



2018 Annual Department WMBE Goals

prepared by

**CITY PURCHASING &
CONTRACTING SERVICES**



Seattle
Finance &
Administrative Services

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2017 SUMMARY GRAPHS

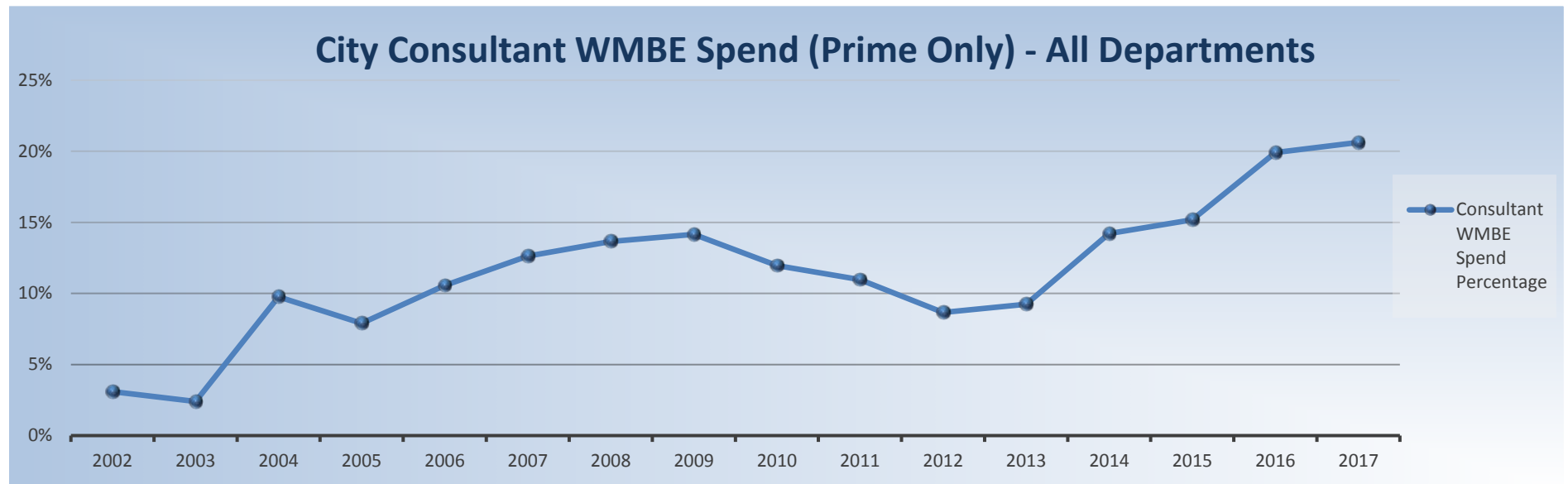
City of Seattle 2018 WMBE Plans

City Consultant WMBE Spend (2002 to 2017-Q4)

Consultant WMBE Spend			
Year	Percentage	WMBE \$ Amount	Total Spend
2002	3%	NA	NA
2003	2%	NA	NA
2004	10%	\$5,559,204	\$56,963,589
2005	8%	\$5,663,842	\$71,768,829
2006	11%	\$6,884,789	\$65,132,651
2007	13%	\$11,422,374	\$90,401,915
2008	14%	\$17,152,475	\$125,677,704
2009	14%	\$17,267,666	\$121,937,219
2010	12%	\$12,288,957	\$102,813,118
2011	11%	\$10,251,817	\$93,444,305
2012	9%	\$9,891,068	\$114,267,495
2013	9%	\$13,708,058	\$148,372,918
2014	14%	\$22,187,819	\$156,112,219
2015	15%	\$24,043,081	\$158,348,673
2016	20%	\$31,920,471	\$160,348,036
2017	21%	\$189,436,667	\$39,074,752

NOTES:

- 2002 and 2003 is a percentage that reflects both consultant and purchasing spend in a combined total. Data is sourced from City WMBE Spend Reports.
- All consultant spend is for prime only. No second tier spend is included. Includes SDOT consultant and Mega Project spend.
- Produced by City of Seattle, FAS/CPCS, 1/2/2018
- 2013 Consultant WMBE spent includes \$1,405,160 paid to Integral, not previously reported.
- *2014-Q4 excludes \$1,640,585 for SPU inaccurately coded.
- 2015-Q2 Includes SDOT WMBE Consultant spend \$4,000.



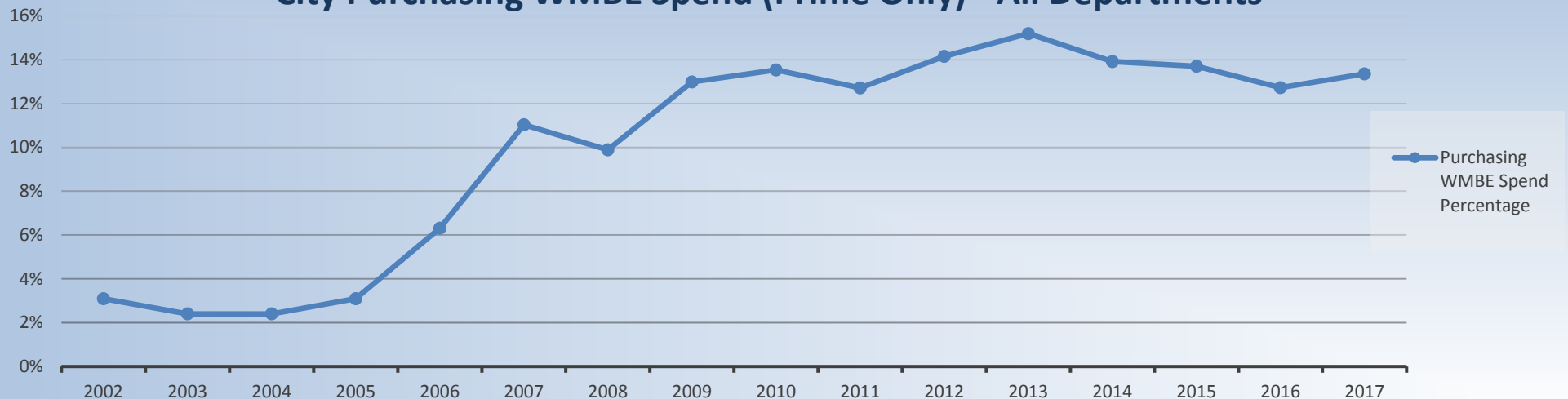
City Purchasing WMBE Spend (2002 to 2017-Q4)

Purchasing WMBE Spend			
Year	Percentage	WMBE \$ Amount	Total Spend
2002	3%	NA	NA
2003	2%	NA	NA
2004	2%	\$10,887,879	NA
2005	3%	\$11,210,456	NA
2006	6%	\$15,625,782	\$247,585,771
2007	11%	\$30,962,645	\$280,596,053
2008	10%	\$29,388,475	\$297,370,096
2009	13%	\$34,009,368	\$261,960,161
2010	14%	\$30,049,624	\$221,979,374
2011	13%	\$29,073,312	\$228,715,570
2012	14%	\$35,763,142	\$252,781,225
2013	15%	\$45,613,420	\$300,225,908
2014	14%	\$42,992,277	\$309,075,892
2015	14%	\$50,180,145	\$366,285,314
2016	13%	\$48,617,070	\$376,394,093
2017	13%	\$405,491,354	\$54,141,005

NOTES:

- 2002 and 2003 is a percentage that reflects consultant and purchasing in a combined total. All data is sourced from City WMBE Spend Reports.
- 2011 includes \$841,000 CBRE/FAS
- 2013 includes \$800,000 CBRE
- Produced by City of Seattle, FAS/CPCS, 1/2/2018
- 2013 Purchasing WMBE spend includes \$1,253,758 paid to Tyndale, not previously reported.
- 2012 includes \$718,035 CBRE/FAS
- 2014-Q4 includes estimated \$800,000 CBRE
- 2014-Q4 excludes \$229,731 for SPU inaccurately coded
- 2015-Q1 includes CBRE WMBE spend \$286,193
- 2015-Q2 includes CBRE WMBE spend \$171,460
- 2015-Q2 Includes SDOT WMBE Purchasing spend \$29,931
- 2015-Q3 includes CBRE WMBE spend \$698,247
- 2015-Q4 includes estimated CBRE WMBE spent \$800,000

City Purchasing WMBE Spend (Prime Only) - All Departments





City of Seattle
Payment Information by WMBE (Combined)
Ethnicity
(Sorted by Doc Type)
1/1/2017 to 12/31/2017

Report ID: Snap210BCYTD
Run Date: 12/31/2017
Run Time: 9:24:20PM
Database: SUMMIT8
Query: _CRYSTAP_Snap210AD

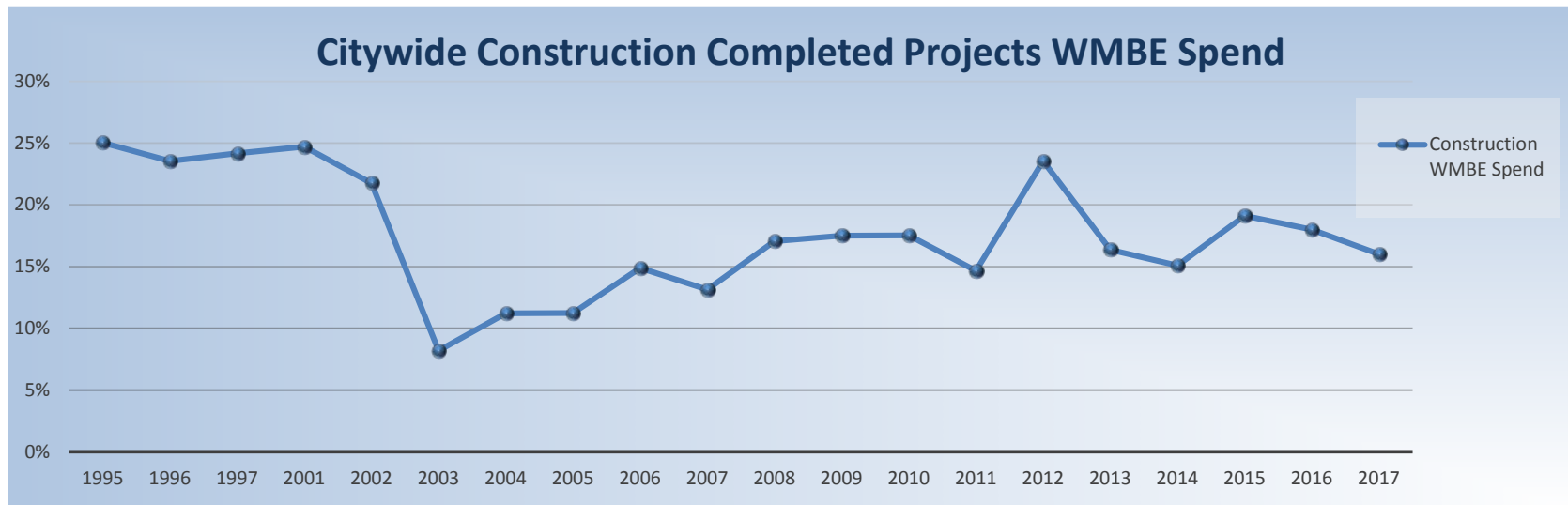
	<u>Total \$</u> <u>Payments</u>	<u>African</u> <u>American</u>	<u>African</u> <u>American %</u>	<u>Asian</u>	<u>Asian</u> <u>%</u>	<u>Native</u> <u>American</u>	<u>Native</u> <u>American %</u>	<u>Hispanic</u>	<u>Hispanic %</u>	<u>White Female</u>	<u>White</u> <u>Female %</u>	<u>Total \$</u> <u>for WMBE's</u>	<u>Total</u> <u>WMBE %</u>
	NAME1					DEPTID							
Consultant													
Consultant	161,583,605.21	2,094,735.60	1.30%	3,872,899.16	2.40%	1,113,986.43	.69%	1,779,050.27	1.10%	14,774,886.19	9.14%	23,635,557.65	14.63%
Contract													
Consultant	27,853,062.23	853,055.17	3.06%	3,657,045.16	13.13%	121,444.31	.44%	420,400.38	1.51%	10,387,249.12	37.29%	15,439,194.14	55.43%
Roster													
<u>Subtotal:</u>	189,436,667.44	2,947,790.77	1.56%	7,529,944.32	3.97%	1,235,430.74	.65%	2,199,450.65	1.16%	25,162,135.31	13.28%	39,074,751.79	20.63%
Other													
Emergency	82,859.10	0.00	.00%	0.00	.00%	0.00	.00%	0.00	.00%	0.00	.00%	0.00	.00%
Contract													
<u>Subtotal:</u>	82,859.10	0.00	.00%	0.00	.00%	0.00	.00%	0.00	.00%	0.00	.00%	0.00	.00%
Purchasing													
Blanket	333,554,668.01	5,753,093.51	1.72%	13,695,776.90	4.11%	4,527,393.55	1.36%	1,112,366.34	.33%	23,311,944.33	6.99%	48,400,574.63	14.51%
Contract													
Direct Voucher	19,460,853.39	219,830.58	1.13%	564,015.82	2.90%	126,442.35	.65%	150,690.79	.77%	1,479,456.70	7.60%	2,540,436.24	13.05%
Purchase	52,475,832.77	879,227.57	1.68%	388,813.16	.74%	7,941.08	.02%	415,066.51	.79%	1,508,945.70	2.88%	3,199,994.02	6.10%
Contract													
<u>Subtotal:</u>	405,491,354.17	6,852,151.66	1.69%	14,648,605.88	3.61%	4,661,776.98	1.15%	1,678,123.64	.41%	26,300,346.73	6.49%	54,141,004.89	13.35%
Unavailable													
Non-Compliant	1,833,141.53	15,000.00	.82%	134,934.00	7.36%	0.00	.00%	11.01	.00%	31,946.88	1.74%	181,891.89	9.92%
<u>Subtotal:</u>	1,833,141.53	15,000.00	.82%	134,934.00	7.36%	0.00	.00%	11.01	.00%	31,946.88	1.74%	181,891.89	9.92%
<u>City Total:</u>	596,844,022.24	9,814,942.43	1.64%	22,313,484.20	3.74%	5,897,207.72	.99%	3,877,585.30	.65%	51,494,428.92	8.63%	93,397,648.57	15.65%

City Construction WMBE Spend (1995 to 2017-Q4)

Construction Completed Projects WMBE Spend			
Year	Percentage	WMBE \$ Amount	Total Spend
1995	25%	NA	NA
1996	24%	NA	NA
1997	24%	NA	NA
2001	25%	\$19,875,027	NA
2002	22%	\$17,686,589	NA
2003	8%	\$8,425,473	NA
2004	11%	\$7,042,623	\$62,774,007
2005	11%	\$4,592,594	\$40,839,186
2006	15%	\$10,488,700	\$70,481,905
2007	13%	\$12,964,529	\$98,654,117
2008	17%	\$8,223,752	\$48,248,036
2009	18%	\$24,459,742	\$139,706,940
2010	18%	\$14,917,078	\$85,114,027
2011	15%	\$31,524,526	\$215,062,688
2012	24%	\$13,924,960	\$59,166,025
2013	16%	\$21,880,679	\$133,723,881
2014	15%	\$39,517,391	\$261,792,184
2015	19%	\$19,359,642	\$101,320,827
2016	18%	\$39,968,828	\$225,140,356
2017	16%	\$22,024,945	\$141,055,782

NOTES:

- 1998 to 2000 data is not available. Data from 1995-1997 is sourced from the "City WMBE Contracting Efforts" report dated January 2004.
- Data since 2001 is sourced from the Completed Construction Reports.
- Produced by City of Seattle, FAS/CPCS, 1/2/2018
- In 2012, \$8.3 million dollars (60%) of all payments made to WMBES went to WMBE primes.



City of Seattle
City Purchasing and Contracting
Total Payments on Completed Construction Projects 01/01/2017 to 12/31/2017

Dept.	# of Contracts	City Contract Payment (w/o tax)	Actual MBE Payments	Actual WBE Payments	Total WMBE Payments	WMBE % of City Contract Payment (w/o tax)
FAS	4	\$ 4,994,156.61	\$ 456,060.09	\$ 323,585.00	\$ 779,645.09	16%
LIGHT	38	\$ 27,722,775.72	\$ 507,365.80	\$ 959,571.41	\$ 1,466,937.21	5%
PARKS	9	\$ 6,039,798.71	\$ 458,808.34	\$ 716,377.90	\$ 1,175,186.24	19%
SDOT	12	\$ 68,883,202.96	\$ 10,234,993.91	\$ 3,138,322.41	\$ 13,373,316.32	19%
SPU	25	\$ 33,304,658.51	\$ 2,296,147.18	\$ 2,933,712.50	\$ 5,229,859.68	16%
SEACTR	1	\$111,189.03				0%
SPL	0					0%
Grand Total	92	\$ 141,055,781.54	\$ 13,953,375.32	\$ 8,071,569.22	\$ 10,478,148.69	15.6%

Contractor Payment by Ethnicity		
Ethnicity	Total Contractor Payment (provided by Prime)	% of City Contract Payment (w/o tax)
Black	\$ 1,881,732.76	1.33%
Asian American	\$ 815,009.60	0.58%
Hispanic	\$ 10,040,642.72	7.12%
Native American	\$ 1,215,990.23	0.86%
White Female	\$ 8,071,569.22	5.72%
Non-Minority	\$ 119,030,837.00	84.39%
Grand Total	\$ 141,055,781.54	100.00%

WMBE data includes all payments to prime contractors and subcontractors for the entire project
Data excludes JOC work orders

City Of Seattle
City Purchasing and Contracting
All Invoices Paid for All Construction Projects Report 1/1/2017 to 12/31/2017

Dept.	# of Contracts	City Contract Payment (w/o tax)	Actual MBE Payments	Actual WBE Payments	Total WMBE Payments	WMBE % of City Contract Payment (w/o tax)
FAS	52	\$ 31,256,836.88	\$ 3,813,562.14	\$ 4,374,581.68	\$ 8,188,143.82	26%
LIGHT	37	\$ 90,551,440.42	\$ 10,251,719.69	\$ 2,032,681.17	\$ 12,284,400.86	14%
PARKS	45	\$ 19,334,619.85	\$ 2,957,670.74	\$ 6,037,395.21	\$ 8,995,065.95	47%
SDOT	39	\$ 71,300,023.96	\$ 5,981,152.28	\$ 4,716,128.08	\$ 10,697,280.36	15%
SPU	49	\$ 25,789,960.39	\$ 845,673.29	\$ 2,826,546.89	\$ 3,672,220.18	14%
SEACTR	2	\$ 586,514.48			-	0%
SPL	2	\$322,863.63		\$ 1,338.20	\$ 254,157.20	79
Grand Tota	226	\$ 239,142,259.61	\$ 23,849,778.14	\$ 19,988,671.23	\$ 44,091,268.37	18.3%

Contractor Payment by Ethnicity		
Ethnicity	Total Contractor Payment (provided by Prime)	% of City Contract Payment (w/o tax)
Black	\$ 5,465,968.82	2.29%
Asian American	\$ 6,343,430.19	2.65%
Hispanic	\$ 4,655,530.36	1.95%
Native American	\$ 2,266,942.65	0.95%
White Female	\$ 14,735,760.66	6.16%
Non Minority	\$ 205,674,626.93	86.01%
Grand Total	\$ 239,142,259.61	100.00%

WMBE data includes all payments to prime
contractors and subcontractors
Data includes all construction projects.
39 of the 226 contracts were work orders

2018 Departments WMBE Goals

City of Seattle 2018 WMBE Plans

Seattle's Office of Arts and Culture (ARTS)

City of Seattle 2018 WMBE Plans



WMBE Report for 2018 and 2019 Annual Plan

Seattle's Office of Arts and Culture (ARTS) strives to foster a city driven by creativity that provides the opportunity for everyone to engage in diverse arts and cultural experiences. In alignment with the City's Race and Social Justice Initiative, we work to eliminate institutional racism in our programs, policies and practices.

Department Representatives:

Kelly Davidson (Finance Manager) and Sheila Moss (Accountant) are the Office's representatives for managing and reporting the department WMBE efforts.

