



WMBE Outreach Plans 2024

Report Date: June 28, 2024
Produced by: Finance and Administrative Services
Purchasing and Contracting
Division Director: Presley Palmer

prepared by
**PURCHASING AND
CONTRACTING**



Seattle
Finance &
Administrative Services

WMBE Outreach Plans 2024
Produced by FAS, PC/Palmer/Beltran

2024 WMBE Goal Spreadsheet Summary

Purchasing
Consulting

2024 Department WMBE Plans and Historical Purchasing and Consultant Spend

1. City Budget Office
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3. Community Assisted Response & Engagement Department (CARE)
4. Department of Education and Early Learning
5. Department of Information Technology
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23. Seattle Department of Construction & Inspections
24. Seattle Department of Human Resources
25. Seattle Department of Transportation
26. Seattle Center
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City of Seattle 2024 WMBE Goals		
Office/Department	Purchasing Goal	Consultant Goal
City Budget Office	40%	35%
Community Assisted Response and Engagement	40%	45%
Department of Education and Early Learning	75%	45%
Department of Finance and Administrative Services	21%	27%
Department of Neighborhoods	66%	78%
Ethics and Elections Commission	-	-
Human Services Department	50%	75%
Law	30%	25%
Mayor's Office	-	-
Office of Arts and Culture	46%	-
Office of City Auditor	-	-
Office of City Finance	28%	13%
Office of Economic Development	20%	10%
Office of Emergency Management	-	-
Office of Housing	50%	10%
Office of Immigrant and Refugee Affairs	-	-
Office of Intergovernmental Relations	100%	78%
Office of Labor Standards	46%	12%
Office of Planning and Community Development	20%	30%
Office of Sustainability and Environment	5%	30%
Office of the Waterfront	3%	18%
Seattle Center	25%	32%
City of Seattle Employees' Retirement System	14%	6%
Seattle City Light	22%	19%
Seattle Department of Construction and Inspections	29%	48%
Seattle Department of Human Resources	3%	20%
Seattle Department of Transportation	20%	24%
Seattle Fire Department	24%	12%
Seattle Information Technology	40%	34%
Seattle Municipal Court	20%	18%
Seattle Office of Civil Rights	25%	2%
Seattle Parks and Recreation	25%	35%
Seattle Police Department	10%	25%
Seattle Public Library	20%	15%
Seattle Public Utilities	23%	27%
Citywide	24.54%	24.11%

2024 Departments WMBE Plans Purchasing and Consultant

City of Seattle 2024 WMBE Plans

**2024 Annual WMBE Plan
City Budget Office (CBO)**

1. **Department Representative:**
Shino Fibbs, CBO Executive Assistant/WMBE Lead
2. **2024 Goal setting:**

2023 CBO WMBE Use Goals		
2023	Purchasing Goals	Consulting Goals
Percentage	40%	35%
WMBE spend	\$7,800	\$35,000
Total spend	\$19,500	\$100,000

3. **2024 outreach plan:**
CBO does not currently have plans for additional contracts in 2024 beyond those already existing or through central City purchasing. Therefore, CBO does not have plans to participate in events focusing on outreach to WMBE vendors and consultants. Should an opportunity arise for us to participate in another department's event, we will do so.
4. **Prompt Pay:**
CBO is committed to supporting the Prompt Payment Initiative of 95%. CBO's 2024 Q4 actual prompt pay percentage for total contacts is 77% and did not reach our prompt payment goal of above 95%. CBO's administrative staff and WMBE representative will be working closely with each project managers approving their invoices within 5 business days of received date. CBO's 2024 goal is to maintain above 95% and strive to reach 100% as a long-term goal.

Seattle Office for Civil Rights

2024 WMBE Goals and Outreach Plan

Seattle Office for Civil Rights

The Seattle Office for Civil Rights (SOCR) envisions a city of thriving and powerful communities that foster shared healing and belonging. The SOCR advances civil rights and removes barriers to equity by enforcing illegal discrimination laws in Employment, Housing, Public Places, Fair Contracting, Title VI and ADA Title II in the City of Seattle. We also work to realize the vision of racial equity by leading the City of Seattle's Race and Social Justice Initiative. The Race and Social Justice Initiative (RSJI) is the City of Seattle's long-term commitment to end racism and achieve racial equity in Seattle.

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 from 2020 to present. Now that City is reopened SOCR will begin to have more in-person meetings, events, and trainings SOCR will use these vendors more moving forward.

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 are general office operation supplies, RSJI Summit, MLK Unity, Human Rights Day and SOCR and commissions events supplies, including advertising, keynote speakers, photography services, and video production.

Office/Department WMBE Representative

Latrice yBarra

Latrice.yBarra@Seattle.gov

206-684-4500

Goal setting:

Office for Civil Rights - WMBE Use Goals		
2024	Purchasing Goals	Consulting Goals
Percentage	25%	2%
WMBE Spend	\$115,406	\$30,716
Total Spend	\$461,625	\$1,535,779

SOCR has a very limited operations budget, therefore it continues to be a challenge to meet these aspiration goals. However, we continue to utilize WMBE vendors for routine and event purchases.

Although SOCR has a \$1.5 million consultant budget, these funds are allotted to working with community-based non-profit organizations. In 2021 \$1.08 million was earmarked for the Collective Network Grant program, through which SOCR provides 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. Unity Day, and the Race and Social Justice Initiative Summit. If 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 2024 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.



City of Seattle

Date: April 11, 2024
To: Miguel Beltran
From: Thomas Rowland, Finance and Budget Director, Community Assisted Response & Engagement Department (CARE)
Subject: WMBE 2024 Annual Plan

1. Office/department WMBE representative

Thomas Rowland, Finance and Budget Director 206-256-6429

2. Goal Setting: 2024

2024 CARE WMBE Use Goals		
2024	Purchasing Goals	Consulting Goals
Percentage	40.0%	45.0%
WMBE spend	\$140,000	\$90,000
Total spend	\$350,000	\$200,000

3. 2024 Outreach Plan

The CARE department is a newer City of Seattle department that was created in 2021. CARE does not currently do a lot of purchasing/consulting volume. Most of its purchasing falls under the blanket category, competitive exception category, or is dictated by the requirements of doing work in the 9-1-1 dispatch center (a federally regulated CJIS environment). Where the department can select WMBE firms that are capable of meeting its needs, it will place them in a preferential status. The CARE department has only a few Consultant contracts in place currently but will select WMBE firms preferentially for any Consulting work that it contracts.

4. Prompt Pay

CARE was able to start processing all its own payables in 2022 and achieved a Prompt Pay rate of 100% in 2022 and 2023. CARE works actively with its vendors and consultants to resolve any accounts payable issues so that payment can be made according to the terms of their contract with the City. CARE plans to continue adherence to the 100% rate for Prompt Pay.

Department of Education and Early Learning
2024 WMBE Plan and Goals

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

2. **2024 Goal Setting**

DEEL is proud to report that we exceeded our 2023 goal and continued to improve annually in using WMBE vendors. The following are DEEL's goals for 2024:

2024 DEEL WMBE Use Goals		
2024	Purchasing Goals	Consulting Goals
Percentage	75%	45%
WMBE Spend	\$975,000	\$450,000
Total Spend	\$1,300,000	\$1,000,000

3. **2024 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 WMBE Outreach Resources, particularly the Online Business Directory (OBD). The OBD search tool will display companies, including WMBE businesses, that have expressed interest in doing business with the City, to search for WMBEs.
- Convene DEEL Finance & Operations Division (FOD) staff quarterly to WMBE utilization reports for any missed opportunities for WMBE usage, or for purchasing and contracting categories that are falling short of goals.
- 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 department's goal and the overall Prompt Pay was 100% in 2023. In 2024, DEEL will continue the effort to achieve the target. The Department reviewed the standard business processes and has made improvements to some payment and invoicing subprocesses and anticipate review and improvement in additional areas of the procure to pay process in 2024.

Memo

Date: April 18, 2024
To: Miguel Beltran, City Contracting Compliance Manager, Purchasing and Contracting
From: Jeremy Doane, Seattle IT Procurement Manager
Subject: 2024 WMBE Goals and Outreach Plan

1. **Office/Department WMBE representative:**

Seattle IT's WMBE representative is Jeremy Doane.

2. **2024 Goal Setting:**

2024 Seattle IT WMBE Use Goals		
2024	Purchasing Goals	Consulting Goals
Percentage	40%	34%
WMBE spend	\$35,200,000	\$9,180,000
Total spend	\$88,000,000	\$27,000,000

3. **2024 Outreach Plan:**

The Seattle IT Procurement team attends 4 outreach events per year:

- KCIT and Seattle IT Vendor Forum
- Regional Contracting Forum
- City of Seattle Reverse Vendor Trade Show
- U.S. Small Business Association Trade Show

In 2023 we were able to revive the KCIT / Seattle IT Vendor Forum, although KCIT did not participate. We hope they will participate again in 2024.

The biggest challenge Seattle IT faces in outreach is identifying Hispanic-Owned and Black-Owned consulting firms that offer IT services. To help with that challenge, Seattle IT is working with WMBE leads in FAS and City Light to offer WMBE Meet-and-Greets 3 times per year with the Project Delivery manager and project managers. The target audience for these events is BIPOC/MBE firms.

Finally, Seattle IT would like to utilize Local WMBE Associations such as Tabor 100 and NWSDC to locate WMBE consulting firms in the IT space.

Office of Economic Development

2024 goal setting: Fill out the table below. Because 2024 spend plans may not be complete, use your best projections. 2024 goals should be either equal to or higher than 2023 goals. If you cannot meet this expectation, please explain.

2024 OED WMBE Use Goals		
2024	Purchasing Goals	Consulting Goals
Percentage	20%	10%
WMBE spend	\$24,000	\$851K
Total spend	\$120,000	\$8.5M

2024 outreach plan: Summarize the strategies the department will undertake to reach 2024 WMBE goals. Focus especially on outreach and engagement work with the WMBE community, with emphasis on MBE contracting community, including:

Office of Economic Development (OED) promotes inclusive economic growth by prioritizing five pillars as our guiding principles to be highly responsive to businesses, invest in systems that provides coordinated, comprehensive supports to small businesses and workers, mitigate small businesses barriers to resources and tackling complex, multi-prong issues, with a focus on wealth creation and diversifying talent pipelines.

These pillars are:

- Investing in **“Talent and Building our Workforce”** including diversifying talent pipelines and creating internships and apprenticeships for early career workers
- Supporting **“Small Business and Women and Minority-Owned Business Enterprises (SBE and WMBE, respectively)”** access to early-stage capital, creating contracting opportunities with large employers, training, and support, and improving neighborhood facilities where small businesses operate;
- **“Asset Ownership”** including enabling BIPOC business owners to purchase leased property;
- **“Place-based Investments”** including investing in downtown revitalization and neighborhood commercial corridors;
- **“Growing Businesses and Industries”** including identifying business locations and building innovative industry clusters

Of OED’s \$8.1M program budget in 2023, \$851K was invested into WMBE/MBE, with \$7.2M invested across our five pillars. OED partners and invests in governmental, for-profits, and non-profits, and such expenditure skews our WMBE spend. OED’s WMBE spending is with consultants hired to provide analytical work, program development and evaluations, small business technical assistance, and key industries and workforce development, business improvements, wealth creation, and marketing/communications. These investments allowed programs to be developed or enhanced in response to the COVID-19 pandemic to keep businesses open and/or recover as we developed and implemented the downtown activation and workforce development plan.

