firm.

Doc Type Group	Consultant		\$643,096.82		
Name	Gov Class	Rev Gov Class	Sum of Amou		Comments
BUILDINGWORK LLC	(blank)	(blank)	\$98,846.35		CIP
BANA ABERA	(blank)	WBE	\$60,400.00		WMBE
KAREN L TOERING	(blank)	WBE	\$60,400.00		WMBE
ENGINEERING ECONOMICS INC	(blank)	(blank)	\$51,465.69		CIP
TEAM READ	(blank)	(blank)	\$46,931.69		
SEATTLE NEIGHBORHOOD GROUP	(blank)	(blank)	\$40,991.00		
LUIS ANTONIO GONZALEZ	(blank)	MBE	\$34,020.00		WMBE
SNYDER HARTUNG KANE STRAUSS ARCHITEC	(blank)	(blank)	\$32,775.75		CIP
KOYA LEADERSHIP PARTNERS LLC	(blank)	(blank)	\$27,200.00		
BRAVO CONSULTING GROUP LLC	(blank)	(blank)	\$25,523.32		
MILLER HAYASHI ARCHITECTS LLC	(blank)	(blank)	\$22,494.70		CIP
LORI BOWEN AYRE	WBE	WBE	\$14,000.00		
ROBERT L ROOD	(blank)	(blank)	\$12,000.00		
PACE ENGINEERS INC	(blank)	(blank)	\$11,785.00		CIP
ACCOUNTING PRINCIPALS INC	(blank)	(blank)	\$10,754.02		
UNIVERSITY OF WASHINGTON	(blank)	(blank)	\$10,265.55		
LAURA GOMEZ	(blank)	WBE	\$10,000.00		WMBE
LITERACY SOURCE	(blank)	(blank)	\$9,750.00		
SNYDER HARTUNG KANE STRAUSS ARCHITEC	(blank)	(blank)	\$8,962.75		CIP
JENNIFER S HAYWOOD	(blank)	WBE	\$8,239.85		WMBE
VERA PROJECT	(blank)	(blank)	\$8,119.18		
CITY OF LA GRANGE / LA GRANGE UTILITIES	(blank)	(blank)	\$8,026.26		
J MASE III	(blank)	(blank)	\$8,000.00		
MOON GLEAM LLC	(blank)	(blank)	\$5,428.00		
LINDA W BRAUN	(blank)	WBE	\$5,000.00		WMBE
CAITLIN K MARTIN	(blank)	WBE	\$4,750.00		WMBE
NEIGHBORHOOD HOUSE INC	(blank)	(blank)	\$3,400.00		
ANJALI GRANT	MWBE	MWBE	\$2,487.71		
ELIZABETH WURSTER	WBE	WBE	\$1,080.00		
Grand Total			\$643,096.82		

WMBE Purchasing

The Library's 2021 WMBE goal for discretionary purchasing expenditures was 16% (\$640,000) based on a projected total discretionary purchasing spend of \$4 million. The City's report showed \$235,805 (6%) in Library discretionary WMBE purchases out of \$3,765,741 in total Library purchasing expenditures, well short of the 16% goal. However, non-registration was an issue for purchasing vendors as well; additional conservative analysis of the Library's PeopleSoft report shows at least 104 likely WMBE vendors (accounting for over \$230,000 in purchases) who did not count toward the Library's WMBE total because they were not registered with the City. If those 104 vendors had been included in the Library's WMBE discretionary purchasing total, the spend total would have roughly doubled to \$468,039 and the WMBE utilization percentage would have been 12%, still short of the 16% goal but doubling the City's reported 6%.

In 2021, the top ten vendors comprised one-third (\$1,242,860) of the Library's total discretionary purchases (\$3,765,741). Highlighted in the abbreviated table below, eight of those top ten Library vendors by payment were Blanket Contract vendors. The City selects the Blanket Contract vendor list from which departments can choose. Of all Library discretionary purchases, Blanket Contract vendors accounted for 41%.

Doc Type Group			Purchasing	\$3,765,740.50
Name	Gov Class	Rev Gov Cla	Doc Type Descr	Sum of Amou
NTT AMERICA SOLUTIONS INC	(blank)	(blank)	BLANKET CONTRACTS	\$250,117.34
SEQUOYAH ELECTRIC LLC	(blank)	(blank)	BLANKET CONTRACTS	\$211,224.22
T-MOBILE USA INC	(blank)	(blank)	BLANKET CONTRACTS	\$152,970.58
DELL MARKETING CORP	(blank)	(blank)	BLANKET CONTRACTS	\$100,029.45
HERZOG GLASS LLC	(blank)	(blank)	BLANKET CONTRACTS	\$97,811.57
ZONES LLC	MBE	MBE	BLANKET CONTRACTS	\$95,717.38
GRAYBAR ELECTRIC CO INC	(blank)	(blank)	BLANKET CONTRACTS	\$93,096.50
XIOLOGIX LLC	WBE	WBE	DEPARTMENTAL PURCHASE OR	\$89,280.99
PRINT TIME	(blank)	(blank)	BLANKET CONTRACTS	\$78,677.52
RAISING A READER	(blank)	WMBE	DEPARTMENTAL PURCHASE OR	\$73,934.26

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

Outreach & Outreach Plans:

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

Prompt Pay Compliance:

It is the Library's goal to pay every undisputed, properly prepared invoice within 30 days of receipt. The COVID-19 pandemic caused significant upheaval in both Library and vendor operations (eg. business office staff working from home), resulting in some delays in processing invoices. The Library will continue to pursue the goal of pay every undisputed, properly prepared invoice within 30 days of receipt.

Library Resources for Small Businesses:

Local WMBE firms are encouraged to take advantage of the wealth of business resources available from The Seattle Public Library. In addition to accessing a collection of general small business management books, the Library provides many trade and industry association magazines through online databases. Librarians can help

businesses compile customer contacts lists through the library's business directories. For new businesses and established businesses, we help entrepreneurs track emerging trends in their product and service lines through online databases, a small in-print market research collection and through Internet research. Clients of Community Capital Development and the Small Business Administration utilize Library resources and Library staff assistance on their initial business plans, using the Census, trade magazines and market statistics identified over the internet. Finally, the Library works to help entrepreneurs find the right government agencies that train and help entrepreneurs with the government bidding process and in locating contracts for bid.

THE MUNICIPAL COURT OF SEATTLE



MEMORANDUM

Date: March 21, 2022

To: Miguel Beltran, Finance and Administrative Services

From: Kwan Wong, Director of Finance and Administrative Services

A handwritten signature in black ink, appearing to read "Kwan Wong". The signature is written in a cursive style and is positioned to the right of the "From:" line.

Re: 2022 WMBE Plan and Goals

This memo is in response to your request for 2022 WMBE Plans and Goals from City agencies. Although Executive Order 2014-043 does not apply to the Seattle Municipal Court as the judicial branch of city government, we share with the Mayor and City Council in the values and vision of creating racial equity and eliminating all forms of discrimination as a shared priority for race and social justice. The attached report is provided in that collective spirit.

In 2021, the Court established WMBE targets of 20% in Purchasing and 18% in Consultant Services. Per the FAS generated WMBE report, our 2021 actual accomplishments were \$780,748 or 54% in Purchasing and \$93,066 or 41% in Consultant Services. The one-time change in WMBE purchases was based on COVID response related purchases to our facility, operations and telework. We do not see this as an on-going trend.