2018 Goals:

- Consultant contracts, target 95% WMBE utilization.
- Purchasing target, 50% WMBE utilization.
- Sheila Moss will provide regular updates and reminders to staff regarding WMBE goals and opportunities for participation in contracting and vendor selection for goods and services.
- Increased contracting training will take place with program leads to ensure they are aware of contracting impacts on WMBE utilization.
- The Finance Manager and accounting staff review department purchases of goods and services to identify potentially missed opportunities and educate staff.
- Coordination of WMBE efforts will also involve Diana Falchuk, Manager of Arts & Racial Equity.
- In 2018, ARTS will move its office from Seattle Municipal Tower to King Street Station. This move will include a significant furniture purchase from a WMBE blanket contract. This purchase is estimated to triple ARTS typical annual spending with WMBE vendors.

2018 Prompt Pay:

ARTS will work toward the goal of 95% compliance to make prompt payments on all invoices.

Efforts in Outreach:

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

Utilization and Exceptions:

The department's discretionary purchase of goods and basic services is somewhat limited. ARTS uses City blanket contracts for the lease of office equipment (copier) and to purchase office supplies, IT equipment/software, and other supplies/services for public events and all-day selection panels. These costs make up most of the office's small discretionary operating expenditures. The Finance Manager and administrative staff identify other blanket contracts available (e.g., printing services) to help ARTS' staff make proactive and informed choices on vendor selection. Other than regular purchase of normal goods and supplies, a portion of our direct voucher purchases are for materials for maintenance of permanently-sited works of art. These artwork maintenance supplies are specialized and not generally available through any known WMBE vendor.

Table (1) shows expenditures and percentages for our department as shown on the Summit report for years 2015 and 2016.

2016 & 2017 Performance Summary						
Procurement Type	2016 Performance			2017 Performance		
	Total	WMBE	% WMBE	Total	WMBE	% WMBE
Consultant Contract	\$154,903*	\$128,403*	82.89%	\$29,050	\$27,000	92.94%
Consultant Total	\$154,903	\$128,403	82.89%	\$29,050	\$27,000	92.94%
Blanket Contract	\$129,415	\$42,906	33.16%	\$87,466	\$43,414	49.63%
Direct Voucher	\$19,759**	\$1,956	9.89%	\$20,090	\$3,328	16.57%
Purchasing Total	\$149,174	\$44,862	30.07%	\$107,556	\$46,742	43.46%
Grand Total	\$304,077	\$173,265	56.98%	\$136,606	\$73,742	53.98%

Notes – Both are corrections to Summit:

*The expenditure in Summit for Consultant Contracts did not include \$113,403 of payments to a WMBE consultant. The total expenditure amount in Summit for Consultant Contracts is \$41,500 but is corrected here to show the actual expenditure of \$154,903.

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

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

YEAR	Consulting			Purchasing		
	TOTAL \$	WMBE \$	PERCENT	TOTAL	WMBE \$	PERCENT
2017	\$29,050	\$27,000	92.94%	\$107,556	\$46,742	43.46%
2016	\$154,903	\$128,403	82.89%	\$149,174	\$44,862	30.07%
2015	\$121,039	\$21,540	17.80%	\$143,613	\$30,044	20.92%
2014	\$176,222	\$36,450	20.68%	\$123,663	\$28,338	22.92%
2013	\$226,605	\$15,200	6.71%	\$120,091	\$34,897	29.06%
2012	\$100,431	\$0	.00%	\$67,525	\$15,361	22.75%

WMBE Goals for 2016 were exceeded due to an unusual amount of contracted work with a WMBE vendor, relating to the change in the Langston Hughes program in ARTS, and transition efforts associated with the development of the Langston non-profit organization.

2019 Goals:

The department will continue to provide information, training, and reminders to staff regarding WMBE usage. In 2018, ARTS intends to increase contract training for staff who implement contracts and will include WMBE utilization in that process. We continue to train staff to support eligible businesses being considered for purchases that are not already registered as WMBEs to complete their City WMBE registrations. We hope this will help staff identify any missed opportunities for WMBE participation, both in contracting and direct voucher purchases.

In 2016, ARTS published a Commitment to Racial Equity, a formal step along our path to becoming an office whose internal and community-facing policies, practices and procedures work to eliminate institutional and structural racism, and build racial equity. A racial equity lens increasingly guides our decision points throughout our work with non-profit organizations, individual artists and partner institutions. As a result, an increasing segment of our resources and services support people of color and other communities experiencing oppression.

Office of City Auditor

City of Seattle 2018 WMBE Plans



CITY OF SEATTLE

2018 Office of City Auditor WMBE Outreach Plan

Introduction

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

Department Representative

Rhonda Lyon, Office Manager

2018 Goals

Purchasing Goal: Our purchasing goal is 10% of \$1,500, equaling \$150. Note: because most of our purchases are made with City credit cards, purchases from WMBE vendors are not included in the WMBE utilization reports. Thus, WMBE participation numbers are understated. For example, nearly all office supply purchases are made from Keeney's Office Supply, a women-owned business. We will continue to identify and use WMBE vendors for purchases, when possible, for those credit card transactions.

Consulting Goal: Our consultant goal is 10% of \$663,175 equaling \$66,317. Most of our consultant contracts require specialized expertise. Not only is it often difficult to identify WMBE vendors that possess the specialized expertise we require, it is also our policy to work with academic institutions for our program evaluation projects, which comprise the clear majority of consultant expenditures. The bulk of our current consulting budget is being spent through contracts with several universities (e.g. University of Washington, University of Chicago, and University of California Berkeley, which are not WMBE vendors).

Outreach Events

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

Consultant Prompt Pay

Our prompt pay goal for 2018 is to have 95% of our consultant invoices paid within 30 days. To achieve this, we will communicate to project managers the importance of receiving and approving invoices in a timely manner and we will work directly with the Legislative Department's Finance unit (they process our invoice payments) when there are any unique situations needing additional or special instructions.

City Budget Office (CBO)

City of Seattle 201 WMBE Plans



**2018 Annual WMBE Plan
City Budget Office (CBO)**

1. Department Representative:

Shino Fibbs, CBO WMBE Lead

2. 2018 Goals:

WMBE Utilization Goal for Purchasing and Contracting in 2018

2018 Department WMBE Target for Supplies: 50%

2018 Department WMBE Target for Professional Services: 50%

CBO's primary supply purchases are for computers, printers, supplies, and copying services.

- CBO has no discretion in vendors for computers or printers, but must use contracts approved by DoIT, who does the actual purchasing and maintenance. This represents approximately 20% of CBO's total budget for supplies and services.
- CBO utilizes Zebra Printing, a MBE, for printing the proposed and adopted budgets and the proposed and adopted Capital Improvement Program. These costs will be reduced as CBO continues to move toward electronic production and distribution.
- CBO purchases 98%, or more of its supplies and small item purchases from Keeney's Office Supply, a WBE, and will continue to do so.

3. 2018 Project Specific Goals

We anticipate no special projects at present.

3. Outreach Events:

CBO does not currently have plans for additional contracts in 2018 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. Plans and Strategies:

The City Budget Office does not anticipate additional contracts beyond those in place already or through central City departments. Should we need a consultant contract in the future, every effort will be made to seek out WMBE vendors or consultants.

All CBO staff participate in Race and Social Justice Initiative training.

CBO directs departments to use a Race & Social Justice filter for budget decisions.

Department of Education and Early Learning

City of Seattle 2018 WMBE Plans

Department of Education and Early Learning

2018 WMBE PLAN and GOALS

Policy Statements:

Executive Order 2012-05 requires City of Seattle departments to increase contracting with, and purchasing from, women and minority-owned businesses (WMBEs) by expanding outreach efforts, creating opportunities, and establishing direct accountability. SMC 20.42.60 further establishes this responsibility and requires each department to submit an annual work plan.

Executive Order 2014-3 requires departments to pursue new initiatives enforcing the utilization of women and minority businesses.

Department Representative: TBD, DEEL Finance Director; Monica Oujidani (Alternate)

Department Overview:

The Department of Education and Early Learning (DEEL), established in 2015, administers programs funded by the Families and Education Levy, Seattle Preschool Program, the State of Washington's Early Childhood Education and Assistance Program (ECEAP), and the General Fund. The majority of DEEL funds are contracted out. DEEL is proud to report that we exceeded our 2017 goal for purchasing (see table below), and is proactive about hiring WMBE vendors when possible.

2018 DEEL WMBE Goals

Type	2016		2017		2018	2018 Estimated Total Expenditures	2018 Estimated WMBE Expenditures
	Target	Actuals	Target	Actuals	Target		
Consultant	60%	54%	50%	44%	50%	\$1.5 million	\$750,000
Purchasing	40%	62%	50%	63%	50%	\$1.5 million	\$750,000
Consultant Prompt Pay	90%	100%	95%	99%	95%	N/A	N/A

Actual amounts may be different from what is presented above, given that 1) DEEL is still a new department with Families and Education Levy and Seattle Preschool Program Levy expenditures continuing to ramp up; 2) DEEL's representative (Finance Director) vacated her position in February which poses a challenge for estimation, and 2) DEEL received additional General Fund dollars in the 2018 budget for expanded Birth to 3 programming, and is still determining the specific amount that will be contracted out.

DEEL proposes to maintain the Consultant and Purchasing targets based on actual 2017 performances and our expectation that consultant contracting percentage will increase in 2018 due to the closing out of a large non-WMBE contract. DEEL is also maintaining its 2018 Consultant Prompt Pay goal at 95%, although we exceeded this prompt pay goal in 2017 (to allow for flexibility). DEEL will discuss this prompt pay goal with our contracting and program staff to ensure that vendors are paid within a 30-day period.

2017 DEEL Performance Summary

2017 CONSULTANT CONTRACTS: DEEL Target = 50%

Consultant	Total Payments	WMBE Total	Total WMBE %
Consultant Contracts	\$528,828	\$195,329	37%
Consultant Roster	\$1,026,847	\$493,299	48%
Total	\$1,555,675	\$688,628	44%

2017 PURCHASED SERVICES: DEEL Target = 50%

Purchasing	Total Payments	WMBE Total	Total WMBE %
Blanket	\$105,044	\$71,018	68%
Direct Voucher	\$91,640	\$6,375	7%
Purchase Contract	\$900,254	\$612,680	68%
Total	\$1,096,938	\$690,073	63%

Notes regarding 2017 Performance:

- In many instances, DEEL contracts with vendors selected competitively through Request for Investment (RFI), Request for Qualifications (RFQ), or Request for Proposals (RFP) processes, which can directly affect WMBE actual performance. As an example, DEEL selected a consultant through a competitive process to develop our child enrollment data system. Because this is not a WMBE firm, and payments are higher than for other vendors, it has decreased the % WMBE utilization in the Consultant Contract category.
- In mid-year 2015, DEEL solicited our existing Child Care Assistance Program (CCAP) vendors to add them to the City Online Business Directory so that we could include their WMBE status in City reporting. This resulted in an increase in % WMBE in the Purchase Contract category. In 2018, as part of the annual renewal process, DEEL is continuing to ask (CCAP) vendors if they are willing to be added to the City Online Business Directory.
- DEEL will continue to look for ways to increase the % of minority consultants within the Consultant Roster category.

Outreach Events:

To the extent possible, DEEL will participate in outreach events with WMBE community associations, vendors and industry organizations.

Additional Strategies:

DEEL plans to continue doing the following to achieve our annual WMBE targets:

- Promote WMBE goals at DEEL staff and program meetings.
- Provide guidance and assistance to purchasing staff on how to use the InWeb WMBE Outreach Resources, particularly the Business and Blanket Vendor Contract Registration (VCR) Search, to search for WMBEs.
- Analyze quarterly WMBE reports for any missed opportunities for WMBE usage, or for purchasing and contracting categories that are failing.
- Identify vendors who qualify as WMBEs but have not registered with the City, encourage them to register, and provide any assistance and guidance they need in the registration process.
- DEEL has added an exhibit to all of its consultant contracts with instruction on how vendors can register with the City's Vendor and Contractor Registration System (VCR). DEEL will be proactive about following up with vendors to assist them with the registration process, if applicable.

Department of Information Technology

City of Seattle 2018 WMBE Plans



June 14, 2018

2018 SEATTLE IT WMBE UTILIZATION PLAN

Department Representative for 2018

Jeremy Doane – Seattle IT Contracts Manager

2018 Goals:

	2018 WMBE Performance Goals	
Consulting	30%	\$3,300,000
Purchasing	17%	\$7,310,000

2017 Goals for reference:

2017 WMBE Performance Goals		
Consulting	16% (target)	46% (actual)
Purchasing	17% (target)	22% (actual)

In 2017, Seattle IT saw great rewards on WMBE spend in consulting and purchasing services. This was the first full year Seattle IT has operated under its consolidated budget. Departments have been asked to consider and review years between 2013 – 2017 when selecting goals. With a year of historical data to rely on, Seattle IT has reviewed this prior year, and the types of work that occurred when proposing the 2018 targets.

Due to an unusually high demand for services on the Summit Re-Implementation Project (SRI) project, consulting and WMBE spend had increased more than usual. Consultant contracting overall saw an increase in spending of 190% (\$14,985,426 total) and WMBE spend saw an increase of 419% (\$6,880,694 total). There were 23 on-call contracts for SRI totaling almost \$5,000,000, with 16 of those contracts awarded to WMBE firms. Out of those 23 contracts, only four are scheduled to run into July 2018 or later. Because of this, the expected overall spend for consultant contracts and WMBE

spend will most likely decrease in 2018 as circumstances have changed and the SRI project has been completed.

Additionally, during the 2017 time span, the SRI project was highly compatible with WMBE Consultant Roster participants. The consultant roster spend significantly increased from \$1,190,379.20 in 2016 to \$5,250,642.08. WMBE utilization on the consultant roster increased from 68% in 2016 to 93%, again due to unprecedented circumstances in 2017. Likewise, in 2018, WMBE utilization within the consultant roster will continue to be a focal point as we continue to do outreach to WMBE businesses for services. The baseline goal for consultant spend in 2018 is \$11,000,000 in total consultant spend, and \$43,000,000 for total purchasing spend.

In 2018, Seattle IT Contracting will work to make invoicing instructions and send-to addresses clear on all consultant contracts. In addition, the team will also update invoicing addresses on all contracts that were consolidated into Seattle IT from other City departments. Our consultant Prompt Pay goals for 2018 is as follows.

Consultant Prompt Pay:

2018 Consultant Prompt Pay Goals	
Consulting Roster	95%
Consulting Non-Roster	95%
Total	95%

As our mission is to provide powerful technology solutions for the City and public we serve, Seattle IT, is looking forward to meeting our 2018 goals in consultant and purchasing services with WMBE businesses in the Seattle region.

Department of Neighborhoods

City of Seattle 2018 WMBE Plans

Department of Neighborhoods 2018 WMBE PLAN AND GOALS

Policy Statement:

Ordinance 121717 (Equality in City Contracting) as codified under Seattle Municipal Code Chapter 20.42 renewed the City's commitment to WMBE firms and subcontracting WMBE firms who work for City contractors.

Executive Order 2014-03 (Equity in Contracting) affirms the Mayor's commitment to equity in City contracting and to advance the City's mission to promote race and gender equity in contracting. This Executive Order directs City departments and offices to increase the opportunities for Women and Minority-owned Business Enterprises (WMBEs), and to provide a welcoming and responsive environment for all businesses that support such efforts. It establishes this responsibility and requires each department to submit an Annual WMBE Plan.

Department Overview:

The Department of Neighborhoods (DON) strives to strengthen Seattle by engaging all communities. This is accomplished by fostering community partnerships, cultivating emerging leadership and facilitating community inclusiveness. Outreach and engagement is the core of DON's mission, with equity serving as the guiding principle. By establishing and implementing outreach and engagement practices, DON is creating opportunities and broadening accessibility, which are important components to any community involvement process and reflected in the programs DON administers.

DON has three main lines of business: Leadership and Administration, Community Building, and Neighborhood Matching. Leadership and Administration provides executive leadership, communications, and internal operations and administration support such as financial, human resources, information technology, facility, and administrative services for the entire department. Community Building delivers technical assistance, supports services and programs in neighborhoods, engages residents in neighborhood improvement and completes community-initiated projects. Neighborhood Matching provides resources for Seattle's communities to preserve and enhance the City's diverse neighborhoods, and to empower people to make positive contributions to their communities.

Department Representative:

Grace Dygico will serve as WMBE Lead who will manage DON's WMBE Initiatives. Department representative duties include:

- 1) Keeping the department director informed about WMBE progress and departmental WMBE strategies/issues.
- 2) Staffing department director at Mayor's Office executive briefings (department WMBE performance reviews).

- 3) Monitoring WMBE utilization, to include contract compliance and reporting on subconsultant data in B2GNow.
- 4) Review of solicitations for WMBE availability and inclusion strategies.
- 5) Attending WMBE Interdepartmental (IDT) meetings.
- 6) WMBE Outreach: Attending appropriate events, hosting events, serving as contact to meet with WMBE firms and facilitate meetings with department decision-makers.
- 7) Receiving the official quarterly WMBE reports from FAS/CPCS.

2018 WMBE Goals:

The Mayor's Office expects WMBE goals and performance for 2018 to be equal to or greater than the department's highest performance when considering 2013 through 2017. Based on DON's 5-yr historical WMBE usage (see table below), DON's highest performance on both categories are in 2014.

5-yr Historical WMBE Usage (Actuals)						
	Purchasing		Consultant		Purchasing + Consultant	
	Amount	%	Amount	%	Amount	%
2013	88,524	49%	14,662	40%	103,186	47%
2014	120,128	61% *	106,650	53%*	226,778	57%*
2015	48,848	32%	82,988	32%	131,836	32%
2016	171,980	49%	94,023	26%	266,003	37%
2017	239,151	59%	120,882	24%	360,033	40%

DON will use the 2014 percentages as its targets for 2018. Therefore, for Purchasing, the target will be 61% and for Consultant, 53%.

Strategies to meet WMBE Goals:

- 1) Commit to seek WMBE availability first before making any purchase or hiring a consultant.
- 2) Create a Procurement Team consisting of staff involved in purchasing and contracting.
- 3) Equip the Procurement Team with a list of Previously Used WMBEs by DON as a quick WMBE search.
- 4) Train the Procurement Team on how to look up WMBEs from the Online Business Directory (OBD).
- 5) Train the Procurement Team on assisting WMBE suppliers with the WMBE registration process.
 - a. Registration should happen before purchasing and contracting or the procurement transaction will not be credited in the WMBE utilization.

- 6) Create a shared Procurement Team folder in the J drive to store information related to WMBEs.
- 7) Create a Procurement Team distribution list to keep team members informed.
- 8) Analyze WMBE performance monthly and share information with team members to encourage higher participation.

2018 Prompt Pay:

DON will pursue a performance metric of 96% compliance. DON understands that slow payments are a burden on all firms and particularly on WMBE firms. Prompt pay means payment will be issued and mailed within thirty (30) calendar days of receipt of a properly prepared invoice.

Strategies to meet Prompt Pay Goal:

- 1) Implement the "Invoice Processing Guidelines in PS 9.2", which calls for:
 - a) Accurate stamping by Program Staff of invoices when received.
 - b) Prompt submittal of properly prepared invoices to DON Accounting per "Invoice Processing Guidelines in PS 9.2".
 - c) Prompt invoice processing by DON Accounting. A payment is considered made on the date it is mailed or is available.
- 2) Monitor Prompt Pay Reports from FAS, analyze compliance, and work on the best course of action to follow.