In 2022, the Seattle City Council identified OED to lead a study of Seattle’s Economic Future in line with Mayor Harrell’s vision for the City’s inclusive economic growth to help shape JumpStart funding, elevate

community priorities, and economic and workforce development activities now known as the Future of Seattle Economy (FSE). OED spent 2023 planning, developing, and implementing and aligning investments to its five pillars by organizing our new and existing programs to better support our internal processes to expedite funds in a timely manner and continue reducing the lingering impacts of the pandemic.

The Future of Seattle plan supported this success by maintaining and improving programs such as the Storefront Repair Fund program, where \$2,000 grants, supported local small businesses experiencing property damage such as storefront windows, doors, gates, and permanent signs. The program has supported 485 businesses with 343-self identifying as WMBE. OED recognizes that some vendors have yet to register with the City but prioritizes working with WMBEs regardless of their formal status. Other investments created a new business model to address the rising cost of commercial rent in Seattle through our Business Community Ownership Fund (BCOF) program and supports business owners secure affordable, fixed rents in commercial buildings. OED also successfully launched the Accounting and Business Consulting program that gives small businesses 10-hours of free access to one-on-one consulting services who are seeking to reestablish operations or scale and grow their business. We've also established the commercial space permit coaching and expedition, in partnership with Seattle Construction and Inspections Department, to better support small businesses navigate the permit process at the City.

In partnership with the Mayor's Office, OED supported the implementation of the Liberty Project, a new business growth program to accelerate revenue growth and expand opportunities prioritizing Seattle Black business owners and other marginalized business owners using the M³ model that improves management, access to money, and increased access to markets. We have successfully completed one cohort and have a current cohort of businesses in session.

Priorities for 2024 are to build and expand on the programs, businesses, and community developments by focusing our investments into priorities areas that are underserved and under-invested. One example is the Tenant Improvement Program that's launching in 2024 and is intentionally prioritizing BIPOC and women independently owned small businesses build out commercial spaces and make commercial improvements more affordable ensuring growth and retention. This wealth building strategy offers three service tracks that provides technical assistance for leasing/space design, offset costs/improvements, and new construction. We are also seeking other avenues to improve our tracking system that will give us more visibility to those we serve, the services provided, and where we invest. This will allow OED to better capture WMBE data that will inform how to outreach or offer services to increase our WMBE utilization. OED 2024 efforts were informed through community/business engagements where we learned how we can better respond to needs and retain WMBE businesses in Seattle.

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 2023 actual prompt pay percentage and explain how the department will achieve 2024 goals.

In 2023, OED achieved a 95.12% percent prompt payment rate for WMBE identified invoices.

OED will continue to prioritize achieving a 95 percent prompt payment rate for our consultant contracts.

Any accepted and properly prepared invoices are fulfilled within a net 30 payment schedule per department financial policies.

The big success for Seattle IT in 2023 was utilizing a WMBE firm for the Unified Communications Project. That project bumped up our WMBE purchasing numbers quite a bit. In 2024 we will continue to search for WMBE options in the IT arena.

4. **Prompt Pay:**

Consultant Prompt Pay Actual 2023: 96%

2024 Consultant Prompt Pay Goals	
Consulting Roster	95%

To meet our 2024 prompt pay goal, Seattle IT has implemented the following:

- a) On a weekly basis, IT Procurement meets with Accounts Payable to identify any issues that may cause invoices to be paid late.
- b) Implemented process improvements to shorten payment cycle such as utilizing Adobe Sign workflow for invoice routing and approvals.
- c) With staffing back to historical levels, Accounts Payable was able to reach their Prompt Pay goal in 2023.

Employees' Retirement Department
2024 WMBO Goal Setting

2024 SCERS (RET) WMBE Use Goals

2024	Purchasing Goals	Consulting Goals
Percentage	14.0%	6.0%
WMBE spend	\$98,000	\$36,000
Total spend	\$700,000	\$600,000

2024 outreach plan:

- Notify vendor's of ability to Register as WMBE firms with the City of Seattle



Date: June 5, 2024
To: Presley Palmer, Division Director, Purchasing and Contracting (PC)
From: Miguel Beltran, WMBE and Contract Compliance Manager

This memo responds to the Equality in Contracting Ordinance (SMC 20.42) and Executive Order 2023-07: Equity and Opportunity in City Contracting.

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

2. Goal Setting:

Women- and Minority-Owned Business Enterprises (WMBE) utilization goals for 2024 are based on 2023 achievements, and the 2024 budget for expenditures.

2023 FAS WMBE Use Goals and Actuals				
	Purchasing Goals	Purchasing Actuals	Consulting Goals	Consulting Actuals
Percent	21%	25%	26%	43%
WMBE spend	\$17,372,824	\$19,203,984	\$2,442,581	\$2,805,753
Total spend	\$69,834,779	\$78,059,354	\$7,078,628	\$6,553,584

2024 FAS WMBE Use Goals		
	Purchasing Goals	Consulting Goals
Percent	21%	27%
WMBE spend	\$17,797,558	\$2,741,683
Total spend	\$84,750,277	\$10,154,381

3. 2024 Outreach Plan:

FAS will continue to build on successful outreach strategies including:

- Community outreach
FAS/PC will continue to:
 - Host meet and greet events for WMBE firms, including monthly virtual meetings connecting WMBEs with City buyers.
 - Provide targeted outreach about the City's procurement system.
 - Attend monthly meetings of organizations supporting WMBEs, including Tabor 100, the National Association of Minority Contractors (NAMC) and the Northwest Minority Builders Alliance (NWMBA).
 - Produce a monthly newsletter sharing City contracting opportunities with WMBEs.
 - Host the annual, citywide Reverse Vendor Tradeshow which connects WMBEs and other businesses who want to do public work.
- Contractor Training: The Purchasing and Contracting division of the Department of Finance and Administrative Services (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/PC will continue providing "Doing Business with the City" monthly workshops in English and Spanish. "Doing Business with the City" materials are also provided in Somali, Chinese and Tagalog. FAS is part of the language-access Interdepartmental Team and works to identify opportunities to expand language-access for contracting equity.
- WMBE Technical Assistance: In 2024, FAS signed two contracts that will provide technical assistance services to businesses interested in doing business with the City with a focus on WMBE firms. One contract was awarded to Tabor 100 to help firms identify and respond to bidding opportunities, support onboarding for new contract holders, understand and assist firms with contracting requirements, assist with Online Business Directory (OBD) registration, guidance on preparing invoices and marketing services to City Departments. The second contract was awarded to the Thurston Economic Development Council/Washington APEX Accelerator in partnership with Business Impact Northwest to provide tools and resources for capacity building including one-on-one and group sessions on understanding business credit, business registration, negotiation principles, finance (accounting, budgeting, cash flow, tax planning, etc.), strategic communication, leadership and provide referrals for microlending.
- Partnering with WMBEs: FAS-PC has office hours in person at the Tabor Economic Development Hub. This partnership increases engagement with WMBEs in the south end of the region. FAS holds regular office hours for WMBEs and encourages 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" and information about the WMBE program.
- WMBE Outreach Events: Capital departments regularly invite FAS/PC to their outreach events to provide information on doing business with the City. 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 2024, City of Seattle will host the Reverse Vendor Trade Show and co-host the Regional Contracting Forum. Both of these events bring government entities together with contractors to promote growth. FAS will serve as the City lead and will recruit City departments to host tables and meet with vendors. These events present many opportunities for prime contractors and prime consultants to meet with WMBE firms for one-on-one meetings to explore possible contract needs.

- WMBE Utilization Education: In 2024, FAS is launching a Citywide WMBE training program. The training will provide an informative overview of the City's WMBE program to help City employees understand, implement, and support the City's WMBE Program in providing equitable opportunities for WMBEs to pursue City contracts.
- WMBE Reports: FAS/PC produces quarterly and annual reports on Citywide WMBE utilization, that include details on spending by race/ethnicity. This allows departments to identify gaps where we can increase equitable opportunities for businesses of color. The reports are distributed to all departments, as well as being posted online.
- B2Gnow IDT: FAS/PC 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): The WMBE Advisory Committee will reconvene in 2024. The Advisory Committee will be composed of representatives of WMBEs and of organizations that advocate for contracting equity. The Advisory Committee provides guidance to the City through FAS regarding ways to support inclusion and participation of WMBEs 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 leads 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. 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. The City Disparity Study report will be finalized in 2024. Recommendations from the study may be incorporated into future outreach plans.
- OpenGov Implementation: In 2024, FAS is launching the OpenGov electronic procurement portal where vendors will be able to register to do business with the City and respond to all City solicitation opportunities.

4. 2024 challenges

- Budget Reduction: Budget shortfalls may limit discretionary spending across the City.
- External Variables: There are several opportunities to contract with WMBE firms that are difficult to predict as they are dependent on the needs of City customers. For example, while Real Estate and Planning Services actively engages WMBE brokers, spending for these brokers sits with client departments and not with FAS. Another example is vehicle dealers. The Fleet Management Division purchases a large number of vehicles and there are no WMBE dealers to fulfill this need.

5. Prompt Pay:

Prompt payment is measured by the percentage of consultant contract invoices paid within 30 days of invoice.

FAS met prompt pay guidelines for 95% of invoices in 2023. We anticipate meeting or exceeding this goal again in 2024.

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



City of Seattle

Mayor Bruce Harrell

April 2024

The mission of the Seattle Fire Department is to save lives and protect property through emergency medical service, fire and rescue response and fire prevention. We respond immediately when any member of our community needs help with professional, effective and compassionate service

The Seattle Fire Department uses both purchasing and consulting contracts to further the use of WMBE vendors. Due to the type of purchases and allocated budget Fire has we are continually looking for ways to include WMBE firms where applicable. Personal protective gear, apparatus and safety gear are the majority of the purchasing. Consultant contracts are used for training, recruitment and grant funded items. We look to add new WMBE vendors/contracts when going for bid on blanket contracts and purchase orders and use the consultant contract roster.

1. Department Contact: Sheila Kelly (sheilam.kelly@seattle.gov, 206-714-4133)
2. Purchasing top needs
 1. Personal Protective Equipment (SCBA's, bunking gear, helmets, boots, gloves, ballistic gear, uniforms)
 2. Apparatus and items for SFD owned apparatus – rescue vehicles and boats
 3. Tools and Equipment for emergencies, events and training (Jaws of life, chainsaws, hose, lumber, etc)
 4. EMS Supplies –PPE for all of Operations
 5. Demolition Contract for Dangerous buildings

Consulting top needs

1. Training (RSJI, Leadership, Fire Service Trainings, and specific training for Grants & Reimbursable Projects)
2. Recruitment Services (Medical Exams, Testing, etc.)
3. Development of Plans and Studies for Business and Training Needs (i.e. Emergency Management, Tunnel Rescue Training Manual)
4. To fill a need for a specific Grant Award or Reimbursable Project
5. To have consultants who teach in the local area to people groups where English is a second language

Note: The 2024 Consulting goal has been maintained due to new contracts and non-renewed contracts.