For 2022, the Court will continue with our WMBE goals of **20% in Purchasing** and **18% in Consultant Services**. As stated in previous WBME plans, to most accurately measure the Court's WMBE related expenditures, the FAS generated reports must also include Court's interpreters as sub-contractors in the WMBE count.

In 2021 we spent approximately \$400,000 in Court Certified Interpreter Services. As noted in previous years, these *consultants* were not included in the WMBE reports. Our WMBE consultant number would be much more robust if they were included by FAS in their WMBE report. Most of the Court Certified Interpreters are registered as WMBE qualified consultants. With PS 9.2 there are new opportunities to correct this long-standing challenge in the WMBE report. We believe the addition of the GL Expense Account code for Court Certified Interpreters to WMBE qualified consultants would be a great benefit towards a positive and accurate reporting of progress on the stated goal of the Executive Order.

Additionally, our collections agency Harris and Harris has a subcontract with Evergreen of Bothell, a WMBE qualified firm as required in our contract. Even though the Court does not pay our collection contractors, the fees generated to the WMBE subcontractor should be counted in the WMBE report, but they are not. As part of the Court's response to COVID we suspended our Collections activity for the duration. We have reported this activity in the past and will resume reporting at the appropriate time.

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

cc: Presiding Judge Willie Gregory, Seattle Municipal Court
Meg McCann, Court Administrator, Seattle Municipal Court
Jesse Gilliam, City Contracting Compliance Manager, Purchasing and Contracting
John Kerr, Manager, Seattle Municipal Court

Municipal Court

WMBE Utilization - Consultant and Purchasing

Year	Consultant			Purchasing		
	Total	Percent	WMBE	Total	Percent	WMBE
2010	\$43,401	54%	\$23,401	\$1,506,462	6%	\$ 93,156
2011	\$183,247	8%	\$14,207	\$1,730,344	15%	\$ 262,138
2012	\$89,000	0%	\$0	\$2,027,011	15%	\$ 305,872
2013	\$28,509	100%	\$28,509	\$1,685,933	22%	\$ 372,514
2014	\$6,192	100%	\$6,192	\$1,904,260	23%	\$ 437,210
2015	\$9,000	0%	\$0	\$1,700,834	25%	\$ 426,961
2016	\$0	0%	\$0	\$2,600,558	21%	\$ 555,405
2017	\$8,520	75%	\$6,375	\$2,332,433	30%	\$ 709,608
2018	\$14,790	34%	\$5,000	\$1,464,107	33%	\$ 482,524
2019	\$124,070	21%	\$26,250	\$1,579,528	36%	\$ 574,126
2020	\$297,172	89%	\$263,272	\$1,224,886	20%	\$ 240,615
2021	\$226,559	41%	\$93,066	\$1,451,440	54%	\$ 780,748

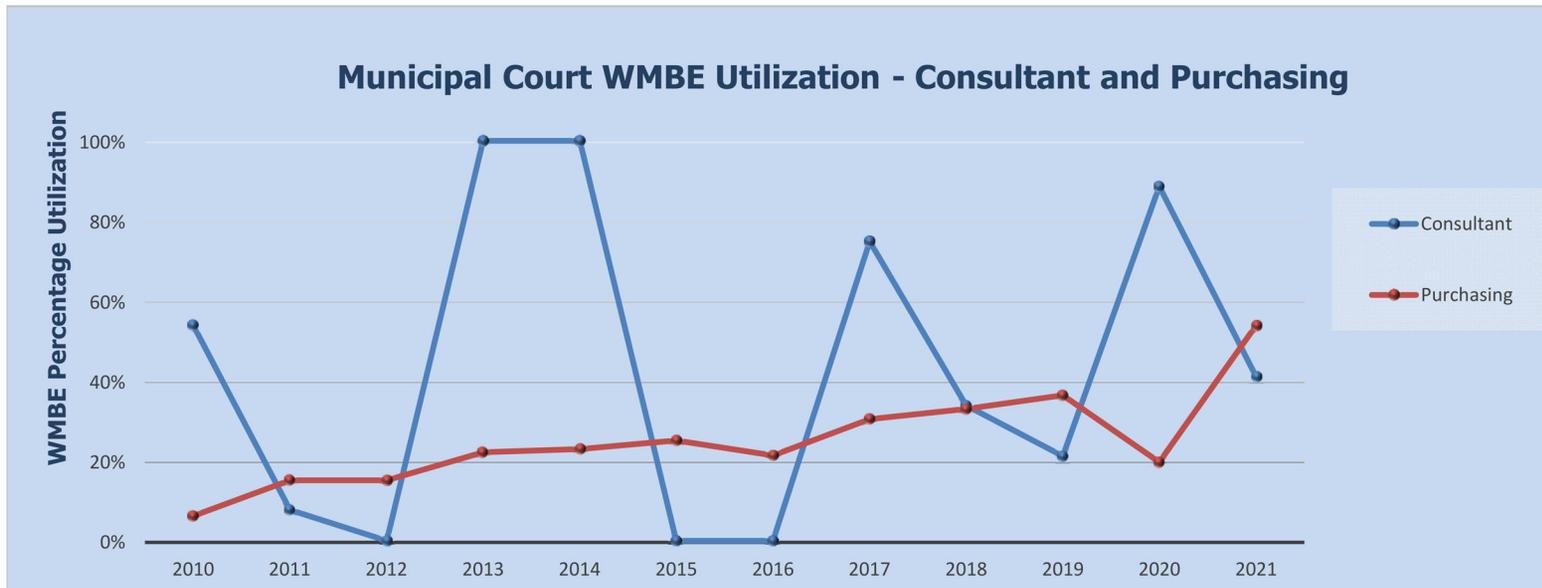
2021 Goals

Consultant = 18%

Purchasing = 20%

NOTES:

- 2021 year to date spend through 12/31/2021
- Produced by PC/FAS
- Source: PeopleSoft 9.2



Department of Neighborhoods (DON) 2022 WMBE Goals and Outreach plan

1. Office/department WMBE representative

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

2. Goal setting: 2021 look-back and 2022 look-ahead

Our 2022 goals are equal to our 2021 actuals or 2021 goals, whichever is higher.

Department of Neighborhoods WMBE Use Goals and Actuals				
2021	Purchasing Goals	Purchasing Actuals	Consulting Goals	Consulting Actuals
Percentage	66%	57%	77%	75%
WMBE spend	\$276,564	\$275,802	\$192,500	\$371,156
Total spend	\$420,711	\$484,124	\$250,000	\$496,611
2021 Department of Neighborhoods WMBE Use Goals				
2022	Purchasing Goals		Consulting Goals	
Percentage	66%		77%	
Estimated WMBE spend	\$276,564		\$371,156	
Estimated Total spend	\$419,000		\$482,000	

3. 2022 outreach plan

As a department, DON is committed to prioritizing WMBE suppliers. Our WMBE rep, Jenn Brandon, assists staff with referrals of WMBE firms and works directly with staff and suppliers to assist them in registering on the OBD as a WMBE. Quarterly WMBE reports are distributed to all staff, with purchasing and consulting performance data provided for each team. The report includes names of specific WMBE-eligible businesses that have not registered as WMBE on the OBD with encouragement to staff to refer those businesses to Jenn for registration assistance.

