



2019 SEATTLE DEPARTMENT OF TRANSPORTATION

WMBE OUTREACH PLAN

Department Representative for 2019:

Viviana Yolanda Garza

2019 Voluntary Target for Seattle Department of Transportation:

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

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

Voluntary 2019 WMBE Targets	
Consulting	30%
Purchasing	19%

Introduction:

Policy Statement

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

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

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

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

SDOT’s 2018 WMBE Utilization Performance at a Glance

Background

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

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

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

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

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

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

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

Key Take-aways:

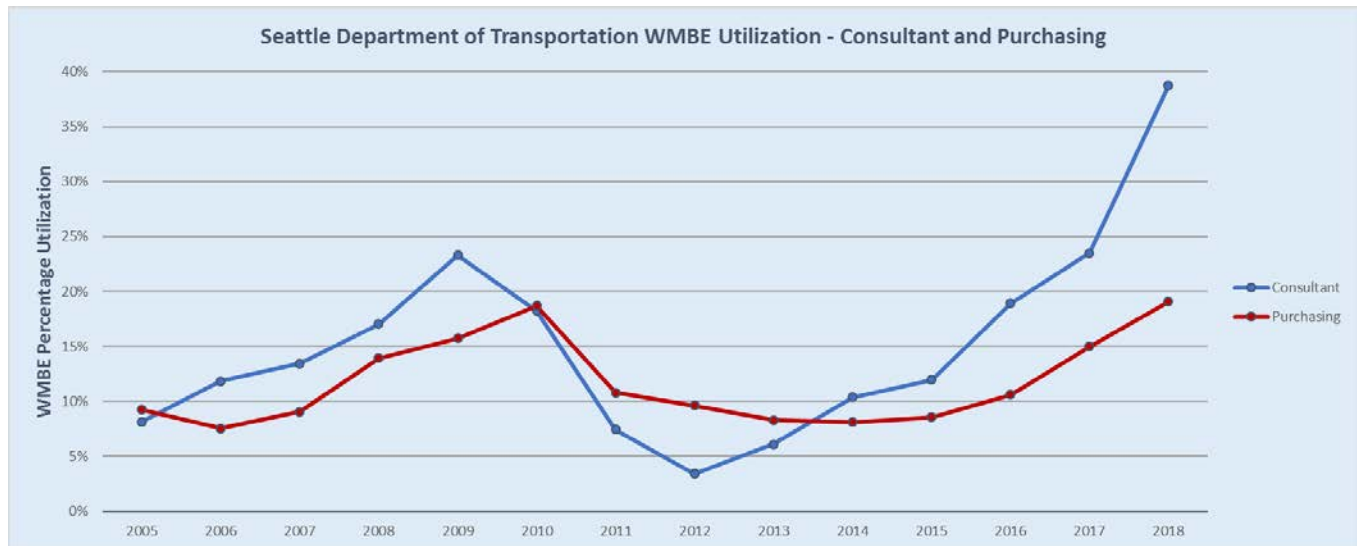
- **SDOT increased the overall amount of dollars paid to WMBE vendors in both Consulting & Purchasing**
- **Even with a decrease in consultant contract expenditures, SDOT made significant progress on increasing dollars paid to WMBE firms in consulting by \$3.5M**
- **Non-WMBE dollars also include expenditures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

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

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

SDOT 2018 Goals
Purchasing = 15%
Consultant = 23%

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



Key Take-aways:

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

Performance Considerations:

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

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

Subcontractor Spend – Inclusion Plan Performance

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

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

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

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

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

\$3.6M

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

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

Disadvantaged Business Enterprise (DBE) Dollars

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

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

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

Sole Source Procurements

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

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

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



\$15K

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

Large Projects/Purchases

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

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

\$3.3M

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

Change Management

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

Inclusion Plan Monitoring

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

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

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

Core Initiatives

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

Standardization of Procedures & Practices

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

Scoping – Unbundling/Scope Review

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



Information Availability & Transparency

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

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

Engagement / Outreach: External

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

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

External Training/ Info-Sessions

Working with SDOT

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

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

June 14, 2018
Working With SDOT: Move Seattle

October 18, 2018
Working With SDOT: Ready to Prime



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

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

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

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

Outreach to Immigrant, Emerging, WMBE, Micro Businesses

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

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

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

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



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

Engagement / Outreach: Internal

SDOT Staff Training – WMBE Advocate Curriculum



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

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

RSJI: Contracting Equity

WMBE Program Vision for Seattle

Inclusion Responsibilities for SDOT and available tools to impact processes



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

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

Key Procurement Procedures

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

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

Proactive Availability Review

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

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

Consultant Contract Inclusion Plan Scoring

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

Consultant Contract Pre-Submittal Standardization

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

Strategies and Outreach Efforts to Achieve Goals

Consulting

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

WMBE Availability Assessment at Procurement Request

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

Scoping of Projects: Contract Unbundling and Sizing

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

Accessible Procurement Method: Roster Procurements

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

**Continued Emphasis on
WMBE Subcontractor
Goal Monitoring**

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

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

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

**Focused Networking:
Matchmaking Events**

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

Purchasing

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

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

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

Upcoming Opportunities Notifications

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

Focused Networking: Matchmaking Events

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

Public Works (Construction)