Department of Finance and Administrative Services

City of Seattle 2018 WMBE Plans



DEPARTMENT OF FINANCE AND ADMINISTRATIVE SERVICES 2018 WMBE PLAN

Publication date: April 23, 2018

Department Director: Fred Podesta

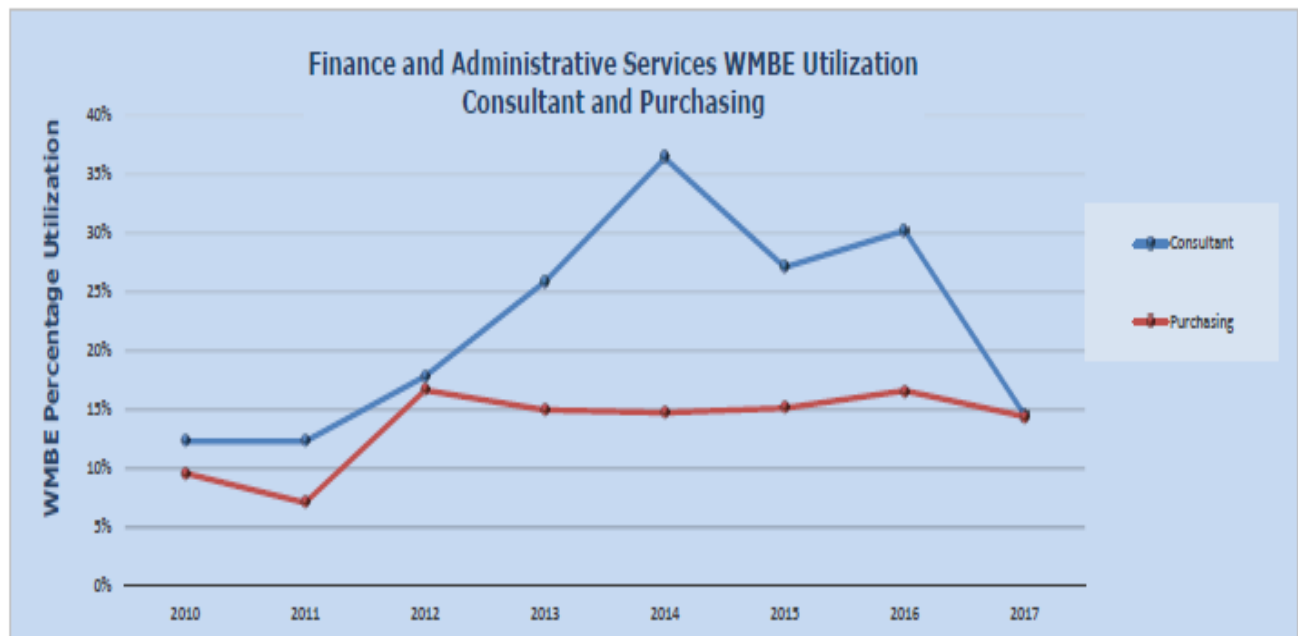
The Department of Finance and Administrative Services (FAS) 2018 WMBE Plan complies with Executive Order 2014-03 and Seattle Municipal Code Chapter 20.42, which require that each department and office of the City create a work plan to ensure optimum WMBE utilization.

1. Department Representative

Javier Valdez

2. 2017 WMBE Performance and 2018 WMBE Utilization Goals

2017	
Consulting	Purchasing
Goal = 19% Actual = 14%	Goal = 13% Actual = 14%
Goal = \$2,200,000 Actual = \$3,084,592	Goal = \$8,800,000 Actual = \$11,518,386
2018	
Consulting	Purchasing
Goal = 15.5% Goal = \$1,900,000	Goal = 16% Goal = \$7,000,000



Goal development

We are setting our 2018 goals as 15.5 percent for consulting utilization and 16.0 percent for purchasing utilization.

Over the past five years, FAS' peak WMBE utilization was in 2014 with utilization at 35 percent. Unfortunately, FAS can't project a WMBE consultant utilization as equal of this FAS highest performance for the following reasons:

- In 2018, a significant portion of department consultant funds will be directed and awarded to nonprofit organizations to support the Priority Hire program. Although these nonprofits serve and are led by people of color, the organizations are not businesses and do not count toward WMBE utilization. Priority Hire was implemented in 2015, and consultant funds began being awarded in the latter half of 2016. 2018 will be most like 2017 in award of these funds.
- In addition, in 2017, FAS' Business Technology Division was transferred and merged into the Seattle IT Department Business Technology. Business Technology previously held a significant number of consultant contracts, many of which included WMBE firms. Business Technology's transfer will reduce FAS' overall 2018 consultant spending, including funds for WMBE firms.

3. **FAS Activities and Accomplishments**

Prompt Pay: To help ensure that subcontractors on City projects, including WMBE contractors, operate in an equitable cash flow environment, the City requires all prime contractors for consultant and construction contracts to complete payments to their subcontractors within 30 days of invoicing. Similarly, City departments are also required to pay prime contractors within 30 days of an accurate invoice. For 2018, Mayor Durkan has included a requirement for all departments to pay 95 percent of invoices within the 30 days.

FAS has been tracking and reporting department performance each quarter, to help ensure compliance. As a new initiative launching in 2018, FAS worked with CBO's Performance Metrics Team to develop a tool in Tableau that provides updated department-level prompt pay data in real time. This tool will assist departments in meeting the 95 percent requirement by allowing them to more closely monitor this data, address outstanding invoices and make process changes to increase efficiencies.

Acceptable Construction Work Sites: In 2017, FAS created an acceptable construction work site enforcement program, which prohibits harassment, bullying and related behaviors on City construction sites. This no-tolerance contract requirement protects workers and contractors, including WMBE owners and their employees, and specifically prohibits inappropriate actions based on race, immigrant status, religious affiliation, gender and gender identity or sexual orientation.

FAS, through CPCS, enforces this requirement through jobsite monitoring and observations, interviews, documentation of worker and contractor experiences. Contractors are required to post an informational poster at the jobsite.

In 2018, FAS will be launching a site-specific training and awareness program. On the pilot construction sites, this program will educate construction owners, supervisors, project managers and workers on racial bias and will provide them with tools to disrupt harassment as it is occurring, to take action to report the behavior and to begin to shift the work site culture toward one of racial equity.

Procurement Technical Assistance Center: Starting in 2018, the City is hosting a new assistance office for firms seeking to bid on government contracts, including a focus on City of Seattle contracts. The office is run and managed independently by the Washington Procurement Technical Assistance Center (PTAC), a non-profit that has eight other locations around the state. The PTAC office will host meet and greet events and specialized training workshops and will offer one-on-one assistance to firms on how to respond to a request for

proposals, find City solicitations, register with the City, develop a marketing strategy, understand terms and conditions, match their firm's expertise and capabilities to City opportunities and other key assistance. FAS is managing this contract with PTAC.

WMBE survey: For 2018, FAS has contracted with a firm to conduct a series of surveys and focus groups of WMBE businesses. The purpose of these surveys will be 1) to further understand the businesses' needs for technical assistance and other business support and help inform the City's related programming and 2) to determine what potential barriers occur for WMBE construction firms when working under the City's Community Workforce Agreement and how to best remove or lessen these barriers.

Outreach and Resources:

- **Community communications:** FAS provides a monthly newsletter to the Tabor 100 membership with information on City contracting that is of particular interest to WMBEs.
- **Outreach resources for City departments:** FAS introduces City departments to outreach resources and events, such as those provided by Tabor 100, the Northwest Mountain Minority Supplier Development Council, National Association of Minority Contractors and the First Thursdays organization.
- **Regional Contracting Forum (RCF):** In 2018, FAS will serve as the lead regional agency and organize the 2018 Regional Contracting Forum (RCF). The RCF provides information about, and access to, various contracting opportunities. FAS recruits City departments to host tables and meet vendors. The RCF presents many opportunities for prime contractors and prime consultants to meet with WMBE firms for one-on-one meetings to explore possible contract needs.
- **First Fridays:** Each month FAS' City Purchasing and Contracting Services (CPCS) hosts First Fridays meetings, providing guidance to interested firms on conducting business with the City. Topics include bid policies, procedures, forms, registration and rosters. CPCS staff also meet one on one with attendees. CPCS will continue to work with departments, including the Office of Immigrant and Refugee Affairs (OIRA), to also offer workshop sessions in Spanish.
- **Contractor Training:** FAS/CPCS will continue training contractors and consultants, especially WMBE firms, on how to use B2Gnow for subcontracting payment reporting, prompt pay reporting and WMBE utilization. For example, FAS/CPCS is engaging with SPU to schedule B2Gnow training sessions for SPU consultants.

- Tabling at Events: Capital departments regularly invite FAS/CPCS to support their WMBE outreach events by providing information on how to register on the Online Business Directory and how to do business with the City. Some of the events that FAS has attended include SPU's annual A&E event, SDOT's Move Seattle event and Ready to Prime, Seattle City Light's UW Business Growth Collaborative Panel, and the Seattle/King County IT Vendor Forum. FAS/CPCS also participated in the Greater Seattle Business Association matchmaking event in 2017 and 2018.

FAS Department Outreach Activities:

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

- Regional Contracting Forum (FAS/CPCS as the lead regional agency)
- Alliance NW
- Northwest Mountain Minority Supplier Development Council MBE Showcase
- North Puget Sound Small Business Summit

FAS staff will attend community meetings, including:

- Tabor 100 monthly meetings
- National Association of Minority Contractors (NAMC) monthly meetings
- Northwest Mountain Minority Supplier Development Council meetings and events

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

4. FAS Prompt Payment for 2018

2017	Percentage of consulting and purchasing invoices paid within 30 days
	Goal = 90% Actual = 84%
2018	Goal = 95%

On Jan. 1, 2018, the City began using new standardized accounting practices as implemented in an upgraded system, PeopleSoft 9.2. While this enhancement will improve financial management and access to information in the long run, during the early part of 2018,

accounting staff are becoming familiar with both new business rules and new information technology tools. During the first quarter, these changes have slowed the accounts payable process in many departments, thereby affecting Prompt Pay performance. As staff adjust to new practices and the new system is further stabilized, FAS and all departments will improve their ability to meet Prompt Pay goals.

5. FAS Job Order Contracting (JOC) Performance

JOC Performance:

Year	# of Contracts	Total Payments (w/o tax)	MBE Payments	WBE Payments	Total WMBE Payments	WMBE %
2017	21	\$ 2,728,294	\$ 494,473	\$ 263,215	\$ 757,687	28%
2016	13	\$ 2,580,615	\$ 288,358	\$ 1,364,408	\$ 1,652,766	64%
2015	12	\$ 1,163,418	\$ 230,480	\$ 438,880	\$ 669,359	58%

FAS will work with the City's two JOC contractors to improve on 2017's 28% performance and meet the minimum WMBE participation as expected in the two JOC contracts the City utilizes.

As of April 2018, these are the known major JOC contracts with budget estimates that will be performed for FAS:

- SPD South Precinct Women's Locker Room Addition (\$149,132)
- Decommissioning of Temp Fire Station 32 (\$135,424)
- Decommissioning of Temp Fire Station 22 (\$163,696)
- Cedar Falls ED Center Walkway Replacement (\$183,516)
- SMT 18 SeaIT Phase 2 Tenant Improvement (\$341,143)
- SMT 4 EV Charging Stations (\$136,000)
- SPU Tolt OTB Admin. Building Roof Replacement (\$75,000)

6. Citywide Procurement Role

FAS' CPCS division has a significant role as the administrator of Citywide procurement and contracting. In accordance with the Seattle Municipal Code (SMC), CPCS is responsible for developing and implementing purchasing and contracting policies and practices and oversees the evaluation, award, administration and enforcement for City public works projects. CPCS works collaboratively with City departments and community stakeholders, continually looking to implement best practices that achieve WMBE utilization in City contracts and to create a welcoming contracting environment. Under this SMC authority, FAS continues to engage in Citywide policy development and hold responsibility for Citywide contracting matters impacting

WMBE utilization, such as bidding processes, contract awards, contract dispute resolution, vendor and contractor payments, and contract protections.

This role includes:

- [WMBE Inclusion Plan](#): FAS/CPCS leads, manages and enforces Seattle's WMBE Inclusion Plan for construction, consultant and purchasing contracts.

In 2017, FAS/CPCS amended the City construction contracts to require the low bidder to submit a detailed Social Equity Plan within three days. The Social Equity Plan is a comprehensive document that details the prime contractor's plan for meeting WMBE goals, apprentice utilization requirements, diversity in the workforce projections and any updates to the WMBE Inclusion Plan to add subcontractors they have secured. The City will no longer authorize the low-bidder to obtain a contract until they give a credible and robust plan. CPCS must approve the plan prior to contract execution and the City will reject low-bids that fail to submit a credible, proper Social Equity Plan.

In 2017, FAS/CPCS began hosting monthly meetings with the large capital departments' WMBE advisers (SPU, SDOT and SCL) to discuss any challenges occurring in achieving the WMBE goals of their projects. In addition, FAS/CPCS implemented a new process called a 360 Performance Evaluation to formally evaluate contractors throughout a project, not just at close-out. This innovative approach requires in-person, check-in evaluations at the start, middle and end of a project. Specifically included are WMBE goals and utilization, concerns, issues and the treatment of WMBE owners or diverse workers.

- [WMBE subconsultant tracking](#): Departments have independent authority to execute consultant contracts and, therefore, are responsible for implementation and enforcement. However, for FAS to accurately track departments' use of WMBE subconsultants, all City departments have been directed to utilize B2GNow software for tracking of subconsultant expenditures. For 2018, the Mayor's Office will be reviewing all departments' full usage of this software. FAS provided B2GNow training for consultant contracts to all departments at implementation and will continue supporting the departments with any necessary training as requested.
- [Department WMBE annual plans and City goals](#): FAS collects and calculates City departments' proposed WMBE plans for Mayoral approval and inputs the final goals into City contracting documents as needed.

- [WMBE Quarterly Reports:](#) FAS/CPCS produces comprehensive reports on WMBE utilization on a quarterly basis. The reports are distributed to all departments, as well as being posted online.
- [Job Order Contracting \(JOC\) Program:](#) The City has two job order contracts (JOC) with prime contractors Centennial and Forma for up to \$6 million annually of general construction work on each contract. Both contractors can accept work orders for projects less than \$350,000. Under the state requirement, 90 percent of the work of each work order must be subcontracted, and each JOC has 60 percent goal for WMBE inclusion. FAS/CPCS manages and monitors the WMBE inclusion of the JOC program for both contracts.

Department of Human Services

*City of Seattle **2018** WMBE Plans*



City of Seattle

Jenny A. Durkan, Mayor

Human Services Department

Catherine L. Lester, Director

Date: April 19, 2018
To: Edson I. Zavala and Carmen Kucinski
From: Audrey Buehring, Human Services Deputy Director
Subject: 2018 WMBE Utilization Plans

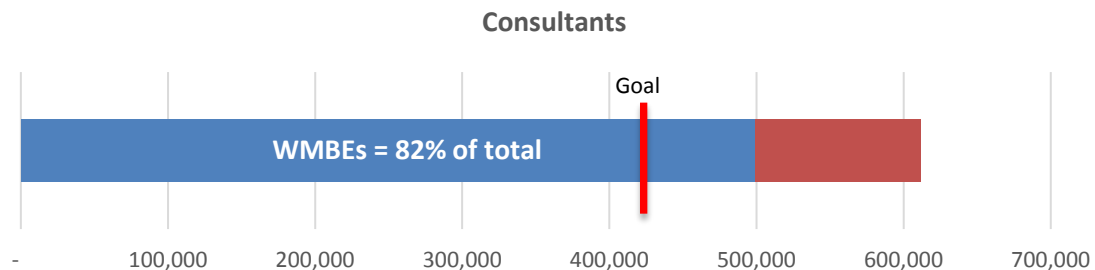
In response to a request from Mayor's Cabinet and Assistants, below are HSD's WMBE utilization goals.

2017 Performance

The Human Services Department (HSD) exceeded the consultant goal by 8% but was short of meeting its purchasing WMBE goal of utilization in purchasing. In 2017, HSD made substantial investments in updating work spaces but could not identify any WMBE contractors in that line of business.

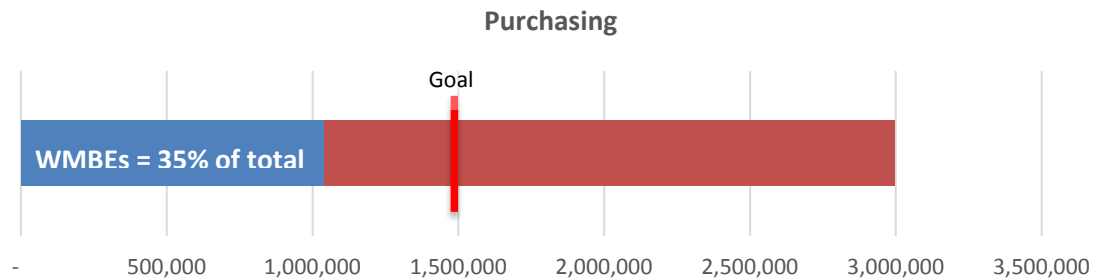
Consultants

HSD awarded \$611,623 to consultants, of which approximately \$499,413 (82%) was awarded to WMBEs in 2017.



Purchasing

Total purchasing was \$2,995,557 of which approximately \$1,039,528 (35%) was awarded to WMBEs, which is an improvement of 1% since last year.



2018 Goals

Based on our success in contracting with WMBE consultants in 2017, HSD will raise our consultant goal to 75% in 2018 (previously 70%). HSD will keep its purchasing goal at 50% and employ the strategy below to achieve the goal.

HSD expects to total \$550,000 in consulting and \$3,000,000 in purchasing in 2018. As such, HSD's WMBE consultant goal is \$412,000 and purchasing goal is \$1,500,000.

2018 Strategy

The Department has a long history of engaging in community outreach to help ensure that subcontractors have staff and leadership who reflect the clients we serve. More than \$100M is awarded to non-profit agencies, which are excluded from WMBE computations. As HSD moves forward in streamlining delivery of services and contracts, HSD will continue to explore opportunities to further support WMBE.

HSD designated a Strategic Advisor to centralize procurement for the Department. The Strategic Advisor will (1) prepare and facilitate WMBE trainings for staff who manage bidding, purchasing, and consultant contracts, and (2) coordinate outreach to WMBEs to build awareness around the types purchasing and consulting services that HSD procures, and (3) represent HSD at the City's reverse trade show.

In addition, HSD will use All Employee Quarterly meetings to remind employees about WMBE plans and goals. HSD will also collaborate with City Purchasing & Contracting and the Washington State Department of Commerce to identify potential WMBE vendors that can use programs and project to eliminate racial equity.

Finally, HSD will review the HSD WMBE web page and update accordingly any existing information, policies, and procedures, as this web page is accessible to all HSD staff. With these strategies and a strong commitment, HSD is confident it can achieve its stretch goals in 2017.

Consultant Prompt Pay

HSD aims to pay 100% of consultant invoices within 30 days of receipt. HSD currently has a practice in place to achieve this.

Department Representative

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

City of Seattle Mayor's Office

City of Seattle 2018 WMBE Plans



2018 CITY OF SEATTLE MAYOR'S OFFICE

WMBE OUTREACH PLAN

Department Representative

Edson I. Zavala

2018 Voluntary Target for Mayor's Office

The Mayor's Office spend includes but is not limited to spend from units such as the Executive Team, Communications, External Outreach, and Policy & Innovation. For 2018, the Mayor's Office has set a voluntary aspirational WMBE Goal of **33% for Consulting spend**, and **42% for Purchasing Spend**.

Voluntary 2018 WMBE Targets	
Consulting	33%
Purchasing	42%

I. Introduction:

Policy Statement

In accordance with City of Seattle "Equality in Contracting" Ordinance #121717 codified as Seattle Municipal Code (SMC) 20.42 as well as Executive Orders 2010-05: Outreach to Women and Minority Businesses, and Executive Order 2014-03: Equity in City Contracting, the City of Seattle encourages all of its departments to be inclusive of underrepresented business communities, and strives to use all legal means to see that minority-owned and women-owned businesses do not face unfair barriers in their competition for city contracts and in their successful performance of those contracts.

City of Seattle policy requires each city department – and office with anticipated spending over \$50,000 – to develop an annual WMBE outreach plan to provide opportunities for minority-owned and women-owned businesses to gain City contracts

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

Edson I. Zavala, Mayor's Office Policy Advisor for Economic Inclusion & Contracting Equity will serve as the Mayor's Office representative for the City's WMBE initiative.

Background

The purchasing power of the Mayor's Office is a relatively small compared to capital departments and other large departments & offices. Per available data, office spend volume is less than half of one percent and associated metrics have varied significantly throughout the years.