This year we will continue to build off of past success. We have identified several key areas on which to focus this year to improve our coded WMBE results:

- Advocate for technical assistance customized for sole proprietorships: In 2021, 71% of DON’s purchasing dollars went to Community Liaisons, who are all sole proprietors. A majority of Consulting contracts were with 1-2 person firms. These individual business owners have varying levels of experience doing business with the City and few have “back office” support to help them navigate City processes. Further, a majority speak English as a second (or third or fourth) language. We believe that such business owners would benefit from a technical assistance service that included mentorship and real-time assistance for completing even the basics, such as registering as a WMBE on the Online Business Directory and/or submitting CVs to get on the Consultant Roster. We have heard of similar needs from colleagues in other departments (particularly the small-mid sized departments) and we would be happy to discuss this further with FAS.
- Increased Visibility through Storytelling: We will continue the practice we started last year of using storytelling to promote BIPOC community leaders and businesses in our social media and blog features as a way to promote them to both City employees and the general public. We will supplement our Quarterly Reports with a feature of a WMBE business providing goods or services to our department and distribute those profiles to FAS for the City’s Annual Report.
- User-friendly Roster: We are compiling a simple roster of WMBE suppliers we have worked with and will distribute the list to all staff so they have a simple reference when procuring goods, services, and consultants.

4. Prompt pay

DON will pursue a performance metric of **95%** compliance for Prompt Pay. In 2021 DON achieved **100%** prompt pay for consultants. DON understands that slow payments are a burden on all firms and particularly on WMBE firms. Prompt pay means payment will be issued and mailed within thirty (30) calendar days of receipt of an accepted and properly prepared invoice. DON will meet this goal by:

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

5. Job Order Contracts (JOCs)

N/A. DON does not use JOCs

6. 2022 B2Gnow

In 2019 DON B2Gnow Audit results received a “not covered” finding because none of DON’s consulting contracts are ever over \$300,000; thus, none required inclusion plans. This was true again in 2021. Going into 2022 DON does not anticipate having any consulting contracts above the threshold. Should that not be the case, DON Accounting staff have been trained to use B2G now and will ensure tracking of consultants to pay subconsultants according to the contract inclusion plans.

Attachment A: 2022 WMBE Goals and Outreach Plan Information Request

Please submit a memo with the following sections to miguel.beltran@seattle.gov by **March 11, 2022**. FAS will compile these responses into an annual WMBE goals document, which will be posted to the FAS external WMBE website, so please write with the audience of Mayor, City Council and the public in mind.

1. **Office/department WMBE representative:** The Mayor’s Office requires each department have one designated WMBE representative, although duties may be coordinated among several staff members. Please confirm the WMBE representative listed on [this chart](#) is correct. As a reminder, duties include:

- Partnering with the department and City of Seattle procurement staff to conduct WMBE availability reviews of anticipated procurements and implement inclusion strategies.
- Analyzing WMBE reports and taking corrective action, if needed.
- Monitoring WMBE utilization including contract compliance and subconsultant data in B2GNow.
- Monitoring prompt pay and coordinating with FAS and department staff to resolve issues.
- Attending monthly WMBE Interdepartmental Team (IDT) meetings.
- WMBE outreach: attending and hosting events, producing anticipated project/contract information, meeting with WMBEs and facilitating meetings with department decision-makers.
- Keeping department leadership regularly informed about WMBE progress, strategies and issues.

2. **2022 Goal setting:** Fill out the table below. Because 2022 budgeting may not be complete, use your best projections. 2022 goals should be either equal to or higher than 2021 goals. If you cannot meet this expectation, please explain.

2022 OIR WMBE Use Goals		
2022	Purchasing Goals	Consulting Goals
Percentage	100%	100%
WMBE spend	\$5,000.00	\$767,150.00
Total spend	\$5,000.00	\$767,150.00

3. **2022 outreach plan:** Summarize the strategies the department will undertake to reach 2022 WMBE goals. Focus especially on outreach and engagement work with the WMBE community, with emphasis on MBE contracting community, including:

-
- Tactics the department will engage with (technical assistance, attending or holding events, creating materials, working with community organizations) to reach WMBE goals.
- The biggest challenges in meeting WMBEs goal and how the department will address them.
- How the department will build on biggest successes from 2021.

4. **Prompt pay:** All departments shall pursue a 95 percent compliance on prompt pay for consultant contracts. This means that the City shall pay prime contractors within 30 days of an accepted and properly prepared invoice. Please note 2021 actual prompt pay percentage and explain how the department will achieve 2022 goals.

2022 WMBE Goals and Outreach Plan Seattle Parks and Recreation

OVERVIEW

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

Department Representation

B Hill is the interim WMBE representative for SPR and leads shared responsibility and collaboration for the following activities for 2022:

- Partnering with department and City of Seattle procurement staff to conduct WMBE availability reviews of anticipated procurements and implement inclusion strategies.
- Analyzing WMBE reports and taking corrective action, if needed.
- Monitoring WMBE utilization including contract compliance and subconsultant data in B2Gnow.
- Monitoring prompt pay and coordinating with FAS and department staff to resolve issues.
- Attending monthly WMBE Interdepartmental Team (IDT) meetings.
- WMBE outreach: attending and hosting events, producing anticipated project/contract information, meeting with WMBEs and facilitating meetings with department decisionmakers.
- Keeping the department leadership regularly informed about WMBE progress, strategies and issues in collaboration with the SPR performance management team.

2022 Goal Setting

2022 Seattle Parks and Recreation WMBE Use Goals		
2022	Purchasing Goals	Consulting Goals
Percentage	25%	30%
WMBE Spend	\$3,000,000	\$1,560,000
Total Spend	\$12,000,000	\$5,200,000

2022 Outreach Plan

In 2021, we launched a WMBE dashboard that staff can access to have real time data to allow for timely decision making. We will continue to utilize this tool in 2022 to visualize and analyze data with a particular focus on disaggregating utilization data for MBE. This could allow for more frequent and detailed information about MBE utilization and allow divisions to evaluate and course correct throughout the year.

We will continue to actively engage division leadership and contract managers to communicate the SPR WMBE goal and work with them to identify how they will help contribute to achieving that goal through ownership by team leaders. Additionally, each SPR division has identified a WMBE champion to lead and guide operationalizing WMBE utilization in daily practice.

We will continue to invite vendors and consultants to register and self identify as WMBE. We will also engage community organizations to help improve the development of strategies that improve outreach and information sharing.

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

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

In 2022, SPR will participate in regional and local events as available and within health and safety guidelines. We also plan to host meetings with vendors to learn more about the products and services they offer and to deepen their knowledge of SPR purchasing and consulting opportunities/needs, and introduce them to SPR staff as needed.

We will continue to prioritize outreach to historically underserved communities and WMBE businesses when we are soliciting concessionaires and recreational service providers. We will continue to build upon internal relationships in providing clarity on roles/responsibilities with our Finance and Planning Development & Maintenance teams to ensure we embed a culture of WMBE utilization while continuing to partner interdepartmentally to increase visibility and outreach activities.

Prompt Pay

For 2022, SPR will strive to pay 95% of our invoices within 30 days. In 2021, we paid 94% of our purchasing and consultant invoices within 30 days. We continue to address process and practices that will continue to prioritize prompt payments to include training staff on invoice process improvements as needed.