2024 Fire WMBE Use Goals		
2024	Purchasing Goals	Consulting Goals
Percentage	21%	19%
WMBE Spend	\$1,993,910*	\$310,000**
Total Spend	\$8,180,883*	\$2,638,519*

*Used average of last three years, as purchasing and services fluctuate with budget.

** Used estimates of current contracts, as many contracts have not been renewed.

3. The Seattle Fire Department continues to reach out to vendors that supply fire specific gear and equipment. We invite vendors to come to City vendor fairs and our warehouse, introduce them to the WMBE website so they can become a City approved vendor. The most significant and on-going challenge Fire has with WMBE usage is finding vendors that supply items that meet our specific safety needs in both quantity, availability and specifications.

Though this is an ongoing issue, we continue to find new ways to expand our purchasing vendor list and be inclusive of WMBE and small and disenfranchised local vendors. Fire is continuing to increase the levels of spending with WMBE firms by using the WMBE search function in blanket contracts when looking for products. Ongoing successes in keeping our EMS suppliers WMBE along with our Janitorial contracts. We are working to create and/or use current IT WMBE contracts on SFD purchased items. We continue to find the reverse vendor fair a successful event for us and continue to be an active member in attending City, County and Fire specific vendor fairs and providing the website for vendors to put themselves on the roster.

- a. This past year we have been able to continue to use vendors that are WMBE for PPE and equipment expenses. We are striving to continue to do this, although supply chain issues are on-going and many of our purchases are driven by a vendors ability to supply the equipment.

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

1. Outreach – Fire will continue to attend vendor fairs (City, County and Fire specific). Will participate in inviting vendors to our warehouse to further our relationships and knowledge of WMBE vendors.
2. Consulting – Continue to invite consultants to register as WMBE when eligible and will continue to solicit consultant services from the City rosters. The consultant Contract Manager will continue to do more competitive bid solicitations for WMBE contracts. We are adding several consultants to the roster and working with them to get registered on the WMBE site.
3. Purchasing – Fire continues to work with the purchasers within the department to capture a WMBE availability assessment at the beginning of the process to identify when WMBE vendors are available.
4. Training – Fire is working to expand internal information and search functions to the department for finding WMBE vendors and using the tools available.

The Fire Department continues to have challenges in finding vendors that supply the product and services needed that meet our time specifications, quantity, budget and contract restrictions. We continue to look for avenues to further our WMBE involvement. Although it can be a challenge Fire has been successful in engaging vendors to provide the equipment and services. Using the outreach tools and our current vendors we will continue to be successful in achieving our WMBE goals.

4. Fire will strive to meet the prompt pay goal. We have worked on changing the process for prompt payment and plan on meeting the 2024 goal.

Date: April 11, 2024
To: Miguel Beltran, WMBE and Contract Compliance Manager,
Department of Finance and Administrative Services
From: Tanya Kim, Director, Human Services Department
Subject: Human Services Department 2024 Women and Minority Business Enterprise (WMBE)
Goals and Outreach Plan

Overview

In compliance with [SMC 20.42](#): Equity in Contracting and Mayor Harrell's [Executive Order 23-07](#): Equity and Opportunity in City Contracting, the Seattle Human Services Department (HSD) is pleased to submit its 2024 WMBE goals and outreach plan.

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 administering contracting and purchasing agreements and staff at-large, and (3) coordinate information and provide technical assistance to potential WMBE vendors. Natalie Sharkey can be reached at Natalie.Sharkey@seattle.gov. The representation is subject to change due to department restructuring.

2024 Goals

In 2024, HSD will remain committed to our goals of 75% WMBE providers for consultant agreements and 50% WMBE providers for purchasing or vendor agreements (Table 1.0). As HSD continues to work toward these goals, our focus will be on communicating WMBE vendor information to the department to increase usage through departmentwide channels and ongoing review of WMBE data through database access and communication with finance teams. We have already shared WMBE information with staff at HSD's first quarter all staff meeting.

Table 1.0

2024 Human Services Department WMBE Use Goals*		
2024	Purchasing Goals	Consulting Goals
Percentage	50%	75%
Estimated WMBE Spend	\$ 1,000,000	\$ 675,000
Estimated Total Spend	\$ 2,000,000	\$ 900,000

*Spending projections are based on previous years' data and may vary due to current budget constraints. Percentages will remain the same.

2024 Strategy and Outreach Plan

The Department continues to engage in community outreach – in-person meetings, email, social media posts - with the broader provider community. In procurement processes we utilize priority language that incentivizes staff and leadership to reflect the clients we serve. HSD will continue to streamline access for WMBE providers through internal process improvements. Areas of improvement for HSD are overall departmental communication of WMBE information and recommitment to ongoing review of WMBE data. Specifically:

- To ensure our department is well informed about WMBE providers, HSD will commit to providing information regarding WMBE vendors to staff completing purchases and seeking consultant services. 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 department-wide communication that will provide history and context about the WMBE program, the location of WMBE information and WMBE departmental goals to increase awareness of the WMBE program and to encourage staff to use WMBE vendors for purchasing and consulting business matters. As noted, the first of these communications occurred at HSD's All Staff Meeting on March 26, 2024.
- HSD needs the ability to course correct during the year to reach WMBE goals. To do this, HSD will track and monitor WMBE usage through quarterly reporting. A new dashboard will be created in 2024 to view the utilization of WMBE vendors for ongoing review.
- HSD will work on data correction and validation in PeopleSoft. An analysis of the 2023 data highlighted inconsistencies in data entry causing inaccuracies in reporting. Efforts will be made to better understand where the discrepancies are so that corrections can be applied for 2024 reporting.
- HSD will also continue to collaborate with City Purchasing & Contracting and the Washington State Department of Commerce to identify potential WMBE vendors for contracting as well as to encourage non-WMBE certified providers with whom HSD has relationships, to become so.
- 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 goals in 2024.

Consultant Prompt Pay

HSD aims to pay 100% of consultant invoices within 30 days of receipt. HSD's finance team has stabilized staffing resources to ensure this goal is achieved moving forward.

THE MUNICIPAL COURT OF SEATTLE



MEMORANDUM

Date: April 12, 2024

To: Miguel Beltran, Finance and Administrative Services

From: 
Dwayne McClain (Apr 23, 2024 14:10 PDT), Deputy Court Administrator of Finance and Administration

Re: 2024 WMBE Plan and Goals

This memo is in response to your request for 2024 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 2023, the Court established WMBE targets of 20% in Purchasing and 18% in Consultant Services. Per the FAS generated WMBE report, our 2022 actual accomplishments were \$701,782 or 44% in Purchasing and \$253,808 or 62% in Consultant Services.

For 2023, the Court will continue with our WMBE goals of **20% in Purchasing** and **18% in Consultant Services**. As stated in previous WMBE 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.

2024 SMC WMBE Use Goals		
2024	Purchasing Goals	Consulting Goals
Percentage	20%	18%
WMBE spend	\$160,000	\$14,400
Total spend	\$800,000	\$80,000

In 2023 we spent approximately \$450,000 in Court Certified Interpreter Services. As noted in previous years, these *consultants* were not included in the WMBE reports. Our WMBE consultant numbers 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. 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 sub-contractor 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 Faye Chess, Seattle Municipal Court
Josh Sattler, Court Administrator, Seattle Municipal Court
John Kerr, Manager, Seattle Municipal Court

Seattle Municipal Court

WMBE Utilization - Consultant and Purchasing

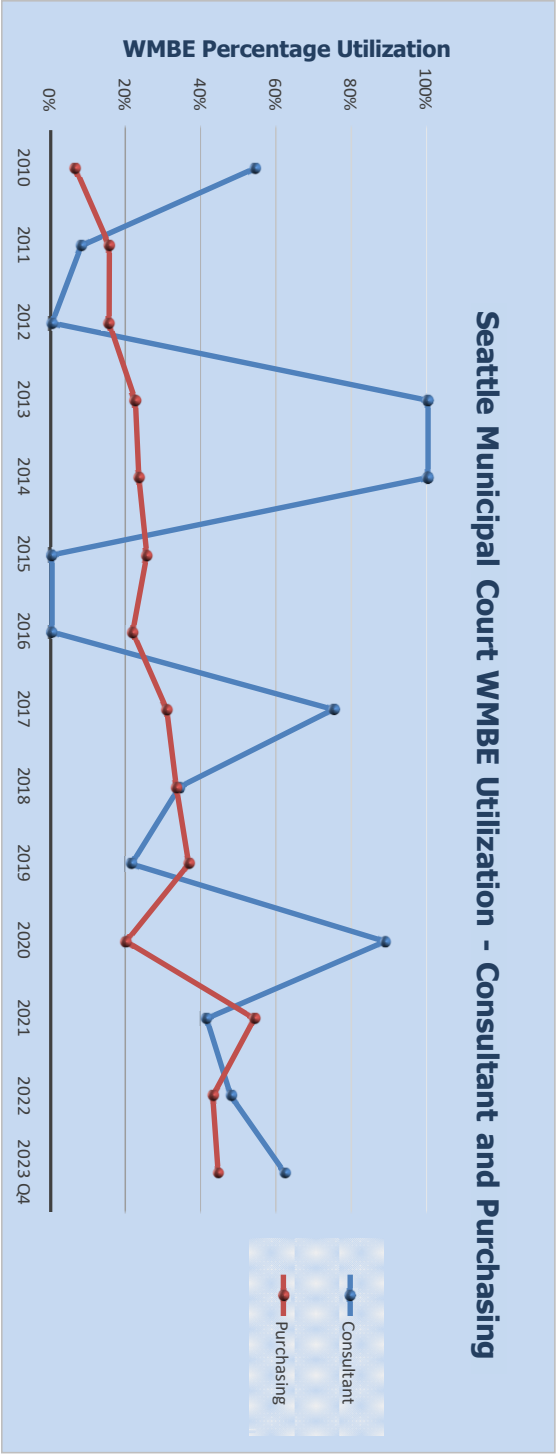
Year	Consultant			Purchasing		
	Total	Percent	WMBE	Total	Percent	WMBE
2010	\$43,401	54%	\$23,401	\$1,506,462	6%	\$ 93,156
2011	\$183,247	8%	\$14,207	\$1,730,344	15%	\$ 262,138
2012	\$89,000	0%	\$0	\$2,027,011	15%	\$ 305,872
2013	\$28,509	100%	\$28,509	\$1,685,933	22%	\$ 372,514
2014	\$6,192	100%	\$6,192	\$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
2022	\$230,796	48%	\$109,768	\$1,113,426	43%	\$ 476,112
2023 Q4	\$409,388	62%	\$253,808	\$1,587,126	44%	\$ 701,782

2023 Goals

Consultant = 18%
Purchasing = 20%

NOTES:

- 2023 year to date spend through 12/31/2023
- Produced by PC/FAS
- Source: PeopleSoft 9.2





Attachment A: 2024 WMBE Goals and Outreach Plan Information Request

1. Office/department WMBE representative:

Jenn Brandon is DON's WMBE representative.

2. 2024 Goal setting:

2024 Goals are equal to the 2023 goals. DON Goals are among the highest WMBE utilization citywide, and we strive to continue our high utilization. While our published actuals based on system coding fell slightly short of our goals (Consultant actuals were 70% versus 78% goal; Purchasing actuals were 60% versus 66% goal), we conducted an in-depth analysis in early January 2024 based on direct contact with suppliers. That analysis found that our actual WMBE-eligible Consulting utilization was 89% and our actual WMBE-eligible Purchasing utilization was 83%. The total combined dollar amount that DON spent with WMBE-eligible suppliers was \$886,998, nearly \$200,000 over goal.