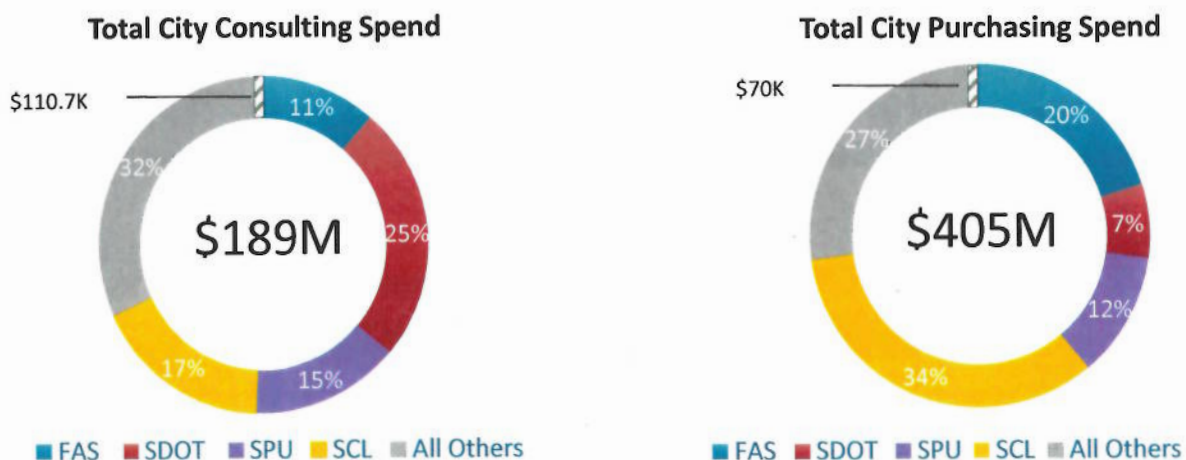


Figure 1. Mayor's Office spend compared to City of Seattle Departments. Data represents totals for 2017 and is Sourced from SUMMIT Financial System

Mayor's Office Consultant Spend Volume and Actual WMBE %

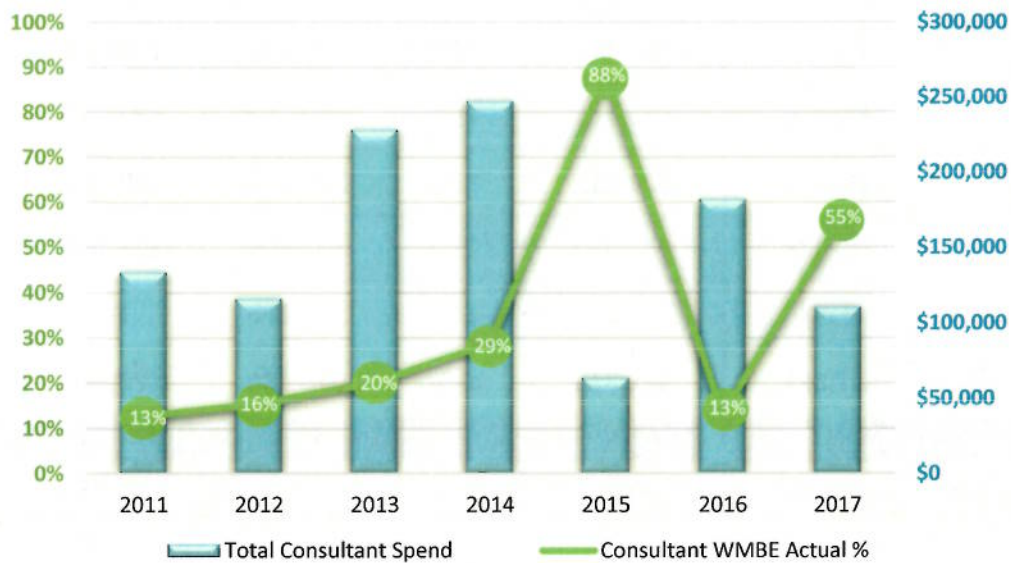


Figure 2. Mayor's Office Consultant spend with WMBE Utilization %. Data sourced from City of Seattle WMBE Reports as reported through FAS Website.

Mayor's Office Purchasing Spend Volume and Actual WMBE %



Figure 3. Mayor's Office Purchasing spend with WMBE Utilization %. Data sourced from City of Seattle WMBE Reports as reported through FAS Website.

2016 vs 2017 Performance Summary						
	2016 Performance			2017 Performance		
Procurement Type	Total \$	WMBE \$	% WMBE	Total \$	WMBE \$	% WMBE
Consultant Contract	\$181,930	\$23,915	13%	\$110,774	\$60,788	55%
Consultant Total	\$181,930	\$23,915	13%	\$110,774	\$60,788	55%
Blanket Contract	\$79,428	\$41,325	52%	\$45,805	\$28,267	62%
Direct Voucher	\$8,400	\$0	0%	\$24,383	\$0	0%
Purchasing Total	\$87,828	\$41,325	47%	\$70,188	\$28,788	40%
Grand Total	\$269,758	\$65,240	24%	\$180,961	\$89,055	49%

Data is sourced from the City of Seattle SUMMIT financial system. Figures are rounded to the nearest whole number where applicable. 2017 YTD figures represent payments made to prime contract holders and do not include dollars paid to subconsultants. Moreover, non-WMBE data also includes any potential payments made to non-profit firms. Dollars not shown include, but are not limited to payments made under DX category payments. Notably, FY2017 denotes an administration change in the Mayor's Office.

Key Take-aways:

- An administration change took place at the end of FY2017
- The Mayor's Office typically accounts for less than one percent of City of Seattle spend, and undertakes limited procurements

II. WMBE Inclusion Strategies

WMBE Program Training Workshop

WMBE Program Trainings

Workshop to provide information and tools regarding the City of Seattle WMBE Program.

Procurement Process Information Session

Procurement Process Information Sessions

Informational sessions to provide clarity about the procurement process.

Process Review:
Availability Review at
Procurement Request

Procurement Process Reviews

Review to strengthen proactive WMBE review on applicable purchases.

Access to
Spend Data Tools


Access to Data Tracking Tools

Assess WMBE utilization data tool access for analysis of information to inform periodic reviews and progress reports.

III. Prompt Payment

The Mayor's Office is committed to supporting the Prompt Payment Initiative of 95%. Key initiatives to support this effort include, but are not limited to, staff training and strengthening communication between the office and key staff procurement partners.

Representative

Edson I. Zavala 

Office Executive

Senior Deputy Mayor Mike Fong 

Seattle Office for Civil Rights

*City of Seattle **2018** WMBE Plans*

SEATTLE OFFICE FOR CIVIL RIGHTS

IDT Contracting Equity

Brenda Anibarro, Latrice yBarra

WMBE Coordinator¹

Latrice yBarra

2018 TARGETS

CONSULTANTS²

5%* – \$3,500

PURCHASING

25% – \$18,000

PROMPT PAY

100%

ACTION PLAN

OUTREACH

Sponsor/Support:

- Annual Purchasing Trade Show.
- Membership with Greater Seattle Business Association.
- El Centro de la Raza Building the Beloved Community Event and other community events.

Utilize WMBE Vendors for:

- OCR's major events, e.g. RSJI Summit and RSJI Speaker Series.
- Outreach events sponsored or co-sponsored by OCR, RSJI and the Commissions.
- Community training and presentations and/or tabling at events and festivals.
- Consultants for RSJI, Policy and Enforcement division training and events.
- Routine purchases such as office supplies, advertising, caterers, daycare, etc.

TRAINING

WMBE Training Objectives:

- Review WMBE definition and code definitions.
- Review and discuss the Executive Order.
- Review OCR WMBE goals and outreach plan and available WMBE resources.
- Update and distribute WMBE Quick Sheet which includes:
 - How to look-up vendors and use the Blanket Vendor Contract Search.
 - How to register as a WMBE Vendor.
 - How to make referrals to contracting and vendor roster page.
 - How to view WMBE Utilization Reports.
 - How to process consultant contracts.

¹**WMBE Coordinator** – Our coordinator will work with vendors as appropriate to register as WMBE Vendors and directly with staff responsible for making purchases and negotiating consultant contracts to ensure they seek out WMBE vendors.

²**Consultant Contracts** - Due to our lines of business, our contracts are typically with non-profit agencies and are not tracked as WMBE vendors. However, these organizations' principals and staff are usually people of color who serve communities of color and/or immigrant and refugee communities.

Office of Economic Development (OED)

City of Seattle 2018 WMBE Plans

Mayor's Executive
Office of Economic Development (OED)
2018 WMBE ANNUAL PLAN

DEPARTMENT WMBE REPRESENTATIVE STAFF:
Amanda Allen, Director of Finance & Operations
Yonas Seifu, Small Business Advisor

2018 VOLUNTARY TARGETS FOR OED

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

CONSULTANT VOLUNTARY TARGETS: 60.00% (of a \$500,000 budget)

2017 WMBE Vendor Utilization

The Office of Economic Development's overall total spending with WMBE contractors in 2017 was 53.12%, a little higher than the documented 51.23% since some of our vendors have not yet reported their WMBE status to the City. This spend represents approximately \$583,000 out of OED's \$1,100,000 eligible budget and is up from our overall proportional spend with WMBEs in 2016 of 45.63%.

This expenditure rate was weighted heavily by expenditures OED made with WMBE consultants, whereby 69.6% of approximately \$800,000 was spent with WMBE contractors (adjusted for actual WMBE use, which is slightly different from the reported 67.46% of expenditures made with registered WMBE consultants). Overall purchasing (blanket contract, direct voucher, and purchase contract spending) was recorded at 8.58% or \$26,140 expenditure, however an additional \$29,295 was spent with WMBEs that had not registered with the City, increasing our statistic to 18.2%. Among this category, most was spent on 'purchase contracts'. It should be noted that of the total spent on purchase contracts, \$202,196 or 67% was spent with the Chinatown International District PDA which serves a community of color, but which cannot claim WMBE status as it is a governmental organization.

OED has found that encouraging staff to use WMBE vendors and familiarizing them with the City's online database has helped them identify and use these vendors. Within our business development contracts, including a WMBE outreach goal has helped to ensure that targeted outreach takes place. Below is a summary of the strategies OED used in 2017 that we will continue to use in 2018 to engage and strengthen business diversity.

Summary of 2017 Outreach and Engagement Strategies

Outreach Events & Small Business Engagement:

- OED staff encouraged WMBE vendors to register and self-identify on the City's Online Business Directory through face to face business contacts, community events, community forums, and chamber events.
- To enhance the accessibility of our programs, OED continued to use our Language Line account which allows our staff to provide over-the-phone translation services in over 200 languages.
- OED staff continued our relationship with Tabor 100 and worked through that organization to develop a report on best practices for working with and recruiting WMBE contractors to successfully bid on City Capital Improvement projects.

- Our Startup Advocate conducted office hours with approximately 100 startups, 50% of which were women or minority-owned.
- Our Restaurant Advocate conducted five Restaurant Success orientations. Three were in partnership with the Seattle Public Library located at the Central, Delridge and Douglas Truth branches and two others at the SBA and Greater Seattle SCOR offices. These partnerships help make the orientations accessible to all people by locating them in neutral settings which were either centrally located or in low-income neighborhoods. In addition, OED sponsored two Road Shows targeted at providing information to food businesses on how to navigate regulatory processes and providing the opportunity to meet face to face with the regulatory agencies.
- In 2017, OED's contract with ECOSS provided technical assistance to 18 WMBE businesses in the industrial sector (out of 30 contracted to do so) and interviewed 6 WMBE businesses to understand barriers to incorporate more green practices into their operations. OED's contract with the Ethnic Business Coalition provided marketing and technical assistance to ethnic, refugee, and minority owned business owners to provide businesses support services, marketing and PR and financial support for tenant improvements.
- Lastly, OED conducted entrepreneurship training workshops in partnership with Ventures, a non-profit organization that supports people of color and immigrants. Our goal was to provide workshops to at least 90 low-income WMBE businesses or entrepreneurs. Ventures served a total of 146 individuals, 80% which were low income, providing business financial management technical assistance. Twenty eight of the 146 individuals assisted were existing business owners.

Plans and Engagement Strategies: Relatively speaking to the City on a whole, the Office of Economic Development (OED) has a small budget that can be spent with WMBE vendors as most our funding for which we contract, over \$3 million, is awarded to nonprofit organizations and thus is not available to affect our WMBE spending target. That said, we have demonstrated our success in supporting WMBE vendors by encouraging OED staff to make purchases with WMBEs via the blanket purchase contracts, direct vouchers, and consultant contracts. OED staff is regularly informed of WMBE goals and our performance. They are familiar with the City's Online Business Directory to identify vendors for their own needs and to promote, the registration of women and minority owned businesses, particularly immigrant and refugee entrepreneurs, within the database.

Additionally, part of OED's mission is to promote Seattle's business community, including that of WMBE companies. OED has various programs that help expand and nourish the local economy and provide a broad range of assistance for small- and medium-sized businesses, which includes WMBE business support.

2018 Table of Outreach Activities, Strategies, and Goals

In 2018, OED's goals remain consistent and supportive of serving a broad community of business owners which provide intentional strategies to support WMBEs. The table below provides context for our planned approach in 2018, the populations we are targeting, the methods we are using for service delivery and our overall programs goals or anticipated outcomes.

OED Program Activity	Target Population	Service Mechanism	2018 Goals/outcomes
Business outreach	WMBE businesses with 50 employees or less and \$10 million dollars in annual revenue	Staff and contracted partners	500 businesses will be targeted for outreach with approximately 250 receiving technical assistance, of those, 20% will be WMBE.

OED Program Activity	Target Population	Service Mechanism	2018 Goals/outcomes
Business technical assistance	<p>Immigrant and minority-owned businesses</p> <p>Seattle small businesses</p> <p>Seattle small businesses</p>	<p>Contract with Ventures</p> <p>Third party contract of face-to-face business consulting</p> <p>Third party contract of face-to-face business consulting</p>	<p>Ventures will provide workshops for businesses who receive financing through OED's Business Development Account program with Mercy Corps NW. Ventures will also provide workshops for up to businesses who participate in Ventures' 8-week Business Development Training.</p> <p>OED is working with business consultants who able to work in language with East African, and Spanish speaking business owners to provide 1-on-1 business coaching/technical assistance to business owners.</p> <p>Lease Education via workshops and one-on-one consultations with businesses experiencing displacement.</p>
Help businesses enhance their operations and make operational adjustments to meet the expectations of new City regulations.	Ethnic, minority, immigrant and refugee owned businesses	Contract with Ethnic Business Coalition	Provide marketing and business technical assistance to 175 businesses. Scope of work focused on promoting ethnic, minority, immigrant and refugee owned businesses.
Restaurant Success outreach activities	Immigrant and refugee owned businesses	<p>Various ethnic media channels</p> <p>Language Line services</p> <p>Partner with Seattle Public Libraries and SBA & Greater Seattle SCOR</p>	<p>Strategic initiative to market OED's language-line services to immigrant and refugee owned businesses.</p> <p>Provide one-on-one opportunities with and for businesses.</p> <p>Conduct Restaurant Success Orientations and Food Business Roadshows throughout the year</p>
Only in Seattle Racial Equity in Business Districts	Ethnic, minority, immigrant and refugee owned businesses	Neighborhood business district organizations and chambers	A component of the Only in Seattle Initiative that works with DON's Community Liaisons to conduct outreach to business owners of color. The outreach is focused on helping businesses with issues and providing services.

OED Program Activity	Target Population	Service Mechanism	2018 Goals/outcomes
			The program also provides training to business district organizations to improve their skills and tools for overcoming implicit bias and building relationships with business owners of color.

Office of Housing

City of Seattle 2018 WMBE Plans

April 27, 2018

To: Edson Zavala, Mayor's Office, and Carmen Kucinski, Finance and Administrative Services

From: Steve Walker, Office of Housing

Subject: 2018 WMBE Utilization Plan

Department Representative

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

2018 WMBE Goals:

Purchasing Goal:

OH ended fiscal year 2017 with 73% WMBE utilization for procurement of goods and services, far exceeding our goal of 50%. OH has had consistently high WMBE utilization rates for purchasing over the last several years. We have determined that an appropriate 2018 WMBE utilization goal for procurement of goods and basic services should remain high at 50%.

Consultant Goal:

In 2017, OH entered into four consulting contracts, one of which was with a WMBE vendor. In terms of dollars spent, OH's WMBE utilization for consultant contracts was 1% of the overall expenditures. The remaining three contracts thus accounted for 99% of all consulting specialized. Each of the three contracts addressed highly specialized work as part of a mandated Environmental Impact Study at Fort Lawton.

Despite these challenges, OH has determined that an appropriate 2018 WMBE utilization goal for consultant contracts is still 20%.

Consultant Prompt Pay:

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

Additional Strategies:

The Office of Housing regularly conducts outreach to low-income populations, non-profit developers serving low income families / individuals, and community stakeholders that advocate for those that are directly impacted by and benefit from our programs. These outreach efforts will continue in 2018 and provide opportunities to connect with WMBE firms related to housing development, home repair and

weatherization. We will continue to work with other City departments such as FAS, Seattle City Light, SPU, OPCD, SDCI, Parks, DON and HSD to identify the most appropriate and effective events to reach contractors and service providers.

OH's Asset Management unit performs physical inspections of projects in the City of Seattle's affordable housing portfolio. Part of the inspection process includes making WMBE resources available to our housing providers (owners and property management companies) for on-going building equipment and service contracts, as well as for capital improvements/building repairs after the project has been placed-in-service. Asset Management includes the following statement in its site inspection write-up template:

The City's Race and Social Justice Initiative efforts of the Office of Housing encourage owners and property managers to consider using WMBE (Women and Minority Business Enterprises) firms. A certified OMWBE Directory available through the Washington State Office of Minority and Women's Business Enterprises can be found at:

<http://omwbe.wa.gov/directory-of-certified-firms/>

WMBE utilization for our weatherization and home repair programs and our partners' utilization of WMBE vendors is not included in OH's WMBE reports, as they are not captured as goods, services or consultants; nor are we a capital department. However, each provides an opportunity for OH to advance WMBE inclusion throughout the housing sector.

Office of Intergovernmental Relations (OIR)

City of Seattle 2018 WMBE Plans

City of Seattle Office of Intergovernmental Relations (OIR)

2018 WMBE Utilization Plan Instructions

1. Department Representative:

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

2. 2018 Goals:

- Purchasing
- Consultant

OIR is a small executive department with 11 staff members. This office is responsible for representing and promoting the City's interests in International, Tribal, Federal, State, and Regional Affairs.

OIR Consultant Contracts:

OIR has several consultant contracts lined up for 2018. Our consulting budget is approximately \$500,000. However, about ¼ of this consulting budget will be spent on contracts with local non-profits that we have had partnerships with; they organizations provide advocacy on Washington State legislative issues throughout the year - metric wise it is not applicable to that portion of our spending activities.

In 2018, OIR will strive to use WMBE contractors for at least 35% of consulting contracts. One of our primary contracts in 2017 is a WMBE, and we plan to increase this even more so in 2018.

OIR Purchasing:

OIR is very conscious about purchases from WMBE businesses whenever possible. In 2018 we aim to achieve a similar purchasing rate as in 2017, hoping to achieve an effective purchasing rate of 35% or more from WMBE businesses. **Specifically, we have a purchasing budget of approximately \$20,000 and we hope to spend close to \$8000 on purchases from WMBE companies.**

3. Outreach Events and Additional Strategies: Identify events and associations you will sponsor, support and/or participate in, and other actions to support WMBEs and improve utilization.

Given OIR's small size and budgets, we do not have a structured plan in place for 2018. However, 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 Mayors WMBE plans.

OIR is dedicated to this effort and will undergo trainings to implement this plan further. We are always happy to increase our knowledge and effectiveness in this area.

4. **Consultant Prompt Pay**: Set a goal for the percentage of your consultant invoices that will be paid within 30-days, as recorded by the Summit financial reports produced from FAS. The long-term goal is to achieve 100 percent. Identify strategies your department will take to communicate and implement this goal.

OIR's goal is to quickly move towards paying all invoices within 30-days and for 2018 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.

Office of Immigrant and Refugee Affairs (OIRA)

City of Seattle 2018 WMBE Plans



**2018 Annual WMBE Plan
Office of Immigrant and Refugee Affairs (OIRA)**

1. Department Representative:

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

2. 2018 Goals:

WMBE Utilization Goal for Purchasing and Contracting in 2018

2018 Department WMBE Target for Supplies: 80%

2018 Department WMBE Target for Professional Services: 75%

OIRA is a small office with a very limited purchasing (supplies) budget and consultant budget that is almost entirely comprised of contracts with nonprofit organizations which cannot qualify as WMBE, even when operated by women and minority leaders. These contracts with immigrant and refugee serving organizations will total approximately \$1.7 million and represent at least 95% of our overall Professional Services budget.