Date: 3/11/2022
To: Miguel Beltran, Purchasing and Contracting, FAS
From: Rico Quirindongo, Acting Director, OPCD
Jennifer Breeze, OOC Finance and Administration Manager, OPCD
Subject: 2021 WMBE Reporting and 2022 WMBE Plan

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

1) About Your Office & WMBE Representative

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

OPCD houses the Equitable Development Initiative (EDI), which addresses displacement and the unequal distribution of opportunities to sustain a diverse Seattle. The EDI fosters community leadership and supports non-profit organizations to promote equitable access to housing, jobs, education, parks, cultural expression, healthy food and other community needs and amenities including COVID-19 recovery efforts. EDI works directly with communities at high risk of displacement and low access to opportunity. EDI incorporates the expertise of the communities who have borne the impacts of inequitable policies, programs and investments over the years. OPCD has 9.5 FTEs in 2022 specifically dedicated to lead, manage, monitor, and implement the [Equitable Development Implementation Plan](#). The EDI projects are entirely managed through MOAs with non-profit community organizations, which are not included in our WMBE contracting data.

The office/department **WMBE representative for OPCD is Melissa Lawrie, our Finance & Administration Manager** but **Jennifer Breeze is filling in for her in an Out of Class assignment** through July.

2) Goal Setting: 2021 Look-Back and 2022 Look-Ahead

Our 2021 aspirational goal for WMBE purchasing was:

- Consultant = 8% WMBE
- Purchasing = 19% WMBE

The results as per the 2021 Citywide WMBE Performance Report shared with department heads in February 2021, shows OPCD's consultant spending at the following percentages:

- Consultant = 5% WMBE

- Purchasing = 33% WMBE.

According to this data, we did not meet our goals in the consultant category. The reason for the lower percentage is the reporting process counts our entire budget in the denominator, but does not include any of our Equitable Development Initiative MOAs in the numerator. Since none of our Equitable Development Initiative (EDI) MOAs count towards the WMBE goal, this number underrepresents OPCD’s work with non-profits and communities of color. We have requested that FAS exclude our EDI budget from this calculation to better reflect our actual WMBE utilization, but that is not reflected in this report.

In our 2022 budget, there is \$150,000 of one-time funding for a consultant to begin work on subarea planning as part of the Comprehensive Plan major update and an additional \$300,000 is under proviso for an EIS for the comprehensive plan major update. Our consulting base budget and a portion of the Comprehensive Plan consulting budget will be used for outreach, translations, data subscriptions, and software licenses. Many of these transactions will involve other City departments, but they will certainly involve working with underrepresented communities and ensuring we have the data to share with other City partners about the impacts of City planning and development decisions.

For 2022 we will set our WMBE goals equal to our 2021 actual levels percentages:

- Consultant = 5% WMBE
- Purchasing = 33% WMBE.

2022 OPCD WMBE Use Goals		
2022	Purchasing Goals	Consulting Goals
Percentage	33%	5%
WMBE Spend	\$15,300	\$1,152,500
Total Spend	\$46,500	\$23,050,000

3) 2022 Outreach Plan

OPCD is committed to equity in our consulting and purchasing spending. To achieve this, we will continue to provide technical assistance and work with community organizations on an as needed basis. We do not conduct any formal outreach since most of our consultant contracts are small (<\$53,000) and come off the consultant roster. However, for our larger contracts we utilize the RFP process and require an inclusion plan. And for our smaller contracts we ensure that we are considering WMBE organizations.

Our Acting Director and Out of Class Finance Manager plan to discuss strategies for targeted outreach with our Management Team at an upcoming meeting in April. This could include events or actively reaching out to community-based organizations who would be glad to share opportunities.

4) **Prompt Pay**

From the Q4 2021 Citywide WMBE Performance Report, OPCD has the following 2021 data for percent on time payments:

- Consultant contracts = 93% on time payments

We have many project managers in our office that manage contracts and approve invoices, especially for EDI projects where staff are managing contracts for about 70 active community-initiated projects with non-profit organizations at any given time. In 2022, the OPCD team added 1.0 new FTE as a Grants and Contracts Specialist who will help with timely processing of invoices within our own office, which affects timely payments by FAS Accounting and Budgeting Services.

Our current process is that each project manager in OPCD is responsible for reviewing their own invoices. They then send them to OPCD's Finance Manager and a part-time out of class admin for additional review and transmittal to FAS Accounting and Budgeting Services to be paid. This process happens weekly, though the more complex invoices can sometimes be delayed with project managers needing to follow up with clarifications and corrections. The new Grants and Contracts Specialist position will help OPCD to move more of the complex invoices through the process on time. We do regular trainings for project managers who manage contracts and remind them to complete timely reviews of their invoices.



TO
Miguel Beltran, Finance and Administrative Services (FAS)

March 11, 2022

FROM
Kara Williams, WMBE Program Manager

SUBJECT
Seattle City Light 2022 WMBE Strategic and Outreach Plan

INTRODUCTION

Seattle City Light (“City Light”) is submitting this 2022 WMBE Strategic and Outreach Plan to the Mayor’s Office and Finance and Administrative Services as requested by Calvin W. Goings, Department Director, Finance and Administrative Services (FAS) from each City department by March 11, 2022. The sections that follow respond in detail to the topics listed in the memo, Attachment “A.”

ABOUT CITY LIGHT

Seattle City Light (SCL) serves a population of over 906,000 people living in a 131 square mile area, which includes the City of Seattle and several adjoining jurisdictions. City Light owns, maintains, and operates a multi-billion-dollar physical plant. Funding for the Capital Improvement Program (CIP) comes primarily from retail electricity sales, sales of surplus power on the wholesale market, and the sale of revenue bonds. City Light’s CIP is the vehicle for repairing, upgrading, and expanding this infrastructure. The revenue generated by total sales funds CIP, which includes a variety of safety improvements, mitigation activities, and licensing requirements. The approach to WMBE utilization for each line of business mentioned above is to identify consulting and purchasing opportunities within each line of business.

1. 2022 DEPARTMENT REPRESENTATIVE

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

2. CITY LIGHT’S PROCUREMENT NEEDS

Seattle City Light’s (SCL) consulting and purchasing needs to support CIP are as follows:

CONSULTING	PURCHASING
Environmental	Safety Equipment
Energy Conservation	Warehouse General Supplies
Architecture/Design	Electric Vehicle Charging Stations
Engineering	Poles
Grid Modernization	

3. 2022 WMBE GOALS:

City Light’s aspirational goals in 2022 for purchasing and consulting expenditures is established at 20% and 17% respectively. The dollar amount goals are not suggestive of what the department will spend, however, the percentage goals will be achieved based on the overall spending in the categories.

2022 CITY LIGHTS WMBE GOALS		
2022	Purchasing Goals	Consulting Goals
Percentage	20%	17%
WMBE Spend	\$25,000,000.00	\$5,000,000.00
Total Spend	\$125,000,000.00	\$ \$29,411,764.71

4. 2022 OUTREACH PLAN STRATEGIES

The tactics the department will undertake in 2022 will continue as in previous years. The department will continue to focus on those mega-projects impacting purchasing goals, which are the pole replacement project, energy efficiency, electrification of transportation, commodities required to ensure mega-project success, and the upgrading of the overall infrastructure of City Light’s major operations facilities. City Light’s WMBE team will focus on direct outreach to Transmission and Distribution Division, Utility Operations Division, and Customer Energy Solutions, which is developing strategic partnerships related to residential and commercial energy efficiency programs and electric vehicles charging throughout the City Light service territory.