2024 DON WMBE Use Goals		
2024	Purchasing Goals	Consulting Goals
Percentage	66%	78%
WMBE spend	\$277,101	\$356,820
Total spend	\$419,850	\$457,461

3. 2024 outreach plan: Strategies the department will undertake to reach 2024 WMBE goals are to:

- Assist DON purchasing staff in identifying WMBEs by providing them with a list of WMBEs that we have used in the past or how to search for them in the City VCR (Vendor Contract Registration) system.
- Encourage staff to register their WMBE vendors. Assist staff by communicating directly with vendors and assist them with the registration process. For example, continue to increase WMBE registration in the Community Liaison (CL) Program by including registration in the "Doing Business with the City" training offered by our department in partnership with OED.
- Analyze WMBE reports, identifying possible incorrectly categorized items and working with FAS to back out these items to correct the data.
- Provide regular quarterly WMBE reports to the department so staff can track progress towards goals.
 - Increase visibility through storytelling. DON's communications team will continue to prioritize BIPOC community leaders and businesses in its social media and blog features to increase their visibility to both City employees and the general public. These businesses will include WMBEs, and the goal is to be a reputable referral source, ideally with departments who have larger budgets than DON, resulting in business development for the WMBE suppliers we know.

4. Prompt pay: DON will pursue a minimum of 95% compliance on prompt pay for consultant contracts. This means that DON will pay consultant contracts within 30 days of an accepted and properly prepared invoice. In 2023, DON's prompt pay percentage for consultants was 100%.

Attachment A: 2024 WMBE Goals and Outreach Plan Information Request

Please submit a memo with the following sections to miguel.beltran@seattle.gov by **April 11, 2024**. FAS will compile these responses into an annual WMBE goals document, which will be posted to the FAS external WMBE website.

- Office/department WMBE representative:** Each department is required to 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.
- 2024 goal setting:** Fill out the table below. Because 2024 spend plans may not be complete, use your best projections. 2024 goals should be either equal to or higher than 2023 goals. If you cannot meet this expectation, please explain.

2024 Office of City Finance WMBE Use Goals		
2024	Purchasing Goals	Consulting Goals
Percentage	28.13%	12.62%
WMBE spend	\$2,241,707	\$1,738,435
Total spend	\$7,970,138	\$13,776,248

The Office of City Finance WMBE goal for contracting is higher than 2023, mostly due to taking advantage of WMBE vendors for the WEvolve project. Our planned purchasing goal is also higher than 2023.

- 2024 outreach plan:** Summarize the strategies the department will undertake to reach 2024 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 2023.

The Office of City Finance will continue to pursue as many WMBE vendors as possible for any new consulting or purchasing opportunities. Due to budget cuts in non-labor for 2024, we have very little discretionary funding. A large majority of our forecast is from the WEvolve project.

- 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 2023 actual prompt pay percentage and explain how the department will achieve 2024 goals.

Prompt pay has always been a strong suit for the Office of City Finance, and that trend will continue wherever possible in 2024.



Attachment A: 2024 WMBE Goals and Outreach Plan Information Request

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 - 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.
- 2024 goal setting:** Fill out the table below. Because 2024 spend plans may not be complete, use your best projections. 2024 goals should be either equal to or higher than 2023 goals. If you cannot meet this expectation, please explain.

2024 OIR WMBE Use Goals		
2024	Purchasing Goals	Consulting Goals
Percentage	100%	78%
WMBE spend	\$5,000.00	\$760,000.00
Total spend	\$5,000.00	\$593,650.00

- 2024 outreach plan:** Summarize the strategies the department will undertake to reach 2024 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 2023.
- 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 2023 actual prompt pay percentage and explain how the department will achieve 2024 goals.

OIR

The Office of Intergovernmental Relations (OIR) is part of the Mayor's Executive Department and services the Mayor, the City Council, and all City departments. Our office promotes the interests of the City of Seattle to local, regional, state, federal, tribal, and international governments. OIR is responsible for engaging with other jurisdictions and government entities to collaborate and advocate for outcomes that are in the interest of the City. OIR implements and manages all of the City's advocacy contracts and ensures the City's lobbying resources align with the City's strategic advocacy priorities.

- **Consultant Contracts:**

OIR has several consultant contracts lined up for 2024. Our consulting budget is approximately \$500,000. However, about a quarter of this consulting budget will be spent on contracts with local agencies that we depend upon for funding (PSRC), lobbying organizations (Association of Washington Cities), among others.

In 2024, OIR will strive to use WMBE contractors for at least 100% of consulting contracts. One of our primary contracts in 2024 is a WMBE, and we plan to increase this even more so in 2025.

- **Purchasing:**

OIR is very conscious about purchases from WMBE businesses whenever possible. In 2024 we aim to achieve a similar purchasing rate as in previous year, hoping to achieve an effective purchasing rate of 95% or more from WMBE businesses. We plan to increase our WMBE purchasing more as we continue to slowly get back to normalcy.

Identify events and associations you will sponsor, support and/or participate in, and other actions to support WMBEs and improve utilization.

Given OIR's small size and budgets, we do not have a structured plan in place for 2024. However, it is most likely when we do have events, we have been reaching out to the local WMBE communities with ways they can actively participate along the lines of the Mayor's WMBE plans.

OIR's goal is to quickly move towards paying all invoices within 30-days and for 2024 our goal is to reach 100% of those invoices paid within 90-days. Our main goal is to get any all invoices resolved and paid in full as quickly as possible. Currently we have been following-up with our accounting folks in FAS to ensure that all invoices are paid on time and accurately.

1. Office of Labor Standards Finance and Operations Manager Tony Hernandez will serve as the department's WMBE representative.

2. 2024 Goal Setting

	Office of Labor Standards WMBE Utilization					
Year	Consultant			Purchasing		
	Total	Percent	WMBE	Total	Percent	WMBE
2022	\$3,736,514	7%	\$274,625	\$95,772	69%	\$65,809
2023	\$2,224,721	11.8%	\$260,286	\$156,686	45.9%	\$71,978
2024 Q1	\$556,596	20.5%	\$114,224	\$30,505	12.8%	\$4,916

2024 Office of Labor Standards WMBE Use Goals		
	Consultant Goals	Purchasing Goals
2024	12.0%	45.9%
WMBE spend	\$267,166	\$33,048
Total Spend	\$2,226,384	\$157,000

3. The majority of the 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 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 2024. We project purchasing and consultant spending for 2024 will be consistent with 2023. However, our department is facing budget constraints given the current financial climate. Therefore, meeting the 2024 goals will be challenging but we are committed to meeting the goals mentioned above and will do our best to do so by collaborating with FAS.

4. Although OLS achieved 82.14% prompt pay in Q1 of 2024, the goal remains 100% compliance. We will continuously monitor and review our progress and look to make process improvements by updating invoice receipt and processing practices which include checking internal OLS records against invoices and creating reports using PeopleSoft data.

Office of Sustainability & Environment

2024 Annual WMBE Plan

1. Department Representative

Office of Sustainability & Environment's (OSE) WMBE representative is Megan Doiron, Finance Manager. Primary duties include partnering with OSE staff on procurement strategies, working with staff to identify WMBE vendors, attending monthly WMBE IDT meetings, and supporting registration of OSE vendors as WMBE's as needed. Megan will lead in monitoring progress towards WMBE goals and briefing OSE's leadership team.

Megan will work closely with other department staff that have financial administration responsibilities to provide greater visibility into WMBE purchasing and contracting progress, and to ensure prompt pay goals are met.

2. 2023 Performance and 2024 Goal Setting

OSE 2023 WMBE GOALS & ACTUALS				
2023	Purchasing Goal	Purchasing Actuals	Consulting Goals	Consulting Actuals
Percentage	5%	2%	20%	30%
WMBE \$	\$40,000	\$115,266	\$400,000	\$771,027
Total \$	\$800,000	\$5,078,319	\$2,000,000	\$2,534,080
OSE 2024 WMBE USE GOALS				
2024	Purchasing Goal	Purchasing Actuals	Consulting Goals	Consulting Actuals
Percentage	5%		30%	
WMBE \$	\$250,000		\$750,000	
Total \$	\$5,000,000		\$2,500,000	

Consultant Spending: In 2023, OSE exceeded its Consultant Contract WMBE goal of 20%, achieving 30% consultant spend with WMBEs. However, this is an under count of OSE's actual investment in WMBE's due to some vendors who would qualify as WMBE's but are not officially registered. In addition, WMBE consultant spend data does not capture OSE's \$1.8m spend with nonprofit organizations in 2023, most of which are led by or serve people of color.

Purchasing Spending: While OSE fell short of its WMBE purchasing goal, the data does not present a complete picture of OSE's purchasing decisions. Nearly \$5m of OSE's annual purchasing spend is with Solutran, a non-WMBE technology vendor that processes the Fresh Bucks electronic benefit program. Nearly all of the \$5m spend to Solutran is passed through to low-income Seattle residents as a spendable benefit to purchase healthy foods. Excluding this vendor from the analysis increased OSE's 2023 WMBE purchasing to 57%.

Spending Goals for 2024

OSE will build on our success of 2024 with goals that meet or exceed the goals set in 2023.

3. 2024 Outreach Plan

In 2024, OSE will continue our emphasis on working with non-profits and BIPOC-focused community organizations as we implement community led climate justice investments. Most of OSE's funding will primarily support BIPOC-led organizations and/or provide direct benefit in the community. In addition to direct community investments, OSE will assess current practices used for informal selections and direct purchases to identify opportunities to support WMBE goals.

Programmatic Goal Setting

Using an equity lens, OSE strives to invest as much of its public dollars into our frontline communities as a method to support fund-shifting, intentionally doing business with vendors from and investing in historically disadvantaged communities. OSE's Finance Manager will consult with programs that are initiating large procurement strategies to set WMBE goals and develop strategies for running equity driven processes.

Internal Processes

OSE's WMBE representative will develop an OSE WMBE dashboard that can be used to drive internal awareness and alignment with WMBE goals. This dashboard can be reviewed with program managers and the leadership team and will be shared with the entire staff.

OSE's WMBE representative will also develop resources to support program managers making purchasing decisions. In 2023 and 2024, OSE's onboarded many new staff members who may benefit from some baseline information about City procurement, ways to find WMBE vendors, how to structure equitable selection processes, and the City and OSE's commitment to contracting equity. OSE's RSJ Change Team is interested in engaging with this work and will be partners in developing these supports.

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 2023, we achieved 84% out of 482 consultant contract invoices; this was due to a combination of extenuating circumstances, including a 60% increase in invoice volume from the previous year and staff turnover of several key roles that support finance administration at OSE. OSE is poised to achieve the 95% prompt pay goal in 2024 as we implement process improvements to decrease processing time within the department.



2024 Women Minority Business Enterprise 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 Women Minority Business Enterprise (WMBE) utilization is an important strategy SPR implements to bring our values into action.

Department Representation

Natonia Tayag is the WMBE representative for SPR and leads shared responsibility and collaboration for the following activities for 2024:

- 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.

2024 Goal Setting

SPR is maintaining our purchasing (25%) and consulting (35%) goals for 2024. We were able to exceed both goals in 2023, however because overall spending may be down in 2024 due to budget implications, we believe now is not the time to increase our goals.