Of the remaining dollars, OIRA will seek to spend at least 75% on WMBE. However, it will be impossible to track this until and unless the City changes the way that it calculates WMBE expenditure on consultant services to exclude nonprofit organizations.

3. Outreach Events:

OIRA has \$35,000 budgeted for translation services for City outreach events. The funds will be used to translate City materials to better serve Seattle's immigrant and refugee communities. Translation service providers selected will very likely be MBEs but may not be listed as such in the City's system.

4. Plans and Strategies:

- Nonprofit organizations are important assets and employers of women and minority communities, and provide many important services for the City of Seattle, including most of the services contracted by OIRA. OIRA would support efforts to reflect the use of minority and women-owned nonprofit services in WMBE records and goals, or alternatively, to exclude nonprofit contract spending from counting against OIRA's WMBE utilization.
- OIRA will work with existing women and minority contractors to encourage them to register with OBD or with the state as WMBEs.
- A continuing key component of the OIRA work plan is to work in conjunction with City departments to improve services for Seattle's immigrant and refugee communities and provide

outreach to those communities regarding City services, employment and business opportunities. In the long-term, OIRA's work plan will support departments to better reach WMBE targets.

- All new OIRA staff will participate in Race and Social Justice Initiative training. All staff who have been employed since the end of 2016 have participated in RSJI training.
- All new Immigrant and Refugee Commissioners are required to participate in Race and Social Justice Initiative training. All current commissioners received RSJI training in Fall 2015.

5. Prompt Pay Compliance

OIRA has not been able to track compliance office-wide since we are supported by Shared Services and not an independent financial unit, but we are committed to the City guidelines and working with both program staff and FAS Shared Services staff to clarify roles and responsibilities including information and process requirements in the new financial system. OIRA has documented invoicing and purchasing protocols for all program staff in Q1 2018.

Office of Planning and Community Development

City of Seattle 2018 WMBE Plans



Seattle
**Office of Planning &
Community Development**

Jenny A. Durkan, Mayor | Samuel Assefa, Director

600 4th Ave, Floor 5
P.O. Box 94788
Seattle, WA 98124-7088

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

Edson I. Zavala, Policy Advisor for Economic Inclusion & Contracting Equity
Mayor's Office

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

DAVID DRISKELL FOR SAM ASSEFA

DATE: April 23, 2018

SUBJECT: OPCD 2018 WMBE Goals and Outreach Plan

Department Overview:

Established in 2016, the Office of Planning and Community Development's (OPCD) mission is to lead collaborate planning, advance equitable development, and create great places. OPCD is committed to ending racial disparities in contracting and purchasing by being proactive about hiring WMBE companies whenever possible.

Department Representative: Jeanette Martin, Finance Manager for OPCD, is the representative for managing the Office's WMBE initiatives and a member of the IDT.

WMBE Utilization: 2017 Actuals and 2018 Goals:

2016 & 2017 Performance Summary						
	2016 Performance			2017 Performance		
Procurement Type	Total	WMBE	% WMBE	Total	WMBE	% WMBE
Consultant Contract	\$317,779	\$153,482	48.30%	\$550,702	\$425,578	77.28%
Consultant Roster	\$360,103	\$299,213	83.09%	\$126,214	\$108,254	85.77%
Consultant Total	\$677,882	\$452,695	66.78%	\$676,916	\$533,832	78.86%
Blanket Contract	\$107,153	\$64,341	60.05%	\$109,223	\$65,821	60.26%
Direct Voucher	\$25,279	\$4,229	16.73%	\$17,600	\$2,899	16.47%
Purchase Order				\$39,815	\$0	0.00%
Purchasing Total	\$132,432	\$68,570	51.78%	\$166,638	\$68,720	41.24%
Grand Total	\$810,314	\$521,265	64.33%	\$843,554	\$602,552	71.43%

Purchasing:

OPCD ended fiscal year 2017 with 41% WMBE utilization for procurement of goods and services. This is 10% below our 2016 utilization. However, the decrease is due to a one-time \$40,000 purchase order for a navigational buoy system for South Lake Union funded through the Washington State Department of Transportation grant. The comparison for normal business purchases through blanket contracts and direct voucher payments in 2017 shows a WMBE utilization at 54% of total purchases slightly over 52% of purchases in 2016 and close to the same dollar volume of \$69,000.

2018 Goal: Our aspirational goal is 48% or \$60,000 of total purchases. This is lower than our actual 2017 utilization percentage. We anticipate a decrease of \$7,000 in computer purchases where WMBE vendors have been utilized because we now have sufficient inventory to meet all staffing needs. New computers were purchased over the last two years as staffing was ramped up when the office reorganized from the Seattle Department of Construction and Inspections (SDCI/DPD).

Consultant:

In 2017, OPCD's WMBE utilization for consultant contracts was 79% or \$533,832 of total dollars spent. This exceeded our 2017 goal of 50%. Contracts with African American and Asian consulting firms account for the above goal increase of \$81,000 (19%). We are proud to announce our 2017 utilization of minority consulting firms increased by 138% or \$125,000 over 2016. The original projection was based on existing contracts for major environmental impact studies ongoing from 2016 into 2017 which were primarily non-minority women owned firms.

2018 Goal: We will still hold to our 50% WMBE utilization goal for 2018. Most of the environmental impact studies are completed or will conclude this year. Another factor is reductions taken in the 2018 consultant services adopted budget limit opportunities for new contracts. Our average consultant contracts range between \$25,000 to \$70,000 for contracts such as architectural, urban design studies and economic analysis. Although OPCD has found fewer WMBE consultants in the market for these contracts, we will continue to make our best efforts to promote and increase WMBE utilization rates in these areas.

Consultant services budget for the Equitable Development Initiative program will contribute to meeting our 50% aspirational. Opportunities for minority consulting firms needed for community facilitation and community based participatory research have expanded our utilization beyond the more technical planning contracts.

Department Training: We will continue to provide refresher training on using Purchasing's VCR online vendor search tool. Links to the VCR tool are included on OPCD's purchasing SharePoint page.

Outreach Events: OPCD will participate in outreach events as it has in the past alongside SDCI, OPCD will have a table at the 2018 Regional Contracting Forum, as well as the Reverse Vendor Trade Show event in July. We will also plan to participate in other trade shows or events relevant to our office's operations.

Implementing Prompt Pay: OPCD has increased efforts to communicate the importance of prompt payment for general good and non-consultant vendors, as well as for consultants. OPCD adheres to using updated contract boilerplates templates that include prompt pay requirements. OPCD commits to increasing efforts to release payment within 30 days of a proper invoice, OPCD Account Payable staff is diligently working with vendors and consultants to send timely invoices, and payment authorizers to timely approved invoices to forward to meet invoice payment due dated. We will promote prompt pays and seek to remedy payments that are not timely.

Since OPCD is not a CIP department, some aspects of the City's overall WMBE program (such as JOC Utilization or project Outreach Plans) do not apply to our department. Despite this, we hope to be included in Citywide IDT/CCAG, and any relevant Purchasing groups or meetings.

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

Sustainability and Environmental Affairs

City of Seattle 2018 WMBE Plans

OSE 2018 Annual WMBE Plan

1. Department Representative

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

2. Traditional 2018 Goals

Our aspirational goals for **OSE's 2018 General Fund budget are:**

- Consultant contracting goal: 20% (\$216-263,000)
- Purchasing goal: 60% (\$227,000)

Note on consultant contracting goal:

Our percentage goals are not as high, but our total dollar spend is projected to be much greater. Total discretionary spending by OSE in 2017 will be around \$2.7M with nearly half of that (\$1.24M) going to contracts for our food access programs funded by the new sweetened beverage tax. Many of those contracts will be with non-profit providers such as farmers markets and thus are not included for the WMBE goal calculation.

In order to achieve the above goals, general fund programs have a minimum goal of 10% WMBE spending of their new budget allocations, including grant expenditures for services such as design, translation, printing, marketing, etc. in all grants except the federal Dept. of Energy grant. The DOE grant has specific contractual obligations that are not discretionary (i.e., technical requirements, etc.). The consultant spending goal is a range since there is no spending history for the new sweetened beverage tax and spending categories are still being identified to expand the program.

These expenditures will be monitored via monthly budget updates (as reporting issues are resolved). In addition, we have asked project managers to have an aspirational goal of 20% in hopes we can exceed our goal.

Internal/Change Management

The WMBE spending tally is posted monthly on OSE's SharePoint site, and budget figures are updated monthly as well in both the overall tracking for the office performance and by program and vendor. We have not yet established reporting mechanisms through PeopleSoft 9.2, but hopefully that will be ironed out soon.

Outreach/Engagement in OSE Programs

Additional emphasis is being placed on OSE's outreach and engagement strategies, with most program managers actively working with the Equity & Environment program manager to cultivate community partnerships. Most of these expenditures do not result in WMBE-identified expenditures but are part of a larger narrative for how we are building partnerships and organizational capacity of small, people of color-led groups.

3. **2017 Performance**

OSE's 2017 WMBE expenditures for consulting was \$145,800 (22.5%) and for purchasing was \$88,430 (77.7%). Our goals were 13% (\$182,000) for consulting and 50% (\$75,500) for purchasing.

Performance Considerations

We exceeded both our consultant and purchasing goals percentage-wise (and dollar-wise for purchasing), but we did not spend as much on consultants as anticipated. Discretionary budgets often vary from projected spending on consultant vs. purchasing, which accounts for the difference.

4. Outreach Events

OSE has limited capacity to attend outreach events and most of our contracting and purchasing needs are not easily fulfilled by traditional vendor show participants. Outreach is done by programs with the support and consultation of the WMBE rep and OSE's other administrative staff, who help to locate potential vendors for the specific services and products needed.

5. Consultant Prompt Pay

OSE has a goal to pay all consultant invoices within 30 days. The typical turnaround time to pay invoices once the project manager gives them to our admin assistant is less than a week to process. Central Accounting also typically pays them within a few days. So from that perspective, paying 100% of consultant invoices in 30 days presents no issues. However, project managers sometimes take longer to review and approve invoices than is ideal, so OSE's WMBE Representative will be working closely with them to ensure they understand this rule and are approving their invoices within a week of receiving them. Last year our goal was 85%; for 2018 our goal will be 95%. Previous year's reports do not show the breakdown for OSE separate from the executive, so tracking will be easier.

Seattle Parks and Recreation

City of Seattle 2018 WMBE Plans

Seattle Parks and Recreation

2018 Annual WMBE Plan

OVERVIEW

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

Department Representation: Sue Goodwin is the department's WMBE representative and is responsible for the following activities in 2018:

- Attend WMBE Interdepartmental Meetings (IDT);
- Attend appropriate events, forums and retreats related to WMBE contracting and purchasing;
- Receive and stay current on the City WMBE list-serve of upcoming news and events and socialize relevant information to other SPR staff;
- Attend first Friday meet and greets hosted by FAS with the intention of establishing new WMBE contacts within SPR;
- Receive quarterly reports from FAS/CPCS and keep SPR leadership informed of WMBE utilization and progress on achieving goals;
- Engage SPR Finance team to determine opportunities to improve internal tracking and reporting.

2018 Voluntary Target for Seattle Parks and Recreation

Annually, Seattle Parks and Recreation establishes voluntary Woman and/or Minority Business Enterprises (WMBE) utilization goals. These goals are informed by past departmental utilization efforts (see attachment 1) and what is known about the current year's projects and activities.

Purchasing: SPR will strive to purchase 21% of our total spend from WMBE vendors in 2018. This level would match 2015 levels, our second highest year since this metric began to be tracked in 2005. In 2017, 17% of SPR purchases were from WMBE suppliers. However, with the additional services and projects funded by the Seattle Park District since 2015, total purchases increased as has the total spend with WMBE vendors (up \$700K over 2016).

NOTE: We analyzed the 2014 purchasing data which included two \$1M purchases with a WMBE related to one-time capital projects (implementation of a new facility access system and installing nets at a golf course facility). These large purchases are not the norm for Seattle Parks and Recreation and therefore is not the basis of our 2018 voluntary target.

Consultant: SPR will also strive to achieve 21% WMBE utilization in our consultant contracts in 2018. This would match 2016 levels, our second highest year since this metric began to be tracked in 2005 and would represent a 3% increase over last year's level. While this wouldn't be the highest percentage level, the additional services and projects funded by the Seattle Park District since 2015 has resulted in an increase in contracting and an increase in the total spend with WMBE consultants.

Prompt Pay: For 2018, SPR will strive to pay at least 95% of our consultant invoices within 30 days. In 2017, we paid 99% of our consultant invoices within 30 days. We anticipate that the Summit Reimplementation Project may have resulted in some delayed payments. We are also onboarding a new Accounts Payable Supervisor in 2018 and will continue to prioritize prompt payments.

Outreach Events

In 2018, SPR will participate in the Regional Contracting Forum schedule for October as well as other City sponsored events – for example, SPU regularly hosts an A&E consultant event and FAS coordinated outreach activities with community and professional organizations such as Tabor 100, NAMC, CCCJ, etc.

SPR Facilities will continue to hold an annual WMBE vendor event specific to their lines of business.

We will also continue to prioritize outreach to underserved communities and WMBE businesses when we are soliciting concessionaires and recreational service providers. While these engagements are not often reflected as purchasing or contracting utilization, such agreements have proven a successful strategy for WMBE business development. We have partnered with the Office of Economic Development in the past to increase visibility and outreach activities.

Strategies for improving WMBE Utilization

SPR will continue to invite vendors and consultants to register and self-identify as WMBE and will invite minority consultants to select department meetings throughout the year to learn more about each other's businesses and work plans. As stated above, SPR 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 in an effort to build relationships and encourage participation in City of Seattle and SPR roster and project solicitations.

SPR anticipates a similar level of utilization of JOC purchasing in 2018. JOC contracts require a specific percentage of WMBE subcontractor utilization which aligns with SPR's utilization goals set here.

WMBE utilization will be a topic on a second quarter Expanded Executive Team meeting in which this plan is shared and managers are reminded of current tools available on the City's Purchasing and Contracting site.

SPR will work to develop new reports for operating division staff to monitor WMBE utilization in the PeopleSoft 9.2 environment. This could allow for more frequent and detailed information about WMBE utilization and allow divisions to evaluate and course correct throughout the year.

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

Attachment 1: Historical Information

Parks

WMBE Utilization - Consultant and Purchasing

Year	Consultant			Purchasing		
	Total	Percent	WMBE	Total	Percent	WMBE
2005	\$5,763,818	12%	\$684,515	\$12,633,787	8%	\$ 1,051,990
2006	\$4,593,473	9%	\$394,481	\$9,750,725	14%	\$ 1,352,407
2007	\$4,508,726	18%	\$807,878	\$10,532,954	16%	\$ 1,734,908
2008	\$4,964,233	19%	\$948,988	\$13,586,570	20%	\$ 2,694,943
2009	\$4,469,513	17%	\$764,986	\$12,166,610	16%	\$ 2,000,082
2010	\$4,879,623	14%	\$690,709	\$10,039,071	15%	\$ 1,486,613
2011	\$3,457,476	14%	\$475,125	\$9,994,002	15%	\$ 1,513,807
2012	\$4,835,381	12%	\$561,234	\$10,845,375	16%	\$ 1,744,425
2013	\$4,290,935	17%	\$717,497	\$15,446,216	12%	\$ 1,797,722
2014	\$3,733,146	16%	\$584,671	\$12,952,356	32%	\$ 4,153,736
2015	\$4,134,385	28%	\$1,151,773	\$10,203,678	21%	\$ 2,158,442
2016	\$6,284,462	21%	\$1,343,236	\$13,168,923	15%	\$ 2,000,356
2017	\$6,726,065	18%	\$1,178,375	\$16,237,009	17%	\$ 2,712,168

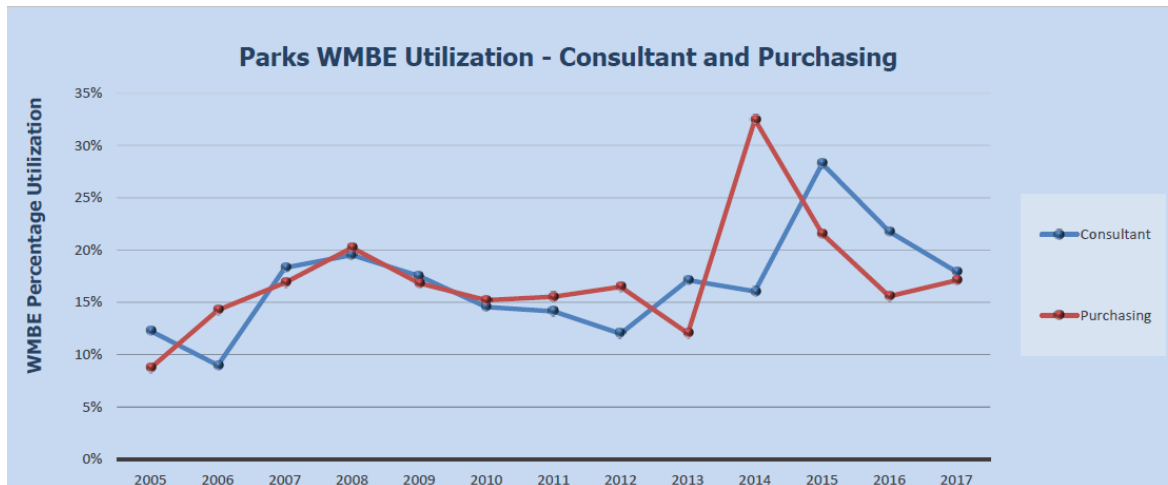
2017 Goals

Purchasing = 18%

Consultant = 20%

NOTES:

- 2017 year to date spend through 12/31/2017
- Produced by CPCS/FAS on 1/2/2018
- Source: Standard Summit Reports



Source: FAS Purchasing and Contracting WMBE Reports

Seattle Center

*City of Seattle **2018** WMBE Plans*



2018 Seattle Center WMBE Outreach Plan

2018 WMBE Utilization Goals	
Consulting	35%
Purchasing	25%

Department Representative: Jessica Smith

Jessica represents Seattle Center on the City's WMBE-IDT and Consultant Contracting Advisory Group (CCAG). Jessica is supported in her WMBE duties by Tom Israel, Seattle Center Finance Director; Ned Dunn, Seattle Center CIP Budget Manager; and Dave Roberts, Co-Supervisor of Seattle Center's facility maintenance work group. All four are members of Seattle Center's internal WMBE Team, which provides leadership, tools, and communication to department staff to support WMBE utilization.

2018 WMBE Utilization Goals for Seattle Center:

For 2018, the Seattle Center has established a voluntary Woman and/or Minority Business Enterprise (WMBE) utilization goal of thirty five percent (35%) for Consulting and twenty five percent (25%) for Purchasing.

While the 25% purchasing goal is equal to our highest performance since 2013, we have set our consulting goal at 35%. This amount is slightly lower than our highest performance which was achieved in 2015. Due to the relatively small amount of consultant contract spending in 2015, we believe the 40% WMBE utilization achieved in 2015 should be considered an outlier in setting our 2018 goal, a year in which we anticipate a high level of consultant contracting.

Notes on 2018 Goals

The majority of department purchasing (60 – 70%) takes place on the operating side and is relatively constant from year to year in terms of dollars spent. A concerted effort across the department in 2016 and 2017 resulted in 21% WMBE utilization in Purchasing from operations in each year, which represents a 27% increase from the 2015 level. WMBE utilization numbers from the Capital Improvement Program (CIP) vary widely from year to year, depending on the specific projects being carried out in that year. For example, WMBE utilization in Purchasing from the CIP was 33% in 2014, and 5% in 2015. In 2014 we were able to use a number of WMBE blanket contractors on CIP projects. In 2015, CIP projects required several large purchases of sole source equipment.

On the Consultant side, the CIP accounts for 70 – 90% of consultant use, and consultant spending and WMBE utilization can vary widely. In 2016, consultant spending was \$1.2 million, twice as much as in 2017 and three times as much as in 2015. In those three years, WMBE utilization ranged from 19% to 40%. We expect consultant spending in 2018 to be closer to the higher, 2016 level, and we know we will be challenged to meet the aspirational goal of 35% WMBE utilization in consulting.