Technical Assistance

City Light’s partnership with the University of Washington (UW) Consulting and Business Development Center continues to be a cornerstone of the City Light WMBE Program. The partnership between the UW and City Light is ongoing and will continue through 2023. The Consulting Contract defines the partnership and demonstrates the commitment of the department to increase inclusion for WMBE businesses that operate in the electric utility sector. One over-arching goal for this partnership is to increase awareness of the City’s Equity in Contracting policy within the minority and women-owned business community. City Light currently partners with the UW on three different programs. The programs are as follows:

Minority Business Executive – This program is designed to assist minority and women business leaders in facing current business challenges. This is a one-week intensive residential program which features an interactive

curriculum focused on finance and accounting leadership; marketing and brand strategy; relationship marketing and strategic thinking.

Ascend-Seattle – This program is a 4-month long program that provides management education designed to accelerate the growth of small to medium sized businesses in specific industry clusters. Collaborative participants meet two times per month for four months to engage in management education and growth plan development.

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.

Something New in Technical Assistance

A major accomplishment is the development of the Western Utility Supplier Development Consortium, which was developed by City Light's WMBE Manager, Kara Williams and contractually supported by the University of Washington's Foster School of Business. The consortium is a collaboration between utility companies from Washington, Oregon, California, Idaho, and the Federal Government (Bonneville Power). The goal of the consortium is to share information and to support the growth and scale of WMBE businesses specific to power production.

City Light and The Minority Business Development Agency (MBDA), a Division of the Federal Department of Commerce will continue to manage the City Light's Mentor Protégé program; now in its second year. This partnership was developed to engage prime contractors and partner those primes with smaller WMBE contractors. MBDA is the conduit for the WMBE firms to access the industry professional needed to grow and scale their business in order to work with their prime contracting partner. These partnerships have led to national exposure and larger dollar contracts.

A few 2021 success stories for City Light were, Concord Engineering, which received a \$2 Million prime contract. American Abatement and Demolition developed a national partnership with a national construction firm. Cannon Construction was purchased by a WMBE firm making it one of the largest WMBE high-voltage firms now in position to become a prime contractor for City Light. Concord and American Abatement attended the UW and through this sponsorship have achieved a successful 2021.

Outreach Events

Each year City Light participates and supports our local partners: Tabor 100, Northwest Mountain Supplier Diversity Council, National Association Minority Contractors, University of Washington, Minority Business Development Agency, and the newly formed Northwest Minority Builders Alliance (NWMBA).

City Light will attend events sponsored by the following organizations: Alliance Northwest, Department of Defense/Army Corp of Engineers PNWRC, Regional Reverse Vendor Trade Show, NAMC Annual Conference, University of Washington Annual Holiday Event, Ascend National Conference, and Tabor Holiday Party; the list is not exhaustive.

Challenges

The challenge that faces anyone trying to influence hearts and minds is ensuring a consistent message as well as policies that support the mission and vision of the program. With a data-driven program, the challenge becomes having the ability to pivot based on the data. Because the data indicates BIPOC communities continue to be disproportionately impacted, the challenge is; how can City Light influence overall City policy to shift for the benefit of the BIPPOC community.

When faced with the challenge of targeted selection specific to a community there must be policies in place to support that effort. City Light will continue to work with FAS on diversifying the pool of blanket contract vendors. City Light's utilization of blanket contracts accounted for 24% of the departments purchasing spend. Of that 24%, approximately one-third of one-percent was spent with African Americans and one and one-quarter percent was spent with Hispanic business owners. Of those Black and Brown businesses there must be a better understanding of how many black and brown businesses hold blanket contracts with the City and that information must be disseminated to all City Departments.

Moreover, current State of Washington Laws prohibit the targeted selection of companies based on a protected classification, therefore the challenge continues to be how to increase the utilization of Black and Brown business owners on City contracts.

Recommendation

City Light will continue to work on developing partnerships between prime contractors and subcontractors and providing meaningful technical assistance to ensure smaller firms have the capacity needed to work with larger companies. The utility consortium will also be a conduit for businesses that are specific to power production.

5. PROMPT PAY

In 2021 City Light worked to achieve 95% payment processing to vendors within 30 days after receipt of an accepted and properly prepared invoice; however, consultant contracts were paid at 58%. The long-term goal is to achieve 95% prompt payment for consultant invoices. While prompt payment is important to all firms WMBE firms may be more significantly impacted by late payment. In 2022 City Light's WMBE Program has added another element to support prompt payment by creating a WMBE Prompt Payment Concierge Service. This service will utilize a WMBE Invoice Tableau Dashboard to monitor and inform department staff when there is an invoice that needs immediate attention.

##



2022 SEATTLE DEPARTMENT OF HUMAN RESOURCES

WMBE OUTREACH PLAN

1. Department Representative for 2022:

Elena Azhgirei

2. 2022 Goal Setting:

2022 SDHR WMBE Use Goals		
2022	Purchasing Goals	Consulting Goals
Percentage	3.0%	20.0%
WMBE spend	\$300,000	\$200,000
Total spend	\$10,000,000	\$1,000,000

3. 2022 Outreach Plan

In 2021, the major area of spending on the Consultant side was support for the City Return to Worksite initiative and RSJ work. In 2022, we will continue to look for additional WMBE providers to utilize for these as well as other services. Also, we are planning to engage WMBE suppliers in helping the Department with creating trainings for City employees on variety of topics, including racial equity and inclusion.

We encourage our project managers to utilize WMBE suppliers for their work whenever possible. We have a list of WMBE companies with whom we had positive contracting experience in a past and make every effort to give those vendors first consideration for our new contracts. Also, when appropriate, we work with our suppliers to ensure they are identified as a WMBE organization in the City directory.

Furthermore, contracting staff will continue to include at least one WMBE firm when asked for recommendations for suppliers for new projects or contracts, including firms we have not worked with in the past. We will also provide links to resources for staff on our newly designed internal webpage.

2022 SDHR WMBE OUTREACH PLAN

4. Prompt Pay

In 2021, 100% of SDHR payments to consultants were paid within 30 days of invoice receipt. Given our success, we will strive to pay at least 97% of our invoices on time in 2022. This is higher than the aspirational goal of 95% per Executive Order 2019-06: Economic Inclusion and Contracting Equity.

Date: March 11, 2022

To: Miguel Beltran, Finance and Administrative Services

From: Kristen Simpson, Interim Director

Author: Michele Domingo, Director of the SDOT Office of Equity & Economic Inclusion
Sachi Delacruz, Interim Women and Minority Owned Businesses (WMBE) Advisor

Subject: 2022 WMBE Goals and Strategic Outreach Plan

1. Office/department WMBE representative: The Mayor’s Office requires each department have one designated WMBE representative, although duties may be coordinated among several staff members. Please confirm the WMBE representative listed on this chart is correct.

The WMBE Advisor role in SDOT is currently being filled on an interim basis by Sachi Delacruz, under the guidance of Michele Domingo, Director of Equity and Economic Inclusion. Sachi previously served as the WMBE and Equity Data Advisor and is filling the WMBE Advisor role following the departure of the previous WMBE Advisor.

2. 2022 Goal setting:

In Mayor Harrell’s State of the City address, he committed to increasing the City’s WMBE spend above the 20% achieved in 2021. In 2021, SDOT spent 19% of our purchasing dollars and 38% of our consulting dollars with WMBE firms, which totaled \$20.5 million to WMBE firms. For 2022, SDOT will set our purchasing goal at 19% and our consultant goal at 38%, and we anticipate our total spend for the year will increase, so our goal will increase the total WMBE dollar amount. For purchasing and consulting combined, our goal puts us at just under 30% of our spend going to WMBE firms.