2024 Seattle Parks and Recreation WMBE Use Goals		
2024	Purchasing Goals	Consulting Goals
Percentage	25%	35%
WMBE Spend	\$5,376,824	\$1,579,684
Total Spend	\$21,507,296	\$4,513,383

*Amounts are estimates; actual amounts may be different.

2024 Outreach Plan

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. 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.

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.

Members of our Planning & Capital Development and WMBE Advisement teams will also be participating in a Capital Consultant Connection Event in May 2024.

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 2024, SPR will strive to pay 95% of our invoices within 30 days. A specific goal from our accounting team is to pay WMBE vendors in 12 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: 4/1/2024
To: Miguel Beltran, WMBE and Contract Compliance Manager, FAS
From: Melissa Lawrie, OPCD
Karen Bricken, OPCD
Subject: OPCD 2024 WMBE Goals and Outreach

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.

Office/Department 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 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.

Currently our office is working on a major update to the City's Comprehensive Plan as well as several one-time grant funded activities. OPCD also houses the Equitable Development Initiative (EDI), which has regular ongoing funding to address displacement and the unequal distribution of opportunities to sustain a diverse Seattle. EDI works directly with communities at high risk of displacement and low access to opportunity; these organizations are primarily nonprofits.

Melissa Wilke, OPCD's Finance Manager, is the staff member who is the point of contact for our office's WMBE initiatives. We have confirmed the contact information on FAS's chart is correct.

2024 Goal Setting

Our 2023 aspirational goal for WMBE purchasing and consulting was:

- Purchasing = 35% WMBE
- Consultant = 70% WMBE

The results as per the Citywide WMBE Report Q4 2023 Comprehensive Report shared with departments on February 2, 2024, shows OPCD's spending at the following percentages:

- Purchasing = 15% WMBE.
- Consultant = 21% WMBE

In 2023 OPCD did not meet either goal for WMBE spending on purchasing or contracting. We have some additional work to do to ensure all of our nonprofit spending is excluded from the calculations. After reviewing the spreadsheet provided by FAS for nonprofit exclusions, we added 18 nonprofit vendors to the list. In 2024 our baseline consultant budget is \$0, although we do have specific one-time funding for projects including the Comp Plan major update and subarea planning, and several grant funded activities. In order to give us something to work towards that still feels achievable, OPCD proposes setting a 2024 WMBE goal of:

- Purchasing = 20% WMBE.

- Consultant = 30% WMBE

2024 OPCD WMBE Use Goals		
2024	Purchasing Goals	Consulting Goals
Percentage	20%	30%
WMBE spend (estimated)	\$6,000	\$1,500,000
Total spend (estimated)	\$30,000	\$5,000,000

2024 Outreach Plan

OPCD is committed to equity in our consulting and purchasing spending. To achieve this, we will provide technical assistance and work with community organizations on an as needed basis. We generally do not conduct any formal outreach since most of our consultant contracts are small (<\$67,000) and come off the consultant roster. However, for our larger contracts we utilize the RFP process and require an inclusion plan. For our smaller contracts we ensure that we are considering WMBE organizations.

OPCD's finance team, consisting of Melissa and Karen Bricken, OPCD's finance admin staff analyst, along with Michael Blumson, OPCD's Equitable Development Initiative (EDI) division's fund manager, attended the Citywide Procurement Community of Practice In-Person Gathering on March 19th. As a follow up action from this event, we look forward to connecting some of the smaller organizations the EDI division works with to the technical assistance organizations for specific technical assistance around working and contracting with the City.

Our finance team has also been actively coaching project staff in each division on how to review the consultant roster for WMBE firms. A recent result of these efforts, while still a small action, was a shift in the catering companies used for our comp plan outreach events to a WMBE supplier. Instead of using Safeway snack platters for all of our events, we made a concerted effort to search the roster for WMBE caterers near each of our events and were able to make a shift to a WMBE organization for our next event. For the upcoming outreach event at Garfield Community Center on April 16th we will purchase the refreshments from Central Café, a WMBE supplier in the Central District. We continue to seek other WMBE caterers or restaurants who can provide refreshments for our other outreach events at various locations around the city.

Prompt Pay

From the Citywide WMBE Report Q4 2023, OPCD has the following data for percent on time payments:

- Consultant roster = 91% on time payments
- Consultant contracts = 92% 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 80 active contracts for community-initiated projects. OPCD does not have in-house accounting services; however, we have been working closely with FAS Accounting and Budgeting Services to improve the speed and accuracy of our invoice processing. OPCD has recently moved to an online Adobe form for approving and processing invoices, a system that we continue to review and improve as we get more data on its

usage and effectiveness. Last year we officially filled Karen Bricken's position of finance administrative analyst which has improved our office's overall capacity to manage contracts and invoices. Karen has been supporting the EDI division with weekly check-ins and reviews of their invoices, including weekly updates and reminders, and coaching/trainings on processing invoices, with a direct positive impact on our high prompt pay numbers. Karen also supports other staff in OPCD who receive or generate invoices that need to be reviewed, coded, and processed in a timely fashion. We plan to continue to improve our prompt pay percentage with a goal of 100% prompt pay in 2024.

SEATTLE POLICE DEPARTMENT

DATE: April 9, 2024

TO: Miguel Beltran

FROM: Brian Maxey, Chief Operating Officer



SUBJECT: 2024 WMBE Goals and Outreach Plan Information

1. Seattle Police Department WMBE Representative

Valarie Anderson
(206)733-9315
Valarie.anderson@seattle.gov

2. Goal setting: 2024

2024 SPD WMBE Use Goals		
2024	Purchasing Goals	Consulting Goals
Percentage	10%	25%
WMBE Spend	\$2,125,000	\$350,000
Total Spend	\$21,250,000	\$1,400,000

3. 2024 outreach plan

The strategies that the Department will use in 2024 to meet WMBE goals include:

1. Verify that SPD WMBE vendors in use are registered on the Online Business Directory as WMBE and are being reported correctly on the monthly WMBE reports.
2. Ensure that Non-Profit and Governmental agencies are appropriately identified, and the correct account coding is used when paying the vendors
3. Notify new administrative staff hired in SPD about city-wide training that is offered by City Purchasing and encourage staff to attend to learn how to use the Online Business Tool.
4. Arrange for staff to attend the Regional Contracting Forum.
5. Continue attendance at monthly City WMBE IDT meetings.
6. Reach out to the City's technical business consultant to help identify WMBE vendors for SPD commodities.

7. Actively search for WMBE vendors using the On-Line Business Tool for SPD commodities.
8. Attend Tabor 100 meetings.
9. SPD's Grants and Contracting Unit will provide a list of WMBE vendors for end-users to contact when first approached about the need to generate Consultant Contracts.

4. Prompt pay

In 2023, the Seattle Police Department achieved 74% compliance with "on-time payment" for Consultant Roster Contracts and 78% "on-time payment" for Consultant Contracts. This is the low percentage rate for prompt pay was largely due to vacancy in staffing for a large portion of 2023. In 2024, SPD will work to achieve at least a 95% or better average "on-time payment" rating for Roster Contracts and Consultant Contracts. SPD will clearly define scope-of-work, payment terms, and clearly identify in the contracts the locations where all invoices should be sent. Fiscal and the Grants & Contracts staff will be reminded that prompt payment is a priority and we will ensure that internal business processes are followed to achieve prompt payment goals.

cc: Presley Palmer, FAS Purchasing and Contracting Director
Valarie Anderson, SPD Executive Director of Administration

April 11, 2024

TO

Miguel Beltran, Finance and Administrative Services (FAS)

FROM *Lily Keeffe*

Lily Keeffe, Procurement Equity and Supplier Management Advisor

SUBJECT

Seattle City Light 2024 WMBE Strategic and Outreach Plan

Seattle City Light ("City Light") is submitting this 2024 WMBE Strategic and Outreach Plan to the Mayor's Office and Finance and Administrative Services as requested by Kiersten Grove, Acting Department Director, Facilities and Administrative Services (FAS) from each City department by April 11, 2024. The following sections respond in detail to the topics listed in the memo, Attachment "A," and will include additional relevant information on the utility's WMBE program.

CITY LIGHT DEPARTMENT REPRESENTATIVE

City Light's designated WMBE representative is **Lily Keeffe**, Procurement Equity and Supplier Management Advisor. The position reports to the Manager of Contracting and Procurement within the Financial Services Business Unit.

2024 WMBE GOALS

City Light's aspirational goals for purchasing and consulting expenditures in 2024 are 22% and 19%, respectively.

2024 CITY LIGHTS WMBE GOALS		
2024	Purchasing Goals	Consulting Goals
WMBE Spend %	22%	19%
WMBE Spend \$	\$30,871,111	\$11,352,842
Total Spend	\$140,323,232	\$59,751,800

The 2023 WMBE participation rate for purchasing was 20%, and City Light aspires to increase it by 5% over the next three years to reach 25%. The 2023 WMBE participation rate for consulting was 17%, and City Light aspires to increase it by 5% over the next three years to reach 22%.

2024 OUTREACH PLAN

As a department of the City of Seattle, we promote diversity, equity, and inclusion in all operations, including procurement and contracting. Our WMBE (Women and Minority Business Enterprises) Outreach Plan aims to increase the participation of WMBEs in utility projects and contracts while fostering economic opportunities for underrepresented groups.

Summary of Outreach and Engagement Strategies with the WMBE Community, with [Emphasis on MBE Contracting](#)

External Stakeholder Engagement: City Light will establish a regular dialogue with representatives from the WMBE community, mainly focusing on engaging Minority Business Enterprises (MBEs). This engagement will involve listening through one-on-one meetings with WMBE firms (office hours), benchmarking with other City departments, such as Seattle Public Utilities (SPU) and Seattle Department of Transportation (SDOT), and Finance Administration Services (FAS), to identify standard policy and process issues to improve success in contracting with WMBE firms and forums to understand the unique needs and challenges MBEs face in contracting. Internal Stakeholder Engagement: promote awareness of the WMBE Program with City Light's staff, managers, and supervisors and the department's WMBE goals during new staff onboarding, business unit monthly/staff meetings, and internal WMBE training. In addition, facilitate introductions between project managers and qualified and vetted WMBE firms to explore potential collaboration opportunities and discuss upcoming projects.

Targeted Outreach: City Light participates in MBE-focused events, workshops, and networking sessions to build relationships and foster connections with WMBEs, ensuring they know about contracting opportunities. The department collaborates with small businesses and WMBE resource/technical assistance providers such as TABOR 100, Liberty Project, Apex Acceleration, and Business IMPACT Northwest. Our next targeted WMBE outreach event focused on Architect and Engineering (A/E) capital project consultant services will be held at Langston Hughes Institute on May 15, 2024.

Capacity-Building Workshops: City Light partners with [Ascend](#) at the University of Washington's Foster School to provide workshops and training sessions to equip WMBEs with the skills and knowledge to compete successfully for department contracts. In 2024, City Light will sponsor 8 (eight) WMBE firms to participate in a 10-week management education training program and 4 (four) WMBE firms to participate in the business management consulting program.

Subcontracting Opportunities: City Light will continue to explore subcontracting opportunities within major capital programs such as pole replacement, energy efficiency, and transportation electrification, as well as commodities required to ensure major project success. City Light's WMBE team will focus on direct collaboration with project managers leading emergent green energy programs such as residential and commercial energy efficiency programs and electric vehicle charging.