Outreach Events

For a number of years Seattle Center has hosted the City's annual WMBE Reverse Vendor Trade Show, as well as staffed a table with representatives from our operations and CIP work groups to speak with vendors about potential opportunities at Seattle Center. While this event will be taking a one-year hiatus, Seattle Center looks forward to hosting the Regional Contracting Forum in McCaw Hall this October.

Plans and Strategies

In order to meet department WMBE utilization goals and to give more visibility to this issue within the department, in 2014 Seattle Center formed an internal WMBE Team with representatives from across the department, including those work groups who are responsible for the majority of the department's purchasing and consultant contracting. Below are some of the steps the Seattle Center WMBE Team has taken to support WMBE utilization:

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

Seattle Center's WMBE Action Plan Team will continue to lead the department's efforts to meet WMBE utilization goals in 2018.

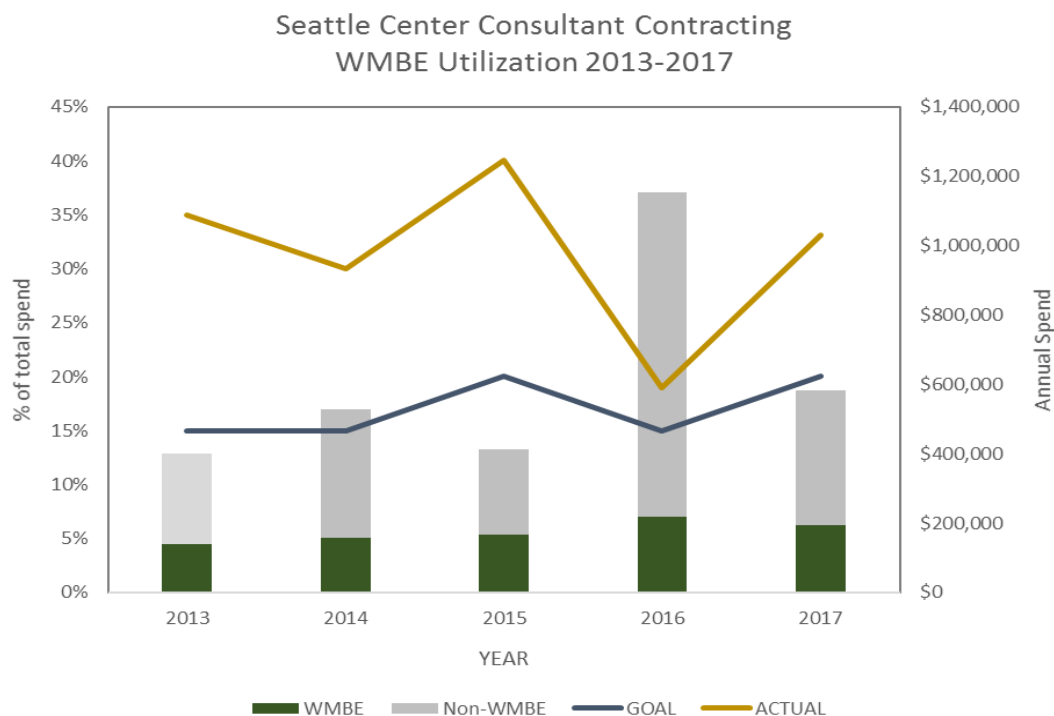
In addition, Seattle Center's Redevelopment section (the work group responsible for carrying out CIP projects) has incorporated the following strategies to support WMBE utilization:

- Use of WMBE B-vendors for construction-related activities where appropriate.
- Encourage WMBE Inclusion Plans in RFQ/RFP processes, when feasible, regardless of whether the dollar amount meets the \$305,000 threshold.
- Use of the City's Consultant Roster to identify WMBE consultants.
- Use of City JOC contractors for capital projects.

Prompt Pay

In 2017, City reporting showed 24% of Seattle Center consultant payments were beyond 30 days. In response, we have re-doubled our efforts to meet the City's 95% performance metric for Prompt Pay compliance. In reviewing our internal procedures, we found that once an invoice reached our Accounting unit, it was processed very quickly, within a day or two. One problem we identified was not accurately recording when we physically received an invoice and when a properly prepared invoice is received. We believe that by raising the profile of this issue within the department, especially our need for improvement, we will see much better Prompt Pay numbers in 2018.

Seattle Center WMBE Utilization Historical Data:

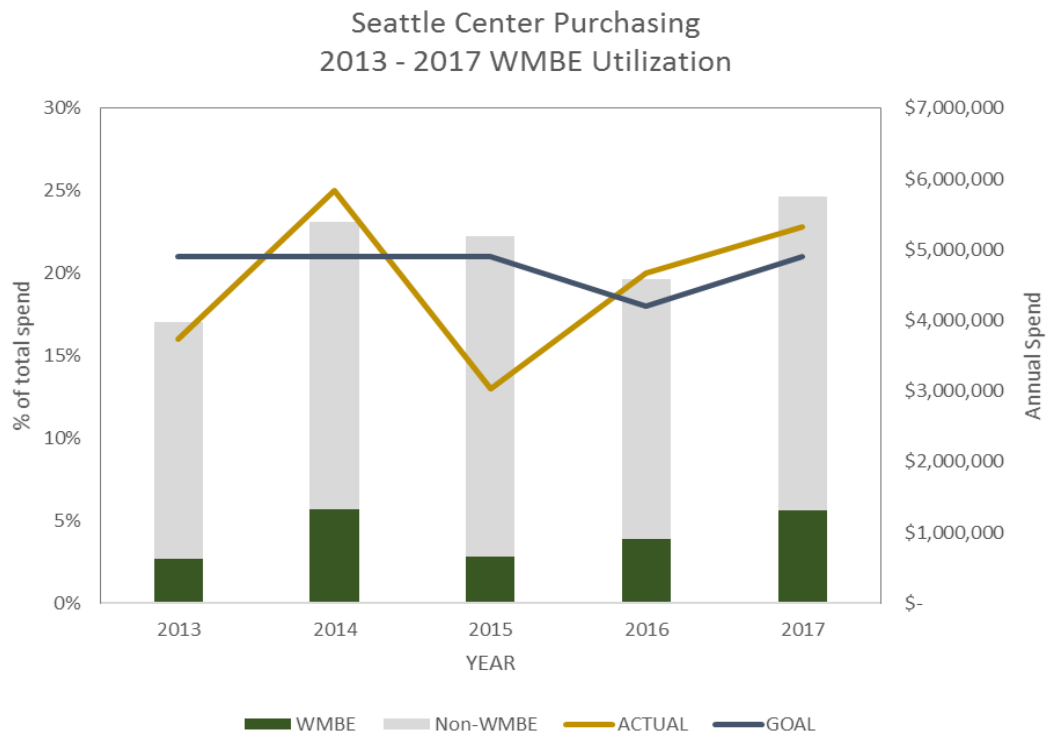


Seattle Center Consultant Contracting				
YEAR	WMBE Spend (\$)	Non-WMBE Spend (\$)	GOAL (%)	ACTUAL (%)
2013	139,884.50	259,785.50	0.15	0.35
2014	158,634.75	369,799.12	0.15	0.30
2015	166,027.93	248,105.10	0.20	0.40
2016	218,542.34	935,825.97	0.15	0.19
2017	193,635.23	390,082.17	0.20	0.33

Seattle Center 2018 WMBE Plan

April 23, 2018

Page 4



Seattle Center Purchasing				
YEAR	WMBE Spend (\$)	Non-WMBE Spend (\$)	GOAL (%)	ACTUAL (%)
2013	619,320.00	3,350,680.00	0.21	0.16
2014	1,323,611.43	4,062,555.49	0.21	0.25
2015	652,027.57	4,542,261.26	0.21	0.13
2016	911,835.09	3,666,062.16	0.18	0.20
2017	1,311,629.58	4,438,080.98	0.21	0.23

Seattle City Employees Retirement System (SCERS)

City of Seattle 2018 WMBE Plans



Seattle City Employees' Retirement System

2018 Seattle City Employees' Retirement System (SCERS)

WMBE OUTREACH PLAN

Department Representative for 2018:

To be determined

2018 Voluntary Target for SCERS:

For 2018, SCERS has established a voluntary Woman and/or Minority Business Enterprises (WMBE) utilization goal of twenty percent (20%) for Consulting and twenty percent (20%) for Purchasing.

Voluntary 2018 WMBE Targets		2017 Target	2017 Actuals
Purchasing	13%	30%	1%
Consulting	20%	8%	29%

The majority of SCERS's consultant expense is generated from Investment Manager fees and ViTech expenses. Investment manager fees are exempt from the Consultant Contract Ordinance definition, so they are not reflected in SCERS's expenditures. ViTech is also excluded from the utilization performance. ViTech is the consultant assisting SCERS with the new Pension Administration System (PAS) which is currently being implemented and is expected to "go live" in January 2019.

Seattle City Employees' Retirement System, Jeffrey S. Davis, Executive Director

720 Third Avenue, Suite 900, Seattle, Washington 98104

Tel: 206.386.1293 Toll Free: 877.865.0079 Fax: 206.386.1506

Website: www.seattle.gov/retirement Email: retirecity@seattle.gov

SCERS's 2017 WMBE Utilization Performance

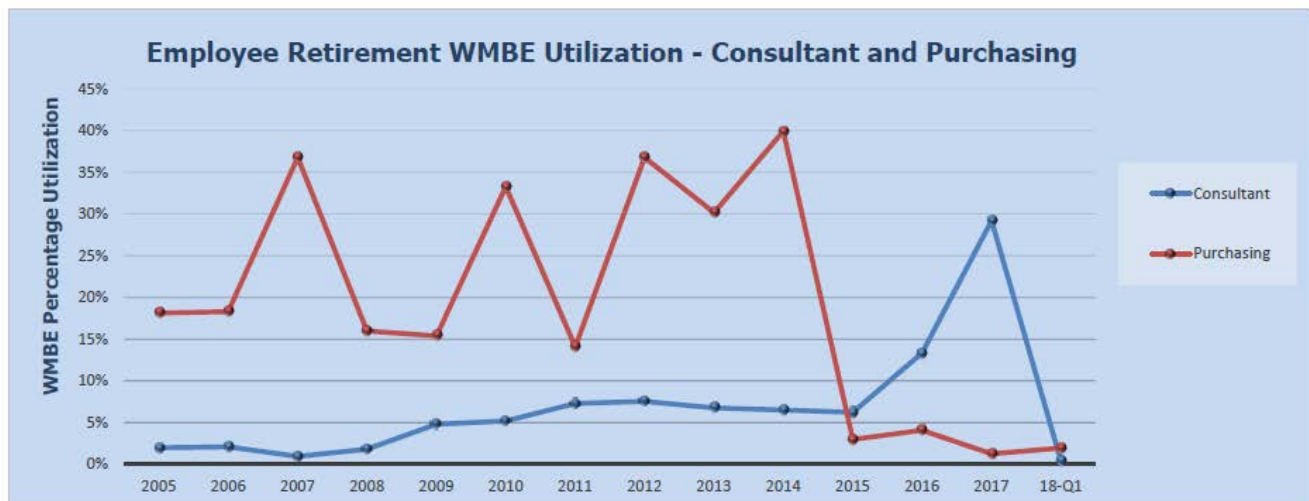
Figures 2 and 3 provide information on SCERS's participation from FY 2005 through FY2017.

Figure 2

WMBE Utilization - Consultant and Purchasing

Year	Consultant			Purchasing		
	Total	Percent	WMBE	Total	Percent	WMBE
2005	\$3,970,254	2%	\$63,124	\$140,685	18%	\$24,963.23
2006	\$3,525,461	2%	\$60,240	\$71,198	18%	\$12,751.72
2007	\$4,318,327	1%	\$24,095	\$59,276	36%	\$21,581.36
2008	\$3,511,968	1%	\$49,498	\$92,459	16%	\$14,415.68
2009	\$4,100,546	4%	\$180,218	\$67,852	15%	\$10,166.47
2010	\$3,591,763	5%	\$172,125	\$54,234	33%	\$17,836.38
2011	\$4,204,979	7%	\$289,859	\$210,804	14%	\$28,850.01
2012	\$4,454,047	7%	\$318,349	\$44,105	36%	\$16,040.54
2013	\$5,663,883	6%	\$360,136	\$75,668	30%	\$22,535.00
2014	\$4,734,282	6%	\$289,575	\$69,556	40%	\$27,492.00
2015	\$4,898,116	6%	\$285,695	\$1,900,292	3%	\$49,424.00
2016	\$2,899,211	13%	\$375,474	\$2,045,618	4%	\$75,113.00
2017	\$2,100,925	29%	\$605,180	\$2,915,164	1%	\$24,888.00
18-Q1	\$0	0%	\$0	\$239,054	2%	\$3,739.85

Figure 3



SCERS far exceeded its 2017 target of 8% for consultants with a percentage of 29% (\$605,180 of \$2,100,925). SCERS will increase its consultant target for 2018 to 20%.

The 2017 target of 30% for purchasing has been decreased to 13%. Although it appears that the ViTech purchasing contract (which we exclude) has been included in the Purchasing totals since 2015 which has decreased our WMBE percentages from 40% in 2014 to 3% in 2015, 4% in 2016, and 1% in 2017.

Consultant Prompt Pay

SCERS's long-term goal is to pay 100% of all undisputed, properly prepared invoices within 30 days of receipt. For 2018, SCERS's prompt pay goal is 80%.

The strategies to communicate and implement this goal with our department includes weekly meetings with our accounting team to identify potential concerns and redistribution of workload.

For the last 3 years, the department has been split into two different sites due to the implementation of the PAS. Accounting staff will communicate to project managers the importance of receiving and approving invoices in a timely manner. Managers will receive instruction during monthly manager meetings on the invoicing process, so they can better anticipate when they will receive invoices that require their approval.

2018 Strategies

- SCERS will use all monthly manager meetings to remind managers about WMBE plans and goals.
- SCERS will offer internal training on using the City's on-line business directory to help identify and use WMBE vendors for blanket purchase contracts, direct vouchers, and consultant contracts.
- SCERS's WMBE representative will distribute quarterly and annual WMBE reports to staff involved in purchasing and contracting.
- SCERS's WMBE representative will analyze the WMBE reports, identify areas of improvement, and work with staff involved in purchasing and contracting on making improvements.
- When requesting quotes for purchases/services that are estimated to cost \$52,000 or less, SCERS will require staff to contact a minimum of three vendors, with at least one being a WMBE vendor.

Seattle City Light

*City of Seattle **2018** WMBE Plans*

TO

Edson Zavala, Mayor's Office

April 23, 2018

Carmen Kucinski, Finance and Administrative Services ("FAS")

FROM

Carol Butler, Corporate Performance Director

SUBJECT

2018 Seattle City Light WMBE Outreach Plan

INTRODUCTION

Seattle City Light ("City Light") is submitting this Outreach Plan in response to Mayor Durkan's Memo of March 28, 2018 requesting that each City department submit a 2018 WMBE Plan by April 23rd. The sections that follow respond in detail to the topics listed in the memo as well as including additional relevant information on the utility's WMBE program.

2018 DEPARTMENT REPRESENTATIVE

Seattle City Light's Women and Minority Business Enterprise Program Manager is Kara Williams. The position reports to the Manager of Performance Support Services within Corporate Performance and serves as the utility's dedicated WMBE representative.

2018 WMBE GOAL: 13%

City Light's aspirational goal in 2018 for combined consulting and purchasing expenditures is established at 13%.

From 2008 through 2017, the City's average percentage for consulting and purchasing was 13.3%. while City Light's average during that period was 11% (See table on next page). City Light spent an average of \$12.7 Million with WMBE firms over the 10-year period to achieve the approximate 11%. In view of reduced capital programs and pressure to keep rates as low as possible, an aspirational goal of spending 13% with WMBE firms will present a challenge to the utility.

City Light's establishing the goal at 13% represents a 63% increase over the 2017 results. Adding utility average annual expenditures with the tribes (including those who are not registered as WMBEs) and the average annual expenditures for Information Technology purchases in the years prior to consolidation to our 2017 results would raise the FAS reported 2017 percentage from 8.16% to approximately 11%. Since City Light doesn't get credit for either in the current reporting process, filling this gap does indeed present a challenge.

Seattle City Light										
Historical Year End (Unadjusted)										
Consultant Contracts				Purchasing Contracts				Combined Total		
Program Year	Total Prime Consultant Spend	Total Consultant WMBE Spend	WMBE % of Total Spend	Total Purchasing Spend	Purchasing WMBE Spend	WMBE % of Total Spend	Total Prime Spend	Total WMBE Spend	WMBE % of Combined Spend	
2007	\$ 17,347,911.00	\$ 1,152,136.00	6.64%	\$ 74,534,238.00	\$ 6,077,605.00	8.15%	\$ 91,882,149.00	\$ 7,229,741.00	7.87%	
2008	\$ 24,606,007.00	\$ 2,800,993.00	11.38%	\$ 82,010,683.00	\$ 6,080,772.00	7.41%	\$ 106,616,690.00	\$ 8,881,765.00	8.33%	
2009	\$ 26,997,357.00	\$ 3,003,344.00	11.12%	\$ 63,423,581.00	\$ 7,872,770.00	12.41%	\$ 90,420,938.00	\$ 10,876,114.00	12.03%	
2010	\$ 14,047,637.00	\$ 1,464,121.00	10.42%	\$ 63,611,471.00	\$ 8,723,248.00	13.71%	\$ 77,659,107.00	\$ 10,187,369.00	13.12%	
2011	\$ 15,105,695.00	\$ 2,058,583.00	13.63%	\$ 72,611,442.00	\$ 9,690,352.00	13.35%	\$ 87,717,137.00	\$ 11,748,935.00	13.39%	
2012	\$ 17,779,900.00	\$ 1,917,083.00	10.78%	\$ 81,585,216.00	\$ 9,526,959.00	11.68%	\$ 99,365,117.00	\$ 11,444,042.00	11.52%	
2013	\$ 25,209,596.00	\$ 2,574,555.00	10.21%	\$ 98,033,707.00	\$ 15,724,561.00	16.04%	\$ 123,243,302.00	\$ 18,299,116.00	14.85%	
2014	\$ 31,297,335.00	\$ 4,781,666.00	15.28%	\$ 91,793,696.00	\$ 9,830,579.00	10.71%	\$ 123,091,031.00	\$ 14,612,245.00	11.87%	
2015	\$ 36,806,801.00	\$ 4,045,050.00	10.99%	\$ 125,869,436.00	\$ 13,635,165.00	10.83%	\$ 162,676,237.00	\$ 17,680,215.00	10.87%	
2016	\$ 35,868,730.00	\$ 4,454,599.00	12.42%	\$ 119,444,807.00	\$ 10,754,886.00	9.00%	\$ 155,313,537.00	\$ 15,209,485.00	9.79%	
2017	\$ 33,815,539.00	\$ 3,165,943.00	9.36%	\$ 137,110,121.00	\$ 10,724,833.00	7.82%	\$ 170,925,660.00	\$ 13,890,776.00	8.13%	
10-Year Average	\$ 25,352,955.27	\$ 3,141,073.00	11.11%	\$ 91,820,763.45	\$ 9,876,520.91	11.01%	\$ 117,173,718.64	\$ 12,732,709.36	11.09%	

The following table summarizes the 2017 WMBE expenditures by contracting type as reported by FAS. The amounts below do not reflect tribal and second tier WMBE consultant spend made by City Light.

2017 City Light WMBE Performance			
Procurement Type	Total	WMBE	% WMBE
Consultant Contract	\$ 32,189,386.00	\$ 2,715,472.00	8%
Consultant Roster	\$ 1,626,152.00	\$ 450,471.00	28%
Consultant Total	\$ 33,815,538.00	\$ 3,165,943.00	9%
Blanket Contract	\$ 114,099,905.00	\$ 9,688,369.00	8%
Direct Voucher	\$ 2,108,379.00	\$ 180,213.00	9%
Purchase Contract	\$ 20,901,836.00	\$ 856,250.00	4%
Purchasing Total	\$ 137,110,120.00	\$ 10,724,832.00	8%
Non-Compliant Total	\$ 1,198,924.00	\$ 153,257.00	13%
Grand Total	\$ 172,124,582.00	\$ 14,044,032.00	8%

Other topics in City Light's 2018 Outreach Plan detailed in the following sections provide information on new strategies that will guide City Light in its inclusion efforts for the year as the utility works to meet the goal.