2022 SDOT WMBE Use Goals		
	Purchasing Goal	Consulting Goal
Percentage	19%	38%
WMBE spend (planned)	\$5,700,000	\$15,200,000
Total spend (planned)	\$30,000,000	\$40,000,000

For historical context:

- Since 2012, SDOT has increased its WMBE consultant use from 3% to 38%
- Despite pandemic obstacles in 2021, SDOT paid \$15 million to WMBE prime consultants and \$5.5 million to WMBE primes in purchasing
- Since 2012, SDOT increased its purchasing spend to WMBE primes by over \$4.1 million
- Since 2018, SDOT has met or exceeded its consultant contracting use goal

3. 2022 outreach plan: Summarize the strategies the department will undertake to reach 2022 WMBE goals. Focus especially on outreach and engagement work with the WMBE community, with emphasis on MBE contracting community.

In this section, we have described our planned external engagement strategies, as well as engagement within SDOT, to promote WMBE and MBE use.

External Engagement

SDOT-Hosted Events & Focused Networking— The SDOT WMBE Advisor will:

- Coordinate informational events facilitating connections between WMBE firms and SDOT. Building on our successful model, **Working with SDOT**, WMBE firms learn about planned projects so they can prepare for upcoming contracting prospects. Additionally, time is provided for networking with SDOT leadership, project managers, and prime contractors to help build relationships.
- Continue engagement with the new City Technical Assistance Services Consultant, which assists firms in business development and in responding to City RFP/RFQs.

Partnering with Community Organizations – Maintain and build relationships with community organizations such as Tabor 100, National Association of Minority Contractors Washington Chapter, Northwest Mountain Minority Development Council, and the Conference of Minority Transportation Officials Washington Chapter. Building relationships and engaging with these organizations is part of our strategy to support MBE participation.

Notification of Upcoming Opportunities: Anticipated Projects Sheets – We take a three-pronged approach to promoting contracting opportunities:

- Facilitate collaboration and coordination between SDOT divisions creating information sheets about upcoming projects and sharing them through the SDOT WMBE website and community organizations, such as those listed above.
- Partner with FAS-PC to ensure WMBE firms are alerted to blanket contract opportunities, focusing on contracts our department uses the most and supporting WMBE firms seeking blanket contracts.
- Provide advance notification of upcoming Public Works projects by distributing long-term project forecasts and encouraging WMBE-inclusive teaming.

Minority-Owned businesses (MBE) as Prime Contractors—Increasing the success of MBEs toward being awarded as prime contractors is an important focus for us. In 2021, MBE use in SDOT’s total consulting dollars was 11.7% and in SDOT’s total purchasing dollars was 12%. The percentages show there is an opportunity for increasing overall MBE use, especially with consulting dollars. We believe tactics described in this report will support increased use, and the WMBE advisor will also coach the executive and management team on the importance of advocating for the efforts to ensure better success. We will:

- Focus on engaging MBEs in contracts to diversify the business fields SDOT uses the most such as engineering and project management.

- Use feedback and after-action reports from previous pilot programs: implement concerted planning efforts, unbundle large projects, and focus on mentorship within large, unbundled projects to increase competitiveness.

Internal Engagement

Broaden the Scope of SDOT’s Contract Equity Endeavors – The Office of Equity and Economic Inclusion recently completed the Transportation Equity Framework, which will be a critical tool for achieving one of the SDOT’s six values: “We believe transportation must meet the needs of communities of color and those of all incomes, abilities, and ages. Our goal is to partner with communities to build a racially equitable and socially just transportation system.” The Framework defines values and strategies that guide over 200 tactics in the implementation plan. The implementation plan spans 2022 to 2028, and it is a dynamic document that will be adjusted, monitored, and updated regularly.

We will align the definition of contract equity to fit within the framework and we will employ Implementation Plan tactics supporting the WMBE goal of increasing access to city contracts and opportunities by:

- Creating a practice within SDOT that centers BIPOC firms and community-based organizations throughout the department’s contracting equity and engagement activities.
- Identifying and implementing changes to institutional policies that elevate community-based organizations and smaller BIPOC firms.
- Creating a contract equity plan to address responsibilities for WMBE engagement and support in a way that embeds equity across SDOT roles.

WMBE Advocate Program – Continue implementing the WMBE Advocate Program, which promotes contracting inclusion and trains SDOT staff on available tools and resources to integrate into their daily work and to use as they develop contracting and purchasing plans.

Blanket Contracts: One of SDOT’s biggest challenges in meeting WMBE goals is blanket contracts. Per City policy, Departments must use a blanket contract for the requested good or service if available. If no WMBE firms are on the blanket contracts, it significantly impacts SDOT’s WMBE use. SDOT plans on increasing our collaboration with FAS-PC and our Contracts & Procurement team to improve communication on expiring contracts to increase WMBE participation. Another challenge is large and sole source procurements which often limit WMBE opportunities. SDOT seeks to lessen the impact through WMBE availability reviews and unbundling strategies to provide some WMBE opportunity on large projects and purchases.

Inclusion Plan Monitoring and Consultant Contract Inclusion Plan Scoring – Support and enforce the use of the Inclusion Plan to encourage prime consultants, project managers, and the WMBE firm staff to align contract performance with predetermined WMBE inclusion parameters. The SDOT WMBE Advisor will also provide oversight and guidance for standardization and consistency in scoring the Inclusion Plan. Similarly, we will strengthen collaboration with FAS-PC to bolster monitoring and performance expectations for SDOT Public Works contracts through recurring check-ins with contract management staff to coordinate action on commitments.

WMBE Inclusion and Availability Assessment Initiatives- Work with SDOT Division Directors to determine the procurement needs and challenges for each division and determine where there are

opportunities for WMBE inclusion. Questions will be embedded into the request process of the Consultant Contract Request Form, the Internal Request Form, the Amendment Request Form, and Work Authorization Request Form to require assessment of WMBE availability and identification of potentially restrictive specifications and barriers. The Consultant Contract Request Form was updated to require evaluation of WMBE availability at the time of the request and to include listing any potential barriers to WMBE participation.

Scoping of Projects: Engage in the scoping of projects to explore approaches in making work more accessible to the WMBE firms. A critical practice for this initiative is the SDOT WMBE Advisor's role in recurring Steering Committee meetings where project scopes are discussed and at procurement kick-off meetings.

Accessible Procurement Method: Roster Procurements—The Consultant Roster is an important tool for WMBE inclusion given the simplified and expedited nature of the procurement process and reduced documentation required from interested firms. SDOT will continue to maximize the use of the tool and seek additional ways to facilitate the contracting process.

Continued Emphasis on WMBE Subcontractor Goal Monitoring—SDOT will strengthen WMBE goal tracking and monitoring using the B2GNow diversity compliance system. This information is compiled into the WMBE Utilization Compliance Report reviewed by the SDOT program owners and executive team.