The Ascend program-matchmaking events between Ascend participants, City Light's decision-makers, and project managers. This event facilitates direct interactions between Ascend Program participants, predominantly WMBEs, and project managers or decision-makers responsible for making procurement

decisions within the city light. This type of matchmaking aims to connect Ascend participants/WMBEs with relevant decision-makers to explore business opportunities, discuss capabilities, address concerns, and potentially secure contracts or partnerships. The Ascend program matchmaking event will be held on June 7, 2024, at City Light's office.

Transparent Communication: clear and transparent communication channels will be established to disseminate information about WMBE program initiatives, contracting opportunities, and resources available to external stakeholders like the WMBE community and internal stakeholders/SCL staff. This will include regular newsletters, WMBE outreach events, WMBE training for internal staff, and WMBE content featured on City Light's external-facing website and internal intranet site.

Partnerships and Collaborations: to leverage the expertise and networks of WMBE advocacy organizations such as TABOR 100 chambers of commerce and business development agencies, e.g., the Minority Business Development Agency at the City of Tacoma, in supporting MBEs, Joint initiatives and co-hosted events will be organized to maximize outreach efforts. On May 15th, 2024, SCL, SPU, SDOT, and FAS will host the first WMBE-targeted outreach events for WMBE consultants who provide capital project-related services.

Gathering Feedback: In Q4, 2023, SCL, in partnership with SPU and SDOT, established a forum to share updates, challenges, and success stories in running the WMBE program. In 2024, this consortium of large capital departments plans to distribute a survey to WMBE vendors to understand better their experience doing business with the City of Seattle. This feedback will be used to refine and improve our outreach and programs.

By implementing these targeted outreach and engagement strategies with the WMBE contracting community, our department aims to enhance WMBE participation and representation in its contracting processes, ultimately working towards achieving 2024 WMBE goals.

A) Technical Assistance and Continued Successes

Since 2008, City Light has partnered with the UW Consulting and Business Development Center to provide technical assistance and resources to WMBEs to help their businesses thrive.

The Consulting Contract between City Light and the UW defines the partnership. It demonstrates the department's commitment to increasing inclusion for WMBE businesses that operate in the electric utility sector. One over-arching goal for this partnership is to raise 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:

1. Ascend-Seattle: This four-month program provides management education designed to accelerate the growth of small—to medium-sized businesses in specific industry clusters. For four months, collaborative participants meet twice monthly for management education and growth plan development. City Light sponsors 8 (eight) MBEs in the program, and 50% of the participants are black-owned firms.

2. **Business Management Consulting:** This cohort-based program aims to improve the bottom line and stimulate new growth. During this program, UW students and professional mentors work with business owners from underserved communities on projects with time frames ranging from one week to nine months. For 2024, City Light is sponsoring 4 (four MBEs), and three out of four firms are black-owned firms.
3. **Continues to be part of the Western Utility Supplier Development Consortium,** supported by the University of Washington Foster School of Business. The consortium is a collaboration between utility companies from Washington, Oregon, California, Idaho, and the Federal Government (Bonneville Power). The consortium aims to share information and support the growth and scale of WMBE businesses specific to power production.

B) Success Story

To improve equity and remove bias in contract awards and vendor selection, City Light has moved to conduct all solicitations over the past five years through an Expertise-Based Project Delivery (XPD) process. Here are the high-level components of City Light's XPD process:

1. **Anonymous Submission:** removing identifying information from the initial submission phase of the RFP. This includes names, company logos, and any other identifying markers. Assign each proposal a unique identifier.
2. **Evaluation Criteria:** Develop clear and objective criteria that focus on the proposal's quality rather than the vendor's identity. This can include expertise, experience, proposed approach, cost, and timeline adherence.
3. **Scoring system:** Implement a scoring system based solely on the evaluation criteria. To prevent bias, each evaluator should independently score the proposals without discussing them with others.
4. **Reveal Identity after evaluation:** Once the evaluation process is complete and scores have been assigned, reveal the identities of the vendors. This can be done by matching the unique identifiers with the vendor names.

The process helps provide greater access and opportunities for lesser-known businesses and WMBE firms. City Light is currently the only department within the City of Seattle using XPD but hopes to encourage other departments to adopt this approach.

A 2023 XPD success story is Sound Earth Strategies, a self-certified MBE that won a contract to investigate and remediate City Light substation properties. Principal Ryan Bixby shared that getting a foot in the door can be tricky for new companies and appreciates that XPD helps remove bias and level the playing field.

2022-2023 UW Ascend's participant, Larry Adeyemi, the principal of Green Project Solution, LLC: "Given the opportunity and sponsorship by the Seattle City Light to participate in UW Ascend Program was a real game changer for Green Project Solutions Group. The training courses, matched with trainers' real

business experiences, helped my staff and me develop more efficient work processes and standards to stay competitive in contracting opportunities. It gave us the boldness to bid as a prime consultant sometimes and not restrict ourselves to a consulting mindset, and it's working. We now have an on-call project management services contract with SCL. Larry Adeyemi, PhD, PMP - Principal/President”.

C) Outreach Events

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

City Light will continue to attend events sponsored by the following organizations: Alliance Northwest, Reginal Contracting Forum (an Annual WA State Contracting event), the Department of Defense, the Regional Reverse Vendor Trade Show (the city of Seattle Vendor Summit), the University of Washington, the Ascend National Conference, and Tabor 100; the list is not exhaustive.

On May 15, 2024, the City Light, SPU, SDOT, and FAS will conduct a WMBE-centered event focused on capital consultant services. The event will be held at the Langston Hughes Institute. All City Capital Department’s decision-makers, i.e., Project Managers, current prime consultants, and contractors, along with the city’s WMBE and Equity advisors and procurement staff, will connect with the WMBE-Architect and Engineering firms, e.g., survey, environmental, construction management and public outreach consultants.

D) Challenges

Anyone trying to influence hearts and minds must ensure a consistent message and policies that support the program's mission and vision. With a data-driven program, the challenge becomes having the ability to pivot based on the data. Because the data indicates BIPOC communities, which include WMBEs, continue to be disproportionately impacted, the challenge is how City Light can influence overall City policy to shift for the benefit of the BIPOC community.

E) Plan

- Facilitate targeted networking opportunities for WMBE suppliers, employees, and other stakeholders within Seattle City Light. Quarterly Host events, workshops, or forums where participants can connect, share experiences, and explore potential collaboration.
- Give special recognition and rewards for individuals or teams actively supporting diversity and inclusion efforts or meeting specific goals.
- Provide training sessions and workshops to educate employees, e.g., project managers or end users, about the importance of diversity and inclusion and how the WMBE program aligns with organizational goals. Include information on unconscious bias, cultural competency, inclusive leadership, and the business case for diversity.

- Encourage or recommend project managers or SCL staff to engage or invite the WMBE firms for direct select opportunities/small purchases. By incorporating at least one quote from one WMBE firm in the small purchase/direct select procurement process and having the Procurement Equity and Supplier Management Advisor as the first reviewer of all procurement requests, we not only promote diversity and inclusion but also demonstrate our commitment to supporting underrepresented businesses in our community. Direct select or small purchases provide a low-barrier entry point for WMBE firms to access city contracts and procurement opportunities. These contracts may be less competitive and have more straightforward procurement procedures, making it easier for WMBE firms to participate.
- City Light will continue to work with FAS to diversify the pool of blanket contract vendors. City Light's utilization of blanket contracts accounted for 23.1% of the department's purchasing spend. Of that 23.1%, approximately 1.5% was spent with African Americans, 0.83% was spent with Hispanic business owners compared to 10.6% with white women and 4.9% on Asians. 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.
- 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 collaborate with larger companies. The utility consortium will also be a conduit for businesses specific to power production.

PROMPT PAY

City Light has been working to achieve 95% payment processing to vendors within 30 days after receipt of an accepted and properly prepared invoice. In 2022, 48% of consultant contracts were paid within 30 days; 2023 the metric improved to 62%. There has been a significant improvement in paying WMBE consultant vendors in the last two years.

City Light is reviewing procedures that have prevented the timely payment of consultant invoices. A root cause analysis is being developed to understand further and address internal issues that have prevented City Light from achieving 95% prompt payment. The two main factors determining the slow payments to WMBE consultants are the project managers' need for an understanding of payment procedures and the WMBE firm's inability to provide clear and accurate invoices or documentation, leading to delays or errors in payment processing.

To achieve a 95% prompt payment goal for consultant invoices, City Light has implemented SMART goals to align with its strategy including the following:


1. Clarifying payment terms and policies: establish clear payment terms and policies for WMBE vendors and ensure they understand when and how they will be paid. Q1, Q2

2. Conducting training and setting clear expectations: Project managers ensure timely payments to vendors, particularly those classified as Women and Minority Business Enterprises (WMBEs). Understanding the procurement and accounts payable processes is essential for streamlining operations and fostering positive vendor relationships. Q2-Q4
3. Enhancing vendor relationship management: The Procurement Equity and Supplier Management Advisor (WMBE Advisor) is the point of contact for WMBE vendors regarding vendor inquiries and provides support related to invoice submission and payment status. Q1, Q2
4. Monitoring compliance: In 2023, SCL launched dashboards that report prompt payment metrics for each flow org across the department. In 2024, we will expand the use of these dashboards' payment metrics and use the dashboards to raise awareness of prompt payment performance and reinforce accountability. (ongoing)
5. Providing regular reviews/communication: our contract and procurement group, which includes WMBE Advisor, has developed strong relationships with key personnel in the accounts payable department, which can help expedite the payment process. Our procurement team communicates with Accounts Payable regularly and weekly, identifying areas for improvement, providing excellent service, and promptly addressing concerns or issues. Q2-Q4



MEMORANDUM

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

FROM: Nathan Torgelson, Director 
Nathan Torgelson (Apr 10, 2024 18:09 PDT)
Seattle Department of Construction and Inspections

DATE: April 10, 2024

SUBJECT: SDCI 2024 WMBE Goals and Outreach Plan

The Seattle Department of Construction and Inspections (SDCI) is committed to ending racial disparities in contracting and purchasing. We will strive to improve upon our WMBE utilization rate for purchasing and repeat our rate for consultant contracting from last year. Below, pursuant to the Mayor’s Executive Order and SMC 20.42.60, we have identified SDCI’s 2024 purchasing and consulting goals and annual work plan.

Department Representative: SDCI’s representative for managing the department’s WMBE initiatives is Denise Campbell, as well as SDCI Directors Darlene Edwards and Andy Higgins.

2024 Goals: SDCI’s 2023 WMBE utilization goals were 29% for purchasing and 48% for consulting. Actual utilization rates far exceeded the goals, reaching 53% for purchasing and 69% for consulting. SDCI’s consulting WMBE utilization rate remains consistently higher due to our commitment to contracting with women and minority-owned businesses and our continued focus on utilizing WMBE Blanket Contract Suppliers opposed to non-WMBE Suppliers. SDCI will maintain previous utilization goals of 29% for purchasing and 48% for consulting in 2024, with a clear focus on once again surpassing those goals. In addition to utilizing WMBE consultants, SDCI annually executes approximately 10 MOA contracts with non-profit community organizations assisting with tenant outreach, education, organizing, and other services targeting underprivileged & immigrant communities. In 2023, these MOA contract payments from SDCI’s Code Compliance program totaled \$3,524,380.64.