A. Consulting

1. Native American Tribes and Firms

Evaluate spending with Native American tribes and firms. Include these expenditures in the annual reports on accomplishments that is shared with the Mayor and Council. Conduct a review of Native American firms that provide services to other City departments but not for City Light. Examine opportunities for expanding opportunities for City Light to utilize them.

2. Increase Use of Roster

Encourage more use of the consultant roster contracting process. The consultant roster contracting process has the highest WMBE utilization percentage among all procurement types, yet in 2017 only 5% of consulting dollars were contracted through the roster.

3. Analyze Consultant Utilization

Analyze WMBE and non-WMBE consultant spending. What percent of dollars are via the direct select? Full solicitation? For direct select, how often do project managers select a WMBE? If the percentage is low, how can we encourage project managers to consider including WMBEs?

B. Purchasing

1. Focus on Blanket Contracts

Continue supporting WMBE inclusion. Two thirds of total consulting and purchasing dollars are spent through blanket contract purchases. Encourage WMBE inclusion when new blanket contracts are signed (there is a WMBE signature required) and when they are up for rebid (FAS typically asks for suggestions of WMBE firms to include in outreach about the contract). Get a list of blanket contracts that are coming up for bid. Research WMBEs that could potentially bid and let them know about the opportunity.

2. Analyze Purchases

Analyze the \$20M in purchase contracts. Identify priority areas for increasing the WMBE utilization of that procurement type, which is currently at 4%.

C. Credit for Expenditures

Research spending in other departments on WMBEs. Determine which expenditures are paid for by City Light such as ITD consulting expenditures for City Light projects and fuel purchases for City Light's owned vehicles made by FAS. Request that other departments report on these expenditures on an agreed upon schedule.

D. Additional Outreach

Participate in business outreach events throughout the year. City Light's commitment to Women and Minority businesses includes commitment to community outreach. The purpose of this outreach is to provide the consultant and construction community information about upcoming business opportunities within the Department. Events can be targeted to specific professional organizations as well as to the overall population. The utility attends the following seven events annually:

1. SPU Annual Architectural and Engineering Opportunities Forum
2. Alliance Northwest
3. Regional Contracting Forum
4. Reverse Vendor Trade Show
5. Construction CIP Expo
6. North Puget Sound Small Business Summit
7. Seattle City Light's Social Justice Equity Fair

Support City Light's new membership in the Greater Seattle Business Association by participating in the LGBT Business Matchmaker event. For major upcoming projects, host events well in advance of the bidding process where primes and subs can network and learn about the opportunity to bid.

D. Internal Reporting and Communication

Provide information to management. Share WMBE utilization data and talking points to General Manager/CEO in advance of each Directors meeting (6 times per year). Highlight successes. Encourage:

- Soliciting bids from multiple firms, including at least one WMBE
- Including minority owned firms as well as firms owned by white women (there is a disparity)
- Contacting the WMBE Program Manager early so that we can assist with identifying WMBE firms
- Inviting the WMBE Program Manager to present at public works & consulting pre-bid meetings
- Unbundling large contracts so that small firms and WMBE firms can bid on smaller contracts
- Participation in WMBE outreach events

Continue work to create an interactive, visual WMBE utilization report in Tableau, which will provide convenient access to WMBE payment details and progress toward commitments.

E. Technical Assistance

Expand the partnership with UW. Track success using both qualitative and quantitative methods including surveys, interviews, and metrics on numbers of firms completing the three different programs, how many WMBE firms bid on City Light contracts, number of successful bids, and dollar amounts awarded to UW Foster School Development Center graduates. Support UW efforts to add utility companies throughout the West to the program to increase WMBE firms able to provide services.

Beginning in June 2016, City Light entered a three-year Memorandum of Agreement (MOA) with the University of Washington Consulting and Business Development Center. The MOA defines the partnership and demonstrates a commitment to increasing inclusion of businesses that can operate in the electric utility sector. Some of the over-arching goals for this partnership are to increase awareness of the City's Equity in Contracting policy within the minority and women-owned business community, while providing technical assistance.

City Light currently partners with the University of Washington Consulting and Business Development Center on three different programs. The programs are as follows:

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

The first cohort graduated September 2016 and since then the University of Washington Foster School of Business with the support of Seattle City Light has graduated 11 businesses. In 2018 and 2019, the number of businesses participating through the partnership agreement will be increased and a fourth program, a Business Certification program will be added.

F. Training

Create new WMBE material, Revise PowerPoint slides and handouts for Procurement & Contracting 101 quarterly classes and possibly for a separate WMBE focused training to be piloted mid-year. The WMBE training could be more in depth and interactive, providing participants with an opportunity to do exercises, such as using the Online Business Directory to search for WMBE firms.

PROMPT PAY

In 2018 City Light will continue to improve payment processes to pay vendors within 30 days after receipt of an accepted and properly prepared invoice. City Light has significantly improved on-time payment to consultants over the past few years, from 19.5% in 2015 to 72% in 2016, to 85% for Q4 2017 according to FAS' prompt Pay Report. In 2017, City Light's established prompt pay goal was 74%. The long-term goal is to achieve 100% prompt payment for consultant invoices. Although the department has made progress toward this goal, hundreds of consultant payments were late in 2017. While prompt payment is important to all types of firms the City does business with, small firms, including some WMBE firms, may be more significantly impacted by late payment.

To improve the cycle time for consultant payments, City Light will continue to focus on the root causes that delay payments.

JOB ORDER CONTRACTS (JOC)

City Light used \$329,850.72 of the \$1M with Centennial Contractors in 2018, about one-third of the allocation and an estimated \$61,000 of the \$1M from the Forma Construction contract. At the end of April 2018, the allotments available for use by City Light restart at \$1M for each contract.

In 2017 City Light's Civil Construction group used JOC for three South Service Center engineering work projects. The manager of that group indicated that at present he had no plans to use JOC in 2018 though that was also true in 2017 and he ended up using JOC when it made sense to do so.

Facilities, while only using minimum amounts of available JOC in 2017, estimates that the division will use \$400,000 from Centennial and the entire \$1 Million allocation from Forma. The types of projects are capital improvements addressing life safety, operational essential and efficiency improvements such as seismic upgrades, roof replacements, tenant improvements, and security upgrades.

Customer Energy Solutions (CES) has requested use of JOC for work on electric charging stations. CES will potentially utilize \$50,000 per station for a total of \$250,000.

2018 PROJECTS

An attachment includes information on City Light projects that may provide opportunities for increasing use of WMBE firms.

2018 City Light Projects

Power Supply: Projects in this program includes improvements to City Light's dams, generators, powerhouses, and other related projects. In addition, the program contains projects designed to help City Light comply with federal licensing and environmental mitigation requirements at the utility's dams. City Light sequences work on major power production equipment (i.e., generator rebuilds and runner replacements) to reduce the impact to power generation and level capital spending.

For 2018, the CIP includes \$90.3 million in funding for 72 projects in Power Supply. Highlights, ordered by project number, include:

Power Supply Project	Project ID	Approx. Budget
• Boundary Powerhouse – Unit 51 Generator Rebuild	6351	\$ 11,024,000.00
• Boundary Powerhouse - Unit 54 Generator Rebuild	6353	\$ 3,034,000.00
• Skagit Facility - Minor Improvements Program	6405	\$ 3,491,000.00
• Diablo Powerhouse – Rebuild Generator Unit 32	6423	\$ 6,491,000.00
• Boundary Switchyard – Generator Transformers	6493	\$ 6,168,000.00
• Skagit - Boat Facility Improvements	6540	\$ 2,443,000.00
• Boundary – Licensing Mitigation	6987	\$ 25,593,000.00
• Western Energy Imbalance Market	9976	\$ 9,464,000.00

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

For 2018, the CIP budget includes \$18.2 million in funding for six projects in Transmission. Highlights, ordered by project number, include:

Transmission Project	Project ID	Approx. Budget
• Transmission Reliability	7104	\$ 4,257,000.00
• Denny Substation Transmission Lines	7125	\$ 5,016,000.00
• Transmission Line Inductor Installation	8461	\$ 7,580,000.00

Distribution: Projects in this program include improvements to City Light's distribution substations, relays, feeders, network distribution systems, overhead and underground radial distribution systems, service connections, customer meters, and other facilities related to the distribution system. For 2018, \$12 million in funding is provided to support pole attachment work.

For 2018, the CIP includes \$209.1 million in funding for 67 projects in Distribution. Highlights, ordered by project number, include.8 million in funding for 67 projects in Distribution. Highlights, ordered by project number, include:

Distribution: Project	Project ID	Approx. Budget
• Substation Equipment Improvements	7752	\$ 6,060,000.00
• Relaying Improvements	7753	\$ 4,614,000.00
• Denny Substation Development	7757	\$ 10,849,000.00
• Substation Breaker Replacements and Reliability Additions	7779	\$ 4,836,000.00
• Massachusetts Street Substation – Networks	8202	\$ 4,206,000.00
• Overhead Equipment Replacements	8351	\$ 12,384,000.00
• Underground Equipment Replacements	8353	\$ 11,452,000.00
• Overhead Customer Driven Capacity Additions	8355	\$ 4,334,000.00
• Network Additions and Services: Broad Street Substation	8363	\$ 7,200,000.00
• Medium Overhead and Underground Services	8366	\$ 14,388,000.00
• Small Overhead and Underground Services	8367	\$ 6,267,000.00
• Denny Substation – Network	8404	\$ 5,896,000.00
• Advanced Metering Infrastructure	8426	\$ 31,812,000.00
• Pole Attachment Requests Preparation Work	8452	\$ 18,351,000.00

External Projects: Projects in this program respond to requests from local jurisdictions to relocate distribution services from overhead to underground systems per the terms of franchise agreements; maintain and upgrade the streetlight system; relocate utility infrastructure in response to major transportation projects; and provide capital improvements in response to other customer-requested service needs. Allocation changes reflect revised scope and schedule projections provided by the transportation project managers.

For 2018, the CIP includes \$44.6 million in funding for 17 External Projects. Highlights, ordered by project number, include:

External Projects: Project	Project ID	Approx. Budget
• Alaskan Way Viaduct & Seawall Replacement – Utility Relocations	8307	\$ 15,781,000.00
• Overhead and Underground Relocations	8369	\$ 5,167,000.00
• Transportation Streetlights	8377	\$ 4,224,000.00
• Streetlights: Arterial, Residential and Floodlights	8378	\$ 3,492,000.00
• Streetlight LED Conversion Program	8441	\$ 5,434,000.00
• Streetlight Infrastructure Program	8460	\$ 3,170,000.00
• Center City Connector Streetcar	8470	\$ 4,286,000.00
• Sound Transit Lynnwood – City Light	8471	\$ 1,604,000.00

Central Utility Projects: Projects in this program provide for centralized billing and customer service systems, financial and information technology systems that are critical to the utility's operation, and vehicle fleets and facilities that are not part of the power generating plant (e.g., equipment shops, service centers, and maintenance yards).

For 2018, the CIP includes \$26.7 million in funding for 28 Central Utility Projects. Highlights, ordered by project number, include:

Central Utility Projects: Project	Project ID	Approx. Budget
• Building Envelope Upgrades	9072	\$ 1,619,000.00
• Equipment Fleet Replacement	9101	\$ 7,639,000.00
• Workplace and Process Improvement	9159	\$ 1,339,000.00
• Denny Substation Tenant Improvements	9235	\$ 1,362,000.00
• PeopleSoft Reimplementation - City Light	9970	\$ 2,686,000.00

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

Internal Request Form (IRF)

In 2017 there were approximately 1,347 Internal Request Forms (IRF) submitted for approval. The IRF forms allows the WMBE Program Manager to assist in the search for WMBE alternatives for all consulting and purchasing needs.

Seattle Department of Construction and Inspections

City of Seattle 2018 WMBE Plans



MEMORANDUM

TO: Edson Zavala, Policy Advisor for Economic Inclusion & Contracting Equity
Office of the Mayor

Carmen Kucinski, City Purchasing and Contracting Services
Department of Finance and Administrative Services

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

DATE: April 23, 2018

SUBJECT: SDCI 2018 WMBE Goals and Outreach Plan

SDCI is committed to ending racial disparities in contracting and purchasing. We will attempt to improve upon our WMBE utilization rate for purchasing and 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 2017 purchasing and consulting goals and annual work plan.

Department Representative: SDCI's representative for managing the department's WMBE initiatives will be Denise Campbell, and Andy Higgins & Roberta Baker, SDCI's Operations Directors.

2018 Goals: Our 2017 WMBE utilization rates were 35.70% for purchasing and 45.60% for consulting. For 2018, SDCI's aspirational goals remain the same as last year: 22% for purchasing and 42% for consulting. Dollar amounts would be approximately \$400K for purchasing, and \$800K for consultant contracting if we reach our goals and if total spending remains similar to 2017. SDCI WMBE utilization rates may be lower due to fewer available WMBE consultants in the market for SDCI consultant contracts, especially in engineering and skilled trades. We will make our best efforts to promote and increase WMBE utilization rates in these consultant areas.

Department Training: We will continue to provide refresher training on using Purchasing's OBD online business directory search tool. Links to the OBD tool are included on SDCI's purchasing In-Web page.

Outreach Events: SDCI will continue participation in outreach events. We anticipate having a table at the October Regional Contracting Forum. We will also look to participate in any other trade show or events relevant to our department's operations.

Implementing Prompt Pay: SDCI has increased efforts to communicate the importance of prompt payment for general goods and non-consultant vendors, as well as for consultants. SDCI adheres to using updated contract boilerplate templates that include prompt pay requirements. SDCI commits to increasing efforts to release payment within 30 days of a proper invoice. For 2017, our dept. 4th quarter prompt pay percentages were: 7% Total Contracts paid after 30 days of invoice, and 9% late for Consultant Roster invoices, and 6% late for Consultant Contracts. SDCI Accounts Payable is diligently working with vendors and consultants to

send timely invoices, and with payment authorizers to timely approve invoices and forward to meet invoice payment due dates. We will promote prompt pay and seek to remedy payments that are not timely.

Since SDCI is not a CIP department, some aspects of the City's overall WMBE program (Such as JOC Utilization or project Outreach Plans) do not apply to our department. Despite this, we hope to be included in Citywide WMBE IDT/CCAG, and any relevant Purchasing groups or meetings.

Please contact Denise Campbell (386-4035), Andy Higgins (615-0568), or Roberta Baker (684-8195) if you need additional information from SDCI. Thank you.

Seattle Department of Human Resources

City of Seattle 2018 WMBE Plans



2018 SEATTLE DEPARTMENT OF HUMAN RESOURCES

WMBE OUTREACH PLAN

Department Representative for 2018:

Solomon Alemayehu

2018 Voluntary Target for Seattle Department of Human Resources (SDHR):

For 2018, the Seattle Department of Human Resources (SDHR) has established a voluntary Woman and/or Minority Business Enterprises (WMBE) utilization goal of fifty percent (50%) for Consulting and twenty-five percent (25%) for Purchasing.

Voluntary 2018 WMBE Targets

Consulting	50%
Purchasing	25%

Introduction:

Policy Statement

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

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

Ordinance 119603 requires each city department to develop an annual outreach plan to provide opportunities for minority-owned and women-owned businesses to gain City contracts and purchasing opportunities.

2018 SDHR WMBE OUTREACH PLAN

The 2018 Outreach Plan summarizes past performance and new strategies that will guide the Seattle Department of Human Resources (SDHR) in its inclusion efforts for the year.

SDHR's 2017 WMBE Utilization Performance

SDHR 2017 WMBE % Target and Actual Utilization

	2017 WMBE Goal %	2017 WMBE Actual %	2017 WMBE Total \$
Consulting	25%	68%	1,800,756
Purchasing	15%	22%	242,933
Grand Total		54%	\$ 2,043,689

SDHR 2017 Performance Summary

WMBE Status	Consultant			Purchasing			Grand Total
	Consultant	Consultant Roster	Total Consultant	Purchasing Blanket	Purchasing Direct Voucher	Total Purchasing	
WMBE	735,713	1,065,043	1,800,756	236,313	6,620	242,933	2,043,689
Non-WMBE	790,735	70,912	861,647	816,447	28,475	844,922	1,706,569
Grand Total	1,526,448	1,135,955	2,662,403	1,052,760	35,095	1,087,855	3,750,258

SDHR 2017 Performance by Fund

WMBE	Gen Fund 00100	Workers Comp 00516	Healthcare 00627	Grand Total
Consultant	1,202,975	597,781		1,800,756
Purchasing	111,453	86,433	45,047	242,933
TOTAL	1,314,428	684,214	45,047	2,043,689

2017 SDHR Consultant / Services & Purchasing WMBE Utilization Summary:

In 2017, SDHR spent over \$1,800,000 on WMBE consultant contracts. SDHR's WMBE utilization for these contracts was at 68% and far exceeded our 25% WMBE goal. As evidenced in the WMBE utilization chart below, SDHR's WMBE consultant contract spending experienced a marked increase after 2013, which we have been able to maintain from 2014 through 2017.

On the purchasing side, SDHR spent over \$250,000 on WMBE firms in 2017 to procure goods and services and achieved an overall WMBE utilization rate of 22%. This rate is significantly higher compared to the overall City WMBE utilization rate of 13% and reflects our commitment

2018 SDHR WMBE OUTREACH PLAN

to work with WMBE firms whenever possible. It is worth noting that one non-WMBE firm accounts for greater than 57% of non-WMBE spending in the Purchasing category.

Overall, SDHR's utilization of WMBE vendors through combined consultant and purchasing contracting in 2017 achieved 54%. This shows that SDHR is committed to and strives to meet the City's goal to be inclusive of underrepresented business communities in our contracting and purchasing process.

SDHR WMBE Utilization For Consultant / Services and Purchasing for Period 2005-17

Seattle Department of Human Resources (SDHR)

WMBE Utilization - Consulting and Purchasing

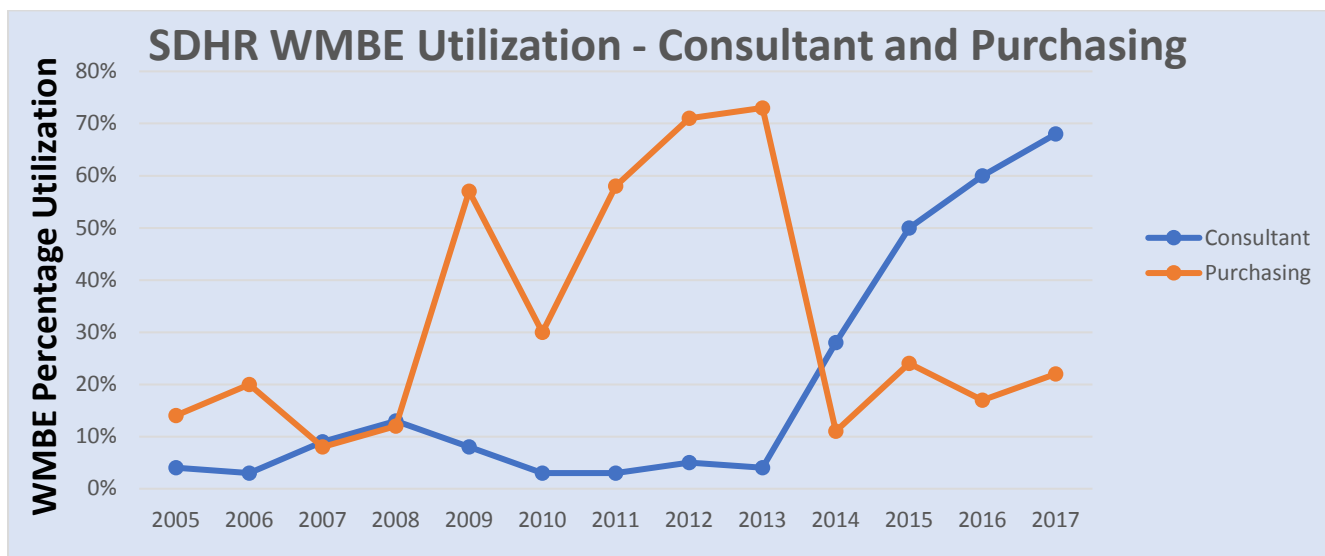
Year	Consultant			Purchasing		
	Total	Percent	WMBE	Total	Percent	WMBE
2005	1,055,198	4%	45,518	426,128	14%	60,239
2006	1,492,053	3%	49,288	222,324	20%	44,401
2007	1,312,625	9%	112,536	714,698	8%	57,929
2008	918,695	13%	116,903	271,570	12%	31,347
2009	979,683	8%	79,530	6,634	57%	3,805
2010	1,282,852	3%	33,580	97,999	30%	29,423
2011	999,962	3%	27,000	165,454	58%	96,279
2012	1,084,891	5%	52,510	189,890	71%	135,463
2013	1,189,290	4%	42,337	194,658	73%	141,296
2014	1,104,035	28%	310,660	1,347,433	11%	150,512
2015	1,368,588	50%	688,537	827,324	24%	199,192
2016	1,448,690	60%	870,617	1,595,718	17%	278,923
2017	2,662,403	68%	1,800,756	1,087,855	22%	242,933

2017 Goals

Purchasing = 15%
Consultant = 25%

Notes:

- 2017 year to date spend through 12/31/2017
- Produced by CPCS/FAS on 1/2/2018
- Source: Standard Summit Reports



2018 SDHR WMBE OUTREACH PLAN

Outreach Events

SDHR contracting staff have started to meet one on one with WMBE firms offering services for which we have contracted in the past. For 2018, SDHR's goal is to connect with 3-5 WMBE firms with whom we have not previously worked.