- 4. Prompt pay: All departments shall pursue a 95 percent compliance on prompt pay for consultant contracts. This means that the City shall pay prime contractors within 30 days of an accepted and properly prepared invoice. Please note the 2021 actual prompt pay percentage and explain how the department will achieve 2022 goals.**

SDOT is committed to creating a responsive environment for firms engaging in City work and fully supports the Prompt Pay Initiative. Under this initiative, SDOT strives to pay all consultant invoices within 30 days. This standard is outlined in the City's code and in our contract language. The City set a performance standard for payment of accepted and properly prepared invoices of a 95% compliance rate on prompt pay. In 2021, SDOT achieved an 89% prompt payment rate, an increase from our payment rate in 2020. We will continue to work with Project Managers and our Contracts and Procurement team with the intent to achieve a 95% compliance rate in 2022.



2022 Seattle Center WMBE Outreach Plan

2022 WMBE Utilization Goals	
Consulting	32%
Purchasing	25%

About Us

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

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

Department Common Procurement Needs

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

The CIP also accounts for 70 – 90% of consultant use, and consultant spending and WMBE utilization can vary widely depending on the CIP projects for that year.

Department WMBE Representative

Delia Tyrrell (delia.tyrrell@seattle.gov) represents Seattle Center on the City's WMBE-IDT, Consultant Contracting Advisory Group (CCAG). Delia is supported in her WMBE duties by Kerry Smith, Seattle Center Finance Director; Valancy Blackwell, Seattle Center Strategic Advisor; Christine Chea, Seattle Center Accounting Manager; and Dave Roberts, Supervisor of Seattle Center's facility maintenance work group. All five are members of Seattle Center's internal WMBE Team, which provides leadership, tools, and communication to department staff to support WMBE utilization.

Goal Setting/2021 Efforts Summary

Seattle Center WMBE Use Goals and Actuals				
<i>2021</i>	<i>Purchasing goals</i>	<i>Purchasing actuals</i>	<i>Consulting goals</i>	<i>Consulting actuals</i>
Percentage	25%	22%	40%	29%
WMBE spend		\$735,493		\$448,336
Total spend		\$3,282,499		\$1,543,938

2022 WMBE Goals

2022 Seattle Center WMBE Use Goals		
<i>2020</i>	<i>Purchasing goals</i>	<i>Consulting goals</i>
Percentage	25%	32%

Because Seattle Center’s purchasing budget is relatively constant, at approximately \$3.3M projected for 2022, we have maintained the WMBE purchasing goal of 25%. While we did not achieve that goal in 2021, it is both aspirational and seems achievable with commitment and diligence.

We have reduced the consulting goal from 40% to 32% based on our projected consultant projects and spend. We anticipate that Seattle Center will spend approximately \$1.6M on consultants in 2022. Our goal is to spend 32%, or \$512k, on WMBE consultants this year. The majority of this spend is through the CIP budget for capital projects.

Seattle Center has multiple existing contractual commitments with non-WMBE consulting firms that have been carried forward from 2021. While we are actively looking for WMBE consultants, of the \$1.6M projected spend, close to two-thirds is already contractually committed to non-WMBE carryforward contracts, on-call engineering contracts, and a consultant for a joint program with the Seattle Public Schools for Memorial Stadium conceptual design. The 32% goal assumes that close to 100% of the remaining consultant spend will be awarded to WMBE firms.

Based on this information, we believe that a 32% WMBE consulting goal is both ambitious and achievable.

In 2021 our efforts to reach our goals included:

- Quarterly Internal WMBE Team meetings to share updates and strategize
- Creation of monthly WMBE utilization reports by work group
- Sharing WMBE utilization successes and best practices among work groups
- Using WMBE B-vendors for purchases where appropriate

- Encouraging WMBE inclusion plans for RFQ/RFP process when feasible, regardless of whether the dollar amount met the threshold
- Using the City's Consultant Roster to identify WMBE consultants
- Utilization of City JOC contractors for capital projects
- Inclusion of WMBE contracting goals in campus signage replacement purchase
- Facilitation of WMBE goal setting/inclusion plan for privately funded Climate Pledge Arena (CPA) project
- Of special note, and through the combined efforts of many organizations, was the successful completion of the WMBE program for CPA in which WMBE firms earned \$179M or 20% of dollars spent on CPA, which is \$43M more than the 15% goal of \$136M for the project
- 88 WMBEs participated on CPA and over half were minority-owned
- \$49M was earned by WMBE contractors' construction workers

2022 Outreach Plan

Our 2022 plan includes and expands on past efforts.

- In our capital projects unit, we are initiating early identification of consultant needs and opportunities for WMBE participation. We will be communicating our 2022 goals to all work groups, along with our 2021 achievements and areas that need improvement.
- We will continue to share information and instruct financial decision makers in ways they can better support WMBE firms.
- Our quarterly internal WMBE team meetings include a review of results to-date, strategizing ways to address shortfalls, and identifying improvements.
- We plan to distribute regular WMBE utilization reports and share Prompt Pay reports to departmental Leadership Team members to raise awareness and allow earlier adjustments as appropriate
- We will encourage staff with purchasing ability to take FAS Purchasing 101 and Consulting 101 classes, which include WMBE information
- Support of FAS' efforts to hold an in-person reverse vendor fair if desired

Prompt Pay

Seattle Centers 72% consultant prompt payment rate for 2021 did not meet our standards and was inconsistent with past practice. We have analyzed our internal purchasing and consultant invoice approval processes, identified issues causing delays, and have made several adjustments to attempt to correct our prompt pay numbers going forward. One of these adjustments is to improve training for consultants regarding their invoicing processes. We anticipate improved payment results for 2022.

2022 B2Gnow

Seattle Center has five contracts in B2GNow. The majority of our B2GNow contracts are meeting or exceeding their WMBE/DBE inclusion goals. We are working closely with FAS to ensure proper payment

reporting from all our consultants. In 2022 we will work to ensure all our consultants and contractors are reporting their inclusion plans on B2GNow as well as adding new contracts and inclusion plans that are executed in 2022.



2022 WMBE OUTREACH PLAN

ABOUT SEATTLE PUBLIC UTILITIES

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

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

WATER

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

DRAINAGE & WASTEWATER

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

SOLID WASTE

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

PROJECT DELIVERY AND ENGINEERING BRANCH

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

SPU WMBE REPRESENTATIVE

SPU's WMBE Manager is:

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

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

2022 GOAL SETTING

2022 Seattle Public Utilities WMBE Use Goals		
2022	Purchasing Goals	Consulting Goals
Percentage	19%	23%
WMBE spend	\$ 8,550,000	\$ 6,900,000
Total spend	\$ 40,000,000	\$ 30,000,000

2022 STRATEGY & OUTREACH PLAN

In 2022, SPU will continue to be adaptive to the changes brought about by the global pandemic. We will continue to look at ways of enhancing our outreach approach to reach underutilized WMBE populations. SPU will continue to build on 2021 efforts that promoted connectivity through virtual platforms. In 2022 we will continue using and engaging in the strategies and tactics listed in the diagram below.



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

PROMPT PAY

Consultant Prompt Pay <Invoices Paid in 30 Days>	
2022 Goal	95%
2021 Actual	92%

In 2022, SPU will also pursue a prompt payment performance metric of 95% or better. Additionally, SPU will actively engage with accounts payable, firms, and communicate the City's prompt pay requirements at SPU sponsored events, contract pre-submittal meetings, newsletters, internal WMBE training, etc.