Seattle Department of Construction and Inspections WMBE Use Goals and Actuals				
2023	Purchasing Goals	Purchasing Actuals	Consulting Goals	Consulting Actuals
Percentage	29%	53%	48%	69%
WMBE spend	\$373,187	\$678,613	\$1,402,424	\$2,007,581
Total spend	\$1,286,852	\$1,286,852	\$2,921,717	\$2,921,717
2024 Seattle Department of Construction and Inspections WMBE Use Goals				
2024	Purchasing Goals		Consulting Goals	
Percentage	29%		48%	
WMBE spend	\$373,187		\$1,402,424	
Total spend	\$1,286,852		\$2,921,717	

Department Training: SDCI will continue to provide refresher training on using the Department of Finance and Administrative Services (FAS) Purchasing Online Business Directory (OBD) search tool. Links to the OBD tool are included on SDCI's purchasing In-Web page and training is provided to help new Supervisors/Managers access Accounts Payable invoice coding and guideline information.

Outreach Events: SDCI participated in both of the following FAS sponsored in-person outreach events: the Reverse Vendor Trade Show on 11/1/2023, and the Regional Contracting Forum on 9/20/2023. The SDCI Contracts Lead will continue to work with our Change Team and our Anti-Racist Task Force to create a strategic plan and host and attend virtual events in support of increasing use of WMBE vendors.

Implementing Prompt Pay: SDCI has increased efforts to communicate the importance of prompt payment for general goods and non-consultant vendors, as well as for consultants. The majority of our invoices are e-mailed to our sdci_accounts_payable@seattle.gov in-box. SDCI adheres to using updated contract boilerplate templates that include prompt pay requirements and commits to increasing efforts to release payment within 30 days of a proper invoice. For 2023, SDCI's 4th quarter prompt pay percentages were 96% for total contracts paid on time with 4% Total Contracts paid after 30 days of invoice, 3% late for Consultant Roster invoices, and 5% late for Consultant Contracts. SDCI Accounts Payable is diligently working with vendors and consultants to send timely invoices, and with payment authorizers to timely approve and forward invoices in order to meet invoice payment due dates. We continue to promote prompt pay and seek to remedy payments that are not timely. Using Adobe Sign has helped to meet prompt pay initiatives, and we continue to reach-out to regular vendors to encourage registering for ACH payment options as we continue working in a telework environment, in addition to directing SDCI invoice approvers to access Adobe Sign to expedite the payment approval process.

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

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



Seattle Department of Transportation

Date: April 18, 2024

To: Miguel Beltran, WMBE and Contract Compliance Manager, Finance and Administrative Services

From: Greg Spotts, Director

Author: Loraine Greening, Contracting Equity Advisor – Out-of-Class, Christina Guros, Contracting Equity Advisor

Subject: 2024 SDOT WMBE Goals and Strategic Outreach Plan

Introduction

On November 3, 2023, Mayor Harrell issued Executive Order 2023-07, Equity and Opportunity in City Contracting¹ reaffirming the City of Seattle's commitment to contracting equity and the women- and minority-owned business (WMBE) program. The Seattle Department of Transportation (SDOT) supports the Executive Order and the city's pledge to advance contracting equity. In 2023, SDOT spent 20% of purchasing and 22%² of consulting dollars in WMBE utilization.

The following is a summary of SDOT's WMBE purchasing and consulting goals for 2024 and our outreach plan to meet these goals.

SDOT Vision, Mission, and Values

Vision: Seattle is a thriving, equitable community powered by dependable transportation.

Mission: SDOT's mission is to deliver a transportation system that provides safe and affordable access to places and opportunities.

Values: SDOT is committed to: Equity, Safety, Mobility, Sustainability, Livability, Excellence

SDOT believes that to move past a history of inequities in our transportation system, we must meet the needs of communities of color and those of all incomes, abilities, and ages. We use Title VI of the Civil Rights Act of 1964 ("Title VI")³, alongside the Mayor's Executive Order 2023-07, as the standard

¹ Exec. Order 2023-07, (2023).

<https://www.seattle.gov/documents/Departments/FAS/PurchasingAndContracting/WMBE/Executive-Order-2023-07-Equity-and-Opportunity-in-City-Contracting-11-1-2023-FINAL.pdf>

² According to the WMBE Utilization Report 2023 Q4 produced by Finance and Administrative Services Purchasing and Contracting.

³ <https://www.govinfo.gov/app/details/USCODE-2011-title42/USCODE-2011-title42-chap21-subchapV-sec2000d>

for our WMBE compliance, and the Transportation Equity Framework (TEF)⁴ as the foundation of community involvement and the promotion of contracting equity.

Department Representative

The 2024 WMBE goals and outreach plan are the responsibility of SDOT's Contracting Equity Advisor, Christina Guros. Christina is under the direct supervision of Salma Siddick, SDOT's Compliance Manager, and Michele Domingo, Director of the Office of Equity and Economic Inclusion (OEEI). For additional information, Christina can be reached at Christina.Guros@Seattle.gov.

Goal Setting

In 2023, SDOT paid over \$20 million to WMBE firms, representing 20% of purchasing and 23% consulting expenditures. On a percentage basis, prior year WMBE utilization for consulting was substantially higher, representing 35% of consulting expenditures in 2022. We are currently exploring potential reasons for the decline.

In 2024, SDOT aims to maintain a WMBE goals of 20% for purchasing, and an incremental increase to 24% for consultant expenditures. Total consulting and purchasing spend is expected to be around \$60M in 2024. We continue to partner with FAS and work across SDOT divisions to improve tracking of contractor and subcontractor spend. Staff will focus on strengthening ties with WMBE firms, promoting a culture of fair contracting, and integrating WMBE spend planning into department procedures.

In addition to SDOT's annual department-wide goals, we have a WMBE utilization goal of 23% for all Levy to Move Seattle contracts, a 9-year funding program to improve safety, maintain assets and infrastructure, and provide affordable travel options. A review of all Levy contracts in 2023 showed us to be exceeding that goal with a 27% rate. This rate is subject to change as more detail becomes available throughout the year.

2023 SDOT WMBE Use Goals		
2023	Purchasing Goals	Consulting Goals
Percentage	20%	24%
WMBE Spend	\$5,000,000	\$8,400,000
Total Spend	\$25,000,000	\$35,000,000

Outreach Plan

SDOT recognizes the history of discriminatory policies and practices toward communities of color that predominantly restricted access to City funds, and our ongoing role in ensuring public funds are

⁴ <https://www.seattle.gov/transportation/projects-and-programs/programs/transportation-equity-program/equity-workgroup>

distributed equitably. Our department commits to prioritizing WMBE utilization and building WMBE capacity, which is central to our efforts toward contracting equity and intentional use of SDOT resources. This section describes our plan for external and internal engagement to support and promote WMBE utilization.

External and Internal Engagement

Our external outreach and internal engagement focus on the following key areas, described below:

Focused Networking and Relationship Building: The SDOT WMBE Advisor, alongside SDOT project and contracting staff, will attend, coordinate, and host informational events focused on networking and facilitating connections with WMBE firms:

- Engage the WMBE Community with a particular focus on Black-owned firms.
- Promote and attend FAS-coordinated events and meet and greets for WMBEs and ensure participation from SDOT program and project managers.
- Support the implementation of the Transportation Equity Framework tactics surrounding small business engagement and contracting equity, including tactics 17.1 and 17.2.

Fortify Accountability and Transparency in Contracting: Use the SDOT spend plan and project planning processes, data from other departments and the FAS disparity study, WMBE feedback, and solicitation process debriefs to better understand the experiences of WMBE firms working with SDOT:

- Continue collaborating with Capital Departments (SCL, SDOT, and SPU), as well as smaller departments in sharing survey data, best practices, and strategies for shifting culture.
- Work with SDOT's Contracting Division to analyze solicitation process scoring and debriefs to provide WMBE firms with meaningful feedback and next steps to being stronger contenders for future bids; explore training a cohort of SDOT staff to support this practice.
- Advocate for the use of contractual language and project summaries that align with the recommendations of the Language Access and Contracting Interdepartmental Task Force

Internal Engagement, Policies, and Practice: In 2024, SDOT will continue to implement practices that shift the culture around contracting equity. The Government Alliance on Race and Equity (GARE), describes contracting equity as conduit to "allow governments to express their values with the dollars that they spend."⁵ By adopting contracting equity practices across the organization and implementing efficient record-keeping tools, SDOT models the value of WMBE utilization as a norm and not a perk. We intend to:

- Meaningfully incorporate WMBE planning into departmental budgeting and spend plan processes, the early stages of project planning, and the Transportation Levy Proposal should it pass.
- Disperse ownership of contracting equity goals throughout the department to increase the sustainability of our efforts.

⁵ https://belonging.berkeley.edu/sites/default/files/gare-contract_for_equity_0.pdf

- Work collectively with the Transportation Equity IDT, the Contracting Equity Network, SDOT RSJI Change Team and Equity Practitioners, Citywide WMBE IDT, and CCAG IDT to identify contracting equity champions as well as opportunities to improve our current practices.

Through all our outreach efforts we aim to expand our understanding of barriers prohibiting WMBEs from sustainable, equitable access to contracting opportunities.

Prompt Pay

SDOT is committed to the City's Prompt Pay Initiative. The City has established a performance standard of 95% compliance for payment of accepted and properly prepared invoices within 30 days. Out of 1,365 invoices paid in 2023, SDOT achieved a prompt pay rate of 76%. To meet and exceed the City's performance standard, SDOT will request the raw invoice data from FAS to identify invoice delays and take corrective action to ensure prompt pay.



2024 SEATTLE DEPARTMENT OF HUMAN RESOURCES

WMBE GOALS AND OUTREACH PLAN

1. Department Representative for 2024:

Elena Azhgirei

2. 2024 Goal Setting:

2024 SDHR WMBE Use Goals		
2024	Purchasing Goals	Consulting Goals
Percentage	3.0%	20.0%
WMBE spend	\$300,000	\$200,000
Total spend	\$10,000,000	\$1,000,000

3. 2024 Outreach Plan

In 2023, SDHR had three major areas of spending on the Consultant: support for the City healthcare benefits, fire and police exams, and training. In 2024, we expect our discretionary spend to go down due to the spending freeze, however, we will continue to look for WMBE providers when possible. We are planning to engage WMBE suppliers in helping the Department with fire and police exams and obtaining coaching for the leadership.

We encourage our employees to search for WMBE suppliers by using an Online Business Directory. All project managers have had Race and Social Justice and Racial Equity Toolkit training. All employees have a good understanding of the significance of engaging WMBE companies in their projects. Also, SDHR has several WMBE consultants with whom we've established strong business relationships and engaged them repeatedly through the years.

Furthermore, SHR plans to do advanced WMBE outreach during our upcoming Request for Proposal to give additional time and make it easier for WMBE consultants to participate.

2024 WMBE GOALS AND OUTREACH

4. Prompt Pay

In 2023, 97% of SDHR payments to consultants were paid within 30 days of invoice receipt. Given our success, we will strive to pay at least 98% of our invoices on time in 2023. This is higher than the aspirational goal of 95% per Executive Order 2019-06: Economic Inclusion and Contracting Equity.