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

Outreach for Upcoming Opportunities

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

Continued Emphasis on WMBE Subcontractor Goal Monitoring

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

Move Seattle Levy

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

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

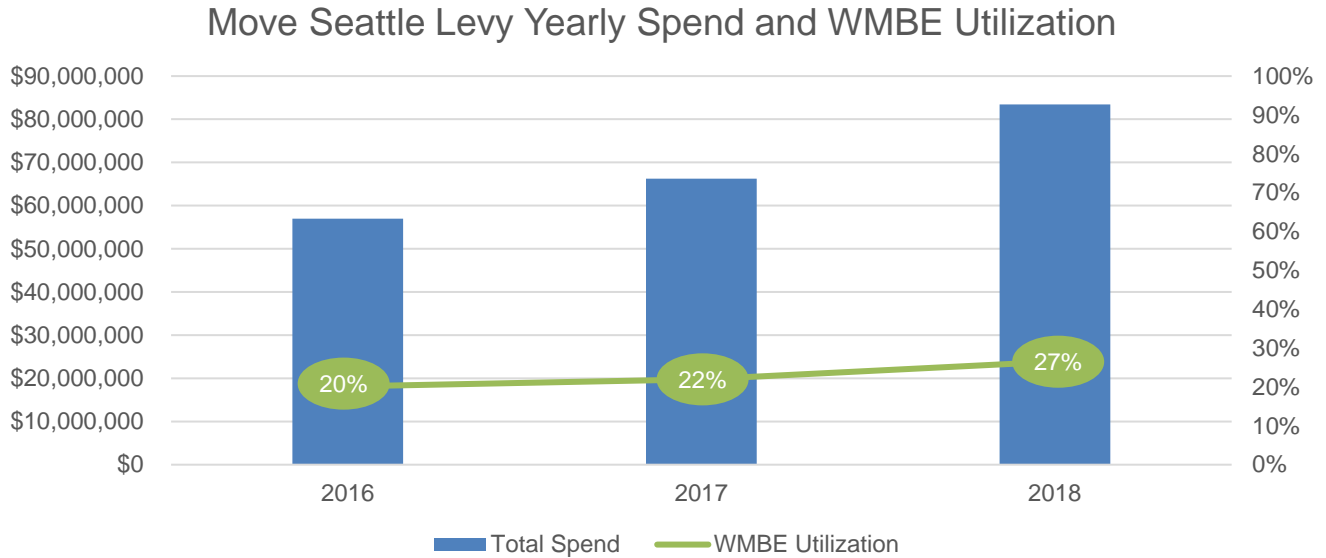
Below is a table depicting the dollars spent within the Move Seattle Project Portfolio. The total spend from 2016-2018 using only Move Seattle Levy funds is \$210.7M. With the addition of other funds, including grants, partnerships, and local sources (such as Commercial Parking Tax and Real Estate Excise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

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

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

Move Seattle Levy WMBE Performance

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



Life to Date WMBE Utilization for the Move Seattle Levy



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

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

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

Additional Strategies and Focus Areas for SDOT

Targeted WBE Engagement

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

Accountability Systems for Progress in WMBE/HUB Business Utilization

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

Systems to Track and Analyze WMBE/HUB Information

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

Information Availability

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

Outreach to Immigrant, Emerging, WMBE, Micro Businesses

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

Annual Report: Performance Review, Transparency & Accountability

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

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

Community Outreach Efforts

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

Working with SDOT

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

2019 Alliance Northwest Government Contracting Event – March 7, 2019

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

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

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

2019 GSBA LGBTQ Business Matchmaker Event – April 2019

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

2019 IT Meet and Greet – April 2019

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

2019 Reverse-Trade Vendor Show – Spring 2019

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

2019 Regional Contracting Forum – Spring 2019

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

Consultant Prompt Pay Strategies

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

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

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

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

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

Strategies to communicate and implement this goal within the department:

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

Job Order Contracts (JOCs)

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

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

Anticipated 2019 JOC Spend:

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

2019 JOC projects:

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

Looking Forward...

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

DEPARTMENT OUTREACH REPRESENTATIVE

Viviana Yolanda Garza

SDOT Interim WMBE Advisor, Office of Equity & Economic Inclusion

DEPARTMENT DIRECTOR

Sam Zimbabwe

SDOT Director