OSE 2022 Annual WMBE Plan

1. Department Representative

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

2. Performance and Goal Setting

OSE 2021 WMBE GOALS & ACTUALS				
2021	Purchasing Goal	Purchasing Actuals	Consulting Goals	Consulting Actuals
Percentage	50%	47.4%	10%	5.4%
WMBE \$	\$383,000	\$415,343	\$156,000	\$150,000
Total \$	\$511,000	\$880,000	\$1.5M	\$4M
OSE 2022 WMBE USE GOALS				
2022	Purchasing Goal	Purchasing Actuals	Consulting Goals	Consulting Actuals
Percentage	50%		10%	
WMBE \$	\$150,000		\$139,000	
Total \$	\$300,000		\$1.4M	

Total **discretionary** spending by OSE in 2022 will be around \$1.7M, slightly less than the \$2M we projected for last year. This discretionary budget plan does not include large expenditures for providing Fresh Bucks benefits to Seattle residents, nor for administering a \$750,000¹ contract with a non-profit for the annual Environmental Justice Fund grants (EJF). As shown below, we do a full analysis on all eligible expenditures to capture a complete narrative of our spending impact.

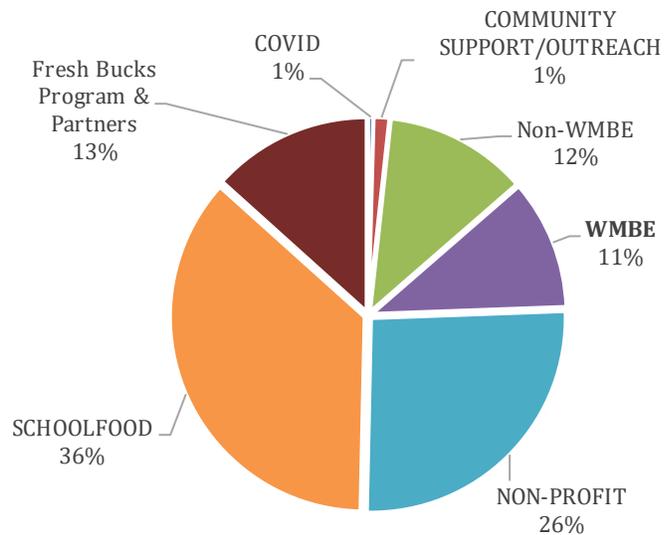
As noted in our plan last year, in fall of 2021 we shifted from a printed/mailed Fresh Bucks voucher system to an e-benefit system with a single vendor. This will reduce our overall purchasing expenditures with the WMBE print/mail vendor we have used for printed Fresh Bucks. Correspondingly, the expenditures from non-WMBE consulting will increase as a result of the new e-benefit vendor contract. The 6+ small and ethnic neighborhood grocers who receive Fresh Bucks customers will still see those benefits and likely even more as we continue to expand the pool of participating retailers in 2022.

New 2022 Funds: OSE received significant new funding (about \$3.8M) for its Duwamish Valley and Green New Deal programs. These are also not part of the “discretionary” calculus above given their specific purpose (but some of the expenditures may appear in the final spending for 2022, depending on organizations we contract with). Currently, we anticipate that about 86% of the funds will be contracted with non-profits and/or community-based organizations for programs such as small business support, clean energy pre-apprenticeship scholarships, youth outreach and training programs, and truck electrification rebates.

2021 Performance Considerations

¹ The budget for the EJF grew by \$550K with a new allocation from the Equitable Communities Initiative task force; following previous year’s practice, the funds are contracted to a non-profit who manages the grant pool.

Another \$5.6M was spent in 2021 for Fresh Bucks benefits to residents



Our **total 2021 expenditures** (for reporting purposes) was \$4.3M, of which 11.4% (\$565K) was WMBE (combined purchasing & contracting). Another 36% was for healthy food in schools.

We continued to see growth in the amount of spending (primarily in the Consultant category) with small organizations we partner with who are BIPOC-led or focused on BIPOC communities and are involved in providing direct benefits to those communities. Many of them are non-profits or are not registered as WMBE firms. The total amount of this spending in **2021 was about \$723,000 (14%)** and included Fresh Bucks providers (community-based enrollment partners and providers), local organizations doing in-neighborhood outreach (ECOSS, Latino Community Fund, African Chamber of Commerce, etc.), and businesses/agencies assisting in small business support.

Internal/Change Management

In 2021, OSE's RSJ Change Team was actively engaged in developing our WMBE plan and reviewing quarterly performance data as part of the Change Team budget work group. At the end of the year, we assessed our performance, identified some issues and developed potential recommendations, which were presented at an all-staff meeting.

The WMBE rep has quarterly meetings with program managers to go over expenditures and discuss upcoming areas for potential WMBE spending.

We are continuing both practices into 2022.

3. 2022 outreach plan:

OSE's RSJ Change Team will continue to have an active role in monitoring and providing recommendations for adjustments to meet our WMBE goals. OSE will continue our emphasis on working with non-profits and BIPOC-focused community-based orgs as we develop the new programs funded for GND & Duwamish and onboard the new Fresh Bucks retailers. In addition, we have several new opportunities in 2022 for potential WMBE spending, but most funding will primarily go to increase support for BIPOC organizations and/or provide direct benefit in the community:

- Green New Deal board admin:

- Facilitation
- Materials
- Translation/interpretation
- Green New Deal & Climate Justice projects:
 - Drayage truck electric vehicle rebate (outreach w/community)
 - Clean energy pre-apprenticeship scholarships (likely a non-profit)
- Duwamish Valley program:
 - Community engagement events
 - Community-based organizations to support small businesses impacted by COVID, youth capacity building activities, conduct outreach on greening industrial areas, and connecting workforce opportunities to City projects.
 - Grant from Robert Wood Johnson Foundation for a resilience district in the Duwamish Valley
 - Consulting for facilitation, organizational development, community engagement and communications, racial equity evaluation
 - Community engagement events

The internal outreach and engagement team continues to meet regularly to coordinate across OSE's work to engage with community-based organizations (led by or serving BIPOC communities) and make recommendations for further steps. This allows the office to understand who we're engaging with and in what ways and enables us to engage more quickly and efficiently during times of emergency.

4. Consultant Prompt Pay

OSE will continue to work to achieve the goal to pay all consultant invoices within 30 days, and thereby meet the City goal of 95%. In **2021, we achieved 90% out of 330 invoices (average number of days was 26)**. We continue to work on process improvement and monitor quarterly data. All staff, whether program managers or administrative staff, will be held accountable for this metric.



Seattle Office of Labor Standards

1. Office of Labor Standards Executive Assistant Megan Jackson will serve as WMBE representative.

2. 2022 Goal Setting

2022	Purchasing Goals	Consulting Goals
Percentage	20%	20%
WMBE Spend	Please see below	Please see below
Total Spend	Please see below	Please see below

3. The majority of Office of Labor Standards consultant spending goes toward non-profit organizations selected via RFP. Other consultant contracts qualifying for WMBE status consistently fall below the competitive solicitation threshold, but we'll continue to contract with WMBE consultants chosen via direct selection as we have in previous years.

Due to the nature of our work, purchases aren't large enough to fall under contract, but we purchase from WMBE vendors holding blanket contracts with the City whenever possible and will continue to do so in 2022.

We're unable to accurately project purchasing and consultant spending for 2022 as budget cuts presently leave this in flux but are committed to allocating at least 20% of the purchasing and consultant contract totals to WMBE vendors and consultants.

4. OLS achieved 85% prompt pay in Q4 of 2021. Our goal is 100% compliance and we'll achieve this through updated invoice receipt and processing practices which include checking internal OLS records against invoices received in Peoplesoft.