2024 Seattle Center WMBE Outreach Plan

1. Departmental WMBE Representative: Christian Mower

2. 2024 Goal Setting

2024 Seattle Center WMBE Utilization Goals		
2024	Purchasing Goals	Consulting goals
Percentage	25%	32%
WMBE spend	\$450,000	\$160,000
Total spend	\$1,800,000	\$500,000

3. 2024 Outreach Plan

Our 2024 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 2024 goals to all work groups, along with our 2023 achievements and areas that need improvement.
- We will work with Seattle Public Schools and One Roof Partnership, our private development partner, to encourage utilization of WMBE firms for the Memorial Stadium redevelopment project.
- We will continue to share information with staff and instruct financial decision-makers in ways they can better support WMBE firms.
- Our quarterly internal WMBE team meetings include reviewing results to date, strategizing ways to address shortfalls, and identifying improvements.
- We will 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, and participation in, FAS' 11/6/24 reverse vendor fair, which will be held at Seattle Center.
- We are hosting the annual Women in Trades Career Fair on 5/3/24 at Fisher Pavilion, with Seattle Center facilities and maintenance staff scheduled to participate.

- Purchasing targets will be reviewed quarterly, and adjustments will be made where possible to increase WMBE utilization.
- Efforts will continue in every work group to find new qualified WMBE vendors.

4. Prompt Pay

Seattle Center achieved a 94% consultant prompt payment rate for 2023. We continue efforts to improve processes and issues that cause delays. In 2024, we will continue to focus on the processes that allow for speedy invoice approval and payment. We hope to exceed the 95% prompt pay goal for 2024.



Date: April 11, 2024

To: Miguel Beltran, Finance and Administrative Services

From: Andrew Lee, General Manager / CEO
Jana Duran, Contracts and Procurement Division Manager
Danielle Purnell, Director of Corporate Policy and Planning

Subject: 2024 WMBE Goals and Strategic Outreach Plan – Seattle Public Utilities

About Seattle Public Utilities (SPU)

SPU is a **Community Centered Utility** whose mission is to foster healthy people, environment, and economy by partnering with our community to equitably manage water and waste resources for today and future generations. We deliver high quality, vital services, across four major lines of business: providing water, solid waste, drainage and wastewater services for Seattle residents and businesses. In addition, SPU provides drinking water for 1.5 million regional customers in Seattle and other municipalities. Our customers depend on us to deliver high quality, reliable, and cost-conscious utility services and to achieve the highest benefits possible for every investment we make.

WMBE Representative

At SPU, this work is currently carried out by staff in the Utility's Contracts and Procurement Division, Corporate Policy and Planning Division, and equity advisors and branch equity team members across the Utility. There is a process underway, and nearly complete, to hire an Equitable Opportunities Advisor, who will lead this work moving forward.

Goal Setting

For 2024, SPU proposes setting its purchasing goal at 23% and consultant contracting goal at 27%. In addition to an overall increase in percentage utilization, the Utility anticipates continued overall increase in dollars spent.

2024 SPU WMBE Utilization Goals		
	Purchasing Goal	Consulting Goal
Percentage	23%	27%
WMBE Spend	\$17,250,000	\$10,800,000
Total Spend	\$75,000,000	\$40,000,000

Over the last 6 years:

- SPU's actual purchasing WMBE utilization has increased 10%,
- Actual consultant contracting WMBE utilization has increased 24%, and
- Actual dollars paid to WMBE firms has increased 182%, from \$11.6M to \$32.7M.

2024 Outreach Plan

In 2024, SPU will continue to develop and refine its outreach approach, focusing on engagement and outreach to underutilized WMBE firms, specifically BIPOC/MBE businesses. The Utility will focus on developing connectivity through virtual platforms and in-person engagement opportunities, in partnership with the following strategies and tactics:

- Hold and attend **Engagement Opportunities** focused on connecting black owned and BIPOC firms with SPU and City department project managers and procurement professionals.
- Cohost the **City of Seattle Capital Consultant Connection Open House** - An opportunity for consultants to network and introduce themselves to City of Seattle capital project and program managers and prime consultants, and connect with business support services.
- Actively participate in City and regional **Contracting and Procurement Events**.
- Develop the SPU **WMBE Storytelling Program** - A series of words and photographs highlighting the integral and transformative work that WMBE firms provide.
- Develop and refine SPU's **Procurement Forecasting Tool** – An online tool for gathering and communicating future contracting opportunities.
- Develop SPU's **WMBE Website** – A resource for WMBE firms to access information on procurement processes, future contracting opportunities, and connect to staff.
- Elevate communication between contract managers and prime consulting firms to develop and sustain robust and thoughtful **WMBE Inclusion Plans**.
- Further develop **WMBE Metrics and Reporting** – A resource for staff to make informed, strategic, and equitable decisions.
- Integrate **WMBE Training** with supervisory and new staff onboarding training programs.
- Participate and actively engage in **SPU and Interdepartmental Equity Teams (IDTs)**.
- Implement **Equity in Contracting Program** strategies– The development and implementation of actionable strategies from the **Doing Business with the City of Seattle** Survey, including tracking and celebrating outcomes and accomplishments.

Prompt Pay

SPU is committed to the City's Prompt Pay Initiative. The City has an established performance standard of 95% compliance for payment of prime contractors within 30 days of an accepted and properly prepared invoice. In 2023, SPU achieved a prompt pay rate of 93%. In an effort to meet and exceed the City's performance standard, SPU has initiated a **Racial Equity Toolkit Analysis** of SPU's consultant payment policies and processes.



Date: April 11, 2024

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Jana Duran, Contracts and Procurement Division Manager
Danielle Purnell, Director of Corporate Policy and Planning

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MEMO

Date: April 18, 2024
To: Miguel Beltran, FAS
From: Kyle Butler, Finance Manager and OWCP WMBE Representative
Cc: Angela Brady, Acting Director, OWCP
Re: 2024 WMBE Goals and Outreach plan

Office of the Waterfront and Civic Projects (OWCP)

OWCP is responsible for delivering Waterfront Seattle, a multi-year effort to transform Seattle's central waterfront, building new surface streets and other transportation improvements as well as more than 20 acres of new parks, trails, and public space along Elliott Bay. The guiding principles for the program, approved by City Council, include creating a Waterfront for All that reconnects the City to its waterfront while embracing and celebrating the City's history.

In order to accomplish these principles and implement the City's Race and Social Justice Initiative, OWCP has had an extensive public engagement process over many years, including active involvement of the WBE and MBE community. Our primary design and engineering consultant team (originally bid in 2010) has included a WMBE Advisor/Outreach and Engagement firm since 2012.

OWCP Procurement Needs

OWCP has completed all its major consultant procurement for the Waterfront program and no new major consultant contracts are anticipated in the future. Purchasing activities are expected to remain light except for certain categories related to construction activities that are primarily covered by City blanket contracts, such as hazardous waste disposal and material recycling.

OWCP Representative for 2024: Kyle Butler

2023 Performance and 2024 Look-ahead

As in previous years, the bulk of the consultant work conducted by the Office of the Waterfront and Civic Projects was completed through contracts with non-WMBE prime consultants, with significant WMBE subcontracting goals. In 2023 OWCP was able to exceed its subcontracting goal of 18% with actuals of 25.2% (\$5.16M).

Overall purchasing performance was 2% WMBE out of \$629k in purchasing spending, however the Office of the Waterfront has historically differentiated purchasing costs that are strictly related to construction that were not included in the construction bids for cost saving or specialty purposes. When those special construction related exclusions are applied the Waterfront spent 13.2% of regular purchasing activities on WMBE firms, which fell short of the 2023 goal of 18%. These purchasing needs for the Waterfront construction projects in 2023 fell into three categories – 1) regular purchasing activities, 2) purchasing that would have otherwise been handled through a construction contract but were routed through purchasing processes to save the city money by utilizing a pre-existing blanket contract, and 3) unique purchases for specialized/unique products for construction installation that can only be provided by select firms and have no WMBE alternative available.

For category #1, OWCP spent \$95,342 with \$12,624 in WMBE spending (13.2%), falling short of our goal of 18%. Our primary WMBE spend in this category was for bio-hazard cleanup as needed, since this work is as-needed some variation is expected, however we will maintain an 18% goal in 2024.

In category #2, about \$191,638 was spent via a pre-existing City blanket contract for hazardous waste disposal related to construction with Waste Management Services. This expense was handled through purchase order to save the City money compared to including this service in a construction contract. There is no reasonable WMBE alternative to manage the volume of waste disposal needed to accommodate the Waterfront program.

For category #3, an expense of \$342,480 was spent to purchase one of a kind playground equipment from a Canadian firm called Earthscape Play Inc. This company provides design/build services for highly customized playgrounds across North America and fit the unique needs of Waterfront Park at Pier 58, rather than including this in the construction bid, it was determined that the City could save costs by following purchasing processes to acquire the unique playground services. Due to the unique nature of the firm and their products, no reasonable WMBE alternative was available.

Excluding the purchasing expenses related to waste disposal through the City's blanket contract and the unique Waterfront Park playground, OWCP fell below its 2023 purchasing goal of 18%, achieving 13.2% WMBE participation in purchasing. However, consulting actuals exceeded the WMBE goals by 7.2%, (\$1.48M).

The following table utilizes data on WMBE subconsultant participation to document achievement of goals.

Office of the Waterfront and Civic Projects WMBE Use Goals and Actuals				
2023	Purchasing Goals*	Purchasing Actuals *	Consulting Goals	Consulting Actuals
Percentage	2.8% (18%)	2.0% (13.2%)	18%	25.2%
WMBE spend	\$18,000	\$12,624	\$3,690,000	\$5,158,962
Total spend	\$650,000 (\$100,000)	\$629,460 (\$95,342)	\$20,500,000	\$20,433,174

* Purchasing includes about \$191,638 in spending on waste disposal from construction through blanket contract and \$342,480 in a purchase order for the unique playground structure of waterfront park that was bought from a Canadian company that would have otherwise been part of a construction contract (purchasing percentage without waste disposal and unique playground was 13.2%)

2024 WMBE Use Goals		
2024	Purchasing Goals**	Consulting Goals
Percentage	2.8% (18%)	18%
WMBE Spend	\$18,000	\$3,843,000
Total Spend	\$650,000 (\$100,000)	\$21,350,000

** Excluding waste disposal and certain unique waterfront construction elements.

2024 Outreach Plan

As mentioned previously, OWCP has completed all its major consultant procurement activities and anticipates no significant new consultant contracts in 2024. Procurement has shifted primarily to the public works/construction arena.

In 2024, the primary focus of OWCP will be to ensure the WMBE contracting community is aware of upcoming public works contracts that will be advertised to implement the Waterfront program. In 2024 the Bell Street

improvements will continue the design process in preparation for advertisement. OWCP will work carefully with FAS's Purchasing and Contracting staff to ensure each of these contracts meets all City WMBE and Project Hire requirements.

Additionally, OWCP will work with each of its existing prime consultants to ensure they meet WMBE participation targets for their on-going work.

Prompt pay

The OWCP's data for prompt payment of invoices is included in the SDOT data and not tracked separately. The Office of the Waterfront and Civic Projects will continue to expect that its project managers pay all invoices within 30 days and work with SDOT's Finance and Accounting division to maintain performance.