Strategies to Achieve Goals

As the City continues to grow as an equitable workplace, SDHR's contracting team is working to operationalize equity in contracting by consideration of WMBE firms whenever possible. Having worked with WMBE firms in various capacities in the recent past and establishing relationships with them, we now have a list of WMBE firms with whom we can engage as opportunities arise.

In addition, contracting staff will continue to include at least one WMBE firm when asked for recommendations for consultants for new projects or contracts, including firms we have not worked with in the past. SDHR will also continue to require all consultants contracting with our department to undergo RSJI training except those who can demonstrate having taken equivalent training within the last five (5) years.

Consultant Prompt Pay Strategies

The table below shows SDHR's prompt payment performance in 2017 for consultants as reported on quarterly prompt pay reports.

SDHR Prompt Pay Performance

	Consultant Roster			Consultant Contracts			Total		
Quarter	# Invoices	# Late	% Late	# Invoices	# Late	% Late	# Invoices	# Late	% Late
1	30	0	0%	22	1	5%	52	1	2%
2	0	0	0%	44	0	0%	44	0	0%
3	85	0	0%	66	1	2%	151	1	1%
4	105	0	0%	92	1	1%	197	1	1%
Total	220	0	0%	224	3	1%	444	3	1%

In 2017, 99% of SDHR payments to consultants were generated within 30 days of invoice receipt. This is markedly above the 86% - 87% rate reported by the City as a whole.

With the recent upgrade of the PeopleSoft financial system, departments can more easily track performance by comparing the invoice receipt date field to the check date field. While our commitment is to maintain this high level of service, we recognize that there may be unforeseen complications with the recent upgrade that may hinder our efforts. For 2018, we will make every effort to pay 98% of our consultant invoices on time.

2018 SDHR WMBE OUTREACH PLAN

Payment authorization in SDHR occurs mostly at the Executive Team level as well as a small group of upper level management. As in 2017, the WMBE advisor will continue to communicate our Prompt Pay goal to this team as well as report on each division's performance on a quarterly basis.

DEPARTMENT OUTREACH STAFF:
Solomon Alemayehu – Finance Manager - SDHR
DEPARTMENT DIRECTOR:
Susan McNab – Interim Director - SDHR

Seattle Department of Transportation

*City of Seattle **2018** WMBE Plans*



2018 SEATTLE DEPARTMENT OF TRANSPORTATION

WMBE OUTREACH PLAN

Department Representative for 2018:

Viviana Yolanda Garza

2018 Voluntary Target for Seattle Department of Transportation:

For 2018, Seattle Department of Transportation (SDOT) has established a voluntary Woman and/or Minority Business Enterprises (WMBE) utilization goal of twenty-three percent (23%) for Consulting and fifteen percent (15%) for Purchasing.

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

Voluntary 2018 WMBE Targets	
Consulting	23%
Purchasing	15%

Introduction:

Policy Statement

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

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

City of Seattle policy requires each city department to develop an annual WMBE outreach plan to provide opportunities for minority-owned and women-owned businesses to gain City contracts and purchasing opportunities. This 2018 WMBE Outreach Plan briefly explains past performance and highlights strategies that will guide SDOT in its inclusion efforts for the year.

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

SDOT’s 2017 WMBE Utilization Performance at a Glance

Background

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

The following is a summary of WMBE participation in Consulting and Purchasing for the recently completed year, FY2017. A notable initiative for the department has been the implementation of work associated with the Move Seattle Levy. Incidentally, the Move Seattle Levy has a WMBE Goal of 23% for the entirety of the work which will span over 9 years.

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

Figure 1 below illustrates SDOT's 2017 consultant and purchasing payments in comparison to 2016.

2017 vs 2016 Performance Summary						
Procurement Type	2016 Performance			2017 Performance		
	Total	WMBE	% WMBE	Total	WMBE	% WMBE
Consultant Contract	\$42,586,014	\$5,791,923	14%	\$42,464,337	\$8,118,724	19%
Consultant Roster	\$4,989,826	\$3,204,924	64%	\$4,098,356	\$2,818,194	69%
Consultant Total	\$47,575,840	\$8,996,847	19%	\$46,562,693	\$10,936,918	23%
Blanket Contract	\$29,407,147	\$3,161,992	11%	\$25,470,223	\$3,930,865	15%
Purchase Contract	\$1,114,664	\$26,358	2%	\$675,543	\$61,678	9%
Direct Voucher	\$1,735,835	\$227,864	13%	\$1,941,127	\$220,457	11%
Purchasing Total	\$32,257,646	\$3,416,214	11%	\$28,086,893	\$4,213,000	15%
<p><i>Data is sourced from the City of Seattle SUMMIT financial system. Figures are rounded to the nearest whole number where applicable. 2017 YTD figures represent payments made to prime contract holders and do not include dollars paid to subconsultants. Moreover, the data also includes payments made under federal contracts subject to the Disadvantaged Business Enterprise Program and payments made to non-profit firms. Dollars not shown include, but are not limited to, payments representing Emergency, Non-Compliant contract expenditures, and DX category payments.</i></p>						

Key Take-aways:

- **SDOT increased the overall amount of dollars paid to WMBE vendors in both Consulting & Purchasing**
- **With relatively constant consultant expenditures, SDOT made significant progress on increasing dollars paid to WMBE firms in consulting by \$1.94M**
- **Non-WMBE dollars also include expenditures with Non Profit firms which amounted to approximately \$974,000 dollars in 2017**

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

Seattle Department of Transportation WMBE Utilization - Consultant and Purchasing

Year	Consultant			Purchasing		
	Total	Percent	WMBE	Total	Percent	WMBE
2005	\$9,849,381	8%	\$804,282	\$13,321,858	9%	\$ 1,232,248
2006	\$10,843,842	12%	\$1,285,022	\$19,469,184	8%	\$ 1,466,150
2007	\$20,804,704	13%	\$2,795,622	\$18,738,520	9%	\$ 1,699,373
2008	\$33,940,734	17%	\$5,786,369	\$20,241,795	14%	\$ 2,818,193
2009	\$31,218,589	23%	\$7,275,742	\$20,333,302	16%	\$ 3,203,383
2010	\$31,398,103	18%	\$5,732,694	\$16,846,679	19%	\$ 3,149,867
2011	\$41,452,629	7%	\$3,082,499	\$12,298,217	11%	\$ 1,327,187
2012	\$46,666,231	3%	\$1,599,794	\$14,319,076	10%	\$ 1,379,690
2013	\$50,220,261	6%	\$3,064,473	\$22,976,013	8%	\$ 1,908,654
2014	\$53,715,748	10%	\$5,581,000	\$30,523,886	8%	\$ 2,479,122
2015	\$47,107,117	12%	\$5,637,004	\$31,332,525	9%	\$ 2,682,895
2016	\$47,575,840	19%	\$8,996,847	\$32,257,646	11%	\$ 3,416,214
2017	\$46,562,693	23%	\$10,936,918	\$28,086,893	15%	\$ 4,213,000
Office of Waterfront						
2017	\$15,151,419	0.32%	\$49,240	\$30,021.44	11%	\$ 3,186.58

2017 Goals

Purchasing = 12%

Consultant = 20%

NOTES:

- 2017 year to date spend through 12/31/2017
- Produced by CPCS/FAS on 1/2/2018
- Source: Standard Summit Reports
- **15-Q2 includes SDOT WMBE Consultant spend \$4,000
- **15-Q2 includes SDOT WMBE Purchasing spend \$29,931
- In 2016, SDOT spent approximately \$549,000 with nonprofit firms.

Federally Funded Projects:

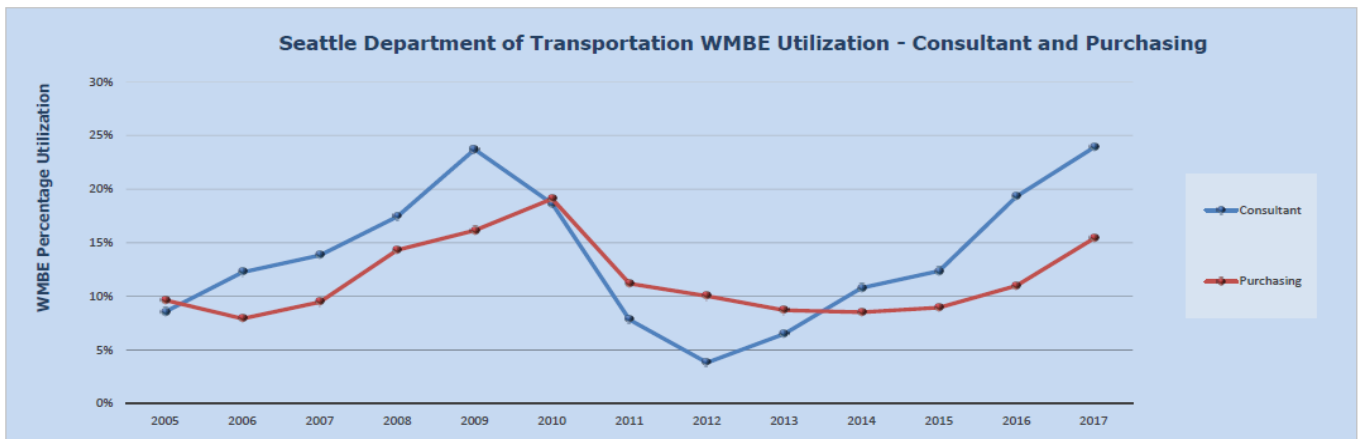
The Consultant Contract total includes contracts containing FTA and FHWA funds. SDOT is unable to administer or monitor these procurements through WMBE inclusion tools available per Chapter 20.42 of the Seattle Municipal Code. In Quarter 1 2015, SDOT held 15 federally-funded contracts with payments totaling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

**Subconsultant Payments:

The above data is representative of dollars paid to firms engaged in a Prime consultant capacity. However, SDOT separately monitors active consultant contracts for WMBE subconsultant utilization. For Quarter 1 2015, SDOT has tracked 14 active contracts with WMBE subconsultant payments totaling approximately \$1,074,987.

Waterfront:

Majority of Waterfront spending occurs in single consulting contract awarded in 2010 to non-WMBE prime. Spending includes a very significant amount of WMBE subcontractor spending.



Key Take-aways:

- On linear trend, for 2017 SDOT has yielded a percent increase in both Consulting and Purchasing from 2016, exceeding the 20% Consultant WMBE Goal at 23% and Exceeding the 12% Purchasing WMBE Goal at 15%
- In line with change management practices, SDOT will continue to set aggressive aspirational goals for the department
- Per City of Seattle performance guidelines, at this time Consultant and Purchasing metrics only include prime contractor performance and are not inclusive of WMBE subcontractor dollars

Performance Considerations:

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

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

Subcontractor Spend – Inclusion Plan Performance

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

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

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

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

\$6.2M

Dollars paid in FY2017 to WMBE firms that were subconsultants on SDOT contracts with Inclusion Plans in 2017*

***\$2.2M was attributed to Minority Business Enterprises (MBE) and the remaining \$4M was attributed to Woman Business Enterprises (WBE)**

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

Disadvantaged Business Enterprise (DBE) Dollars

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

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

Moving into 2018, SDOT will continue to leverage the B2Gnow contract compliance software to also monitor prompt payment on federally funded contracts.

Sole Source Procurements

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

To date, there is no methodology to isolate and separate these procurements from the funds that are viable for WMBE inclusion through the tools made available in SMC 20.42 and the existing Mayor's executive orders. Notably, the department has substantially less dollars to sole sources than we have in the past. This demonstrates the positive impact of availability reviews and working together with contract requestors within the department toward our inclusion goals.



\$457K

Non-WMBE dollars associated with a
Sole Source Purchase with Parkeon
Inc. in 2017

Examples of sole source purchases include **Parkeon Inc.**, a contract for parking station services, which amounted to approximately \$456,740.05 in non-WMBE dollars for Purchasing in FY2017.

Large Projects/Purchases

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

Examples of large purchases include the **LTK Consulting Services, Inc.** contract for streetcars which amounted to \$306,969.03 in non-WMBE dollars for Purchasing in FY2017.

Another example is **IPS Group, Inc.**, a contract for parking station services, which amounted to approximately \$2,324,081.58 in non-WMBE dollars for Purchasing in FY2017.

\$2.3M

Non-WMBE dollars associated with large purchases in parking station services with IPS Group, Inc. in FY2017

Change Management

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

Inclusion Plan Monitoring

FY2017 featured continued emphasis for support and enforcement of the City of Seattle Inclusion Plan utilized in Public Works, Consulting, and Purchasing contracts.

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

SDOT has strengthened collaboration with Finance & Administration Central Purchasing & Contract Services (FAS-CPCS) to bolster monitoring and performance expectations for SDOT Public Works contracts. The former SDOT Office of Equity & Economic Inclusion Manager set up recurring monthly check-ins with FAS-CPCS and SDOT contract management staff to increase the visibility of inclusion performance and coordinate action on commitments. This will practice will continue into 2018.

Core Initiatives

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

Standardization of Procedures & Practices

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

Scoping – Unbundling/Scope Review

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



Information Availability & Transparency

SDOT will continue to prioritize advance notice of contracting opportunities and staff accessibility for WMBE firms for 2018 as introduced in 2015.

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

Engagement / Outreach: External

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

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

External Training/ Info-Sessions

Working with SDOT

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

SDOT hosted two (2) *Working with SDOT* events in FY2017. These events were held on the following dates:

June 1, 2017
Working With SDOT: Move Seattle

November 2, 2017
Working With SDOT: Connecting the DOTs

In FY2017, SDOT hosted events providing emphasis on various emerging topics. For the March event, *Working With SDOT: Move Seattle*, we focused on outreach for upcoming Move Seattle contracting opportunities. For the November event, *Working With SDOT: Connecting the DOTs*, we focused on helping firms identify commonalities between the regional transportation agencies (SDOT, Sound Transit, King County Metro, and Washington State Department of Transportation) to leverage their already completed processes and experiences to secure opportunities with similar agencies.



For 2018, we once again anticipate holding *Working with SDOT* events. Prospective events include, but are not limited to:

2018 PLANNED SDOT HOSTED OUTREACH EVENTS*	
Summer 2018	<i>Working With SDOT: Move Seattle</i>
Fall 2018	<i>Working With SDOT: Ready to Prime / Connecting the DoTs</i>

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

Outreach to Immigrant, Emerging, WMBE, Micro Businesses

In addition to the larger SDOT hosted Working with SDOT outreach events and participation in community events, SDOT launched workshops to connect with startup, small, WMBE and immigrant firms to build bridges to work with SDOT and the City of Seattle. In 2018, the department will continue these workshops and plans to engage with more communities.

December 13 & 14, 2017
Intro to SDOT (Spanish): West Seattle

Introduction to SDOT (En Español)

In collaboration with City of Seattle FAS, Office of Immigrant Refugee Affairs, the City of Seattle Library, and Ventures, SDOT implemented a series of workshops in Spanish named '*How to Do Business with the City of Seattle / SDOT.*'

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



The former SDOT Office of Equity & Economic Inclusion Manager, Edson I. Zavala. Spanish language outreach. Interview 12/6/2017. KUNS Univision Seattle, Sinclair Broadcast Group, Inc.

2018 PLANNED WORKSHOPS	
Quarter 2	<i>Introduction to SDOT:</i> Small, Micro, WMBE, and Immigrant Business.
Quarter 3/4	<i>Introduction to SDOT:</i> Small, Micro, WMBE, and Immigrant Business. (En Español)

Engagement / Outreach: Internal

SDOT Staff Training – WMBE ADVOCATE CURRICULUM



SDOT continues to implement the WMBE Advocate Program to promote contracting inclusion and make staff aware of available tools. Once participants complete the courses, they receive WMBE Advocate recognition by the Interim Department Director, Goran Sparrman, and obtain a WMBE Advocate Pin. In 2017, SDOT held two (2) *WMBE Advocate Sessions* for *WMBE Advocate Course #1*, and three (3) *WMBE Advocate Sessions* for *WMBE Advocate Course #2* and the *WMBE Advocate Renewal Course*. SDOT recognized 15 new WMBE Advocates, with 10 WMBE Advocate Renewals. At present, there are 72 WMBE Advocates in SDOT.

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

RSJI: Contracting Equity

WMBE Program Vision for Seattle

**Inclusion Responsibilities for SDOT and
available tools to impact processes**

The SDOT WMBE Advocate Training Curriculum will continue into 2018. Implemented in 2017 was the ***WMBE Advocate Renewal*** course which enables existing advocates to stay current on their skills and contribute to the WMBE Program by sharing their experiences and providing feedback on what has been successful and what areas might need more attention.

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

Key Procurement Procedures

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

Below are key procurement procedure updates that will continue into FY2018.

Proactive Availability Review

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

Given that the pivotal point in influencing most procurement is restricted to the initiation of the process, questions were embedded into the request process to require assessment of WMBE availability and identification of potential restrictive specifications and/or barriers. WMBE review and analysis will be further strengthened in 2018.

Consultant Contract Inclusion Plan Scoring

For eligible consultant contracts, the Inclusion Plan can encompass 10 points out of the 100 total available evaluation points. For 2018, the SDOT Office of Equity & Economic Inclusion Interim WMBE Advisor will provide oversight/guidance for standardization and consistency.

Consultant Contract Pre-Submittal Standardization

In FY2017 the former SDOT Office of Equity & Economic Inclusion Manager provided an active role in disseminating WMBE Inclusion information and expectations to prospective respondents at pre-submittals. The SDOT Office of Equity & Economic Inclusion Interim WMBE Advisor has a standing role in these events. For 2018, the SDOT Office of Equity & Economic Inclusion Interim WMBE Advisor will continue active participation in pre-bids.

Strategies and Outreach Efforts to Achieve Goals

Consulting

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

WMBE Availability Assessment at Procurement Request

The former SDOT Office of Equity & Economic Inclusion Manager introduced a policy and practice to require WMBE availability assessment at the beginning of all procurement requests. Aside from providing an opportunity at the most influential point in procurements, this practice enables the department to identify service areas that lack WMBE representation thereby providing direction and focus for engagement. The Consultant Contract Request Form has been updated to require evaluation of WMBE availability at request to include a listing and potential parameters that may inhibit WMBE participation. Moving into 2018, this analysis will continue to be formalized.

Scoping of Projects: Contract Unbundling and Sizing

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

Accessible Procurement Method: Roster Procurements

The total dollars associated with Consultant Roster procurements represent only a small portion SDOT consultant dollars; however, Consultant Roster WMBE dollars represent over 25% of the department's overall WMBE performance in consulting. The Roster is an important tool for WMBE inclusion given the simplified and expedited nature of the procurement process and reduced documentation it requires from respondents. For 2018, SDOT will continue to maximize the use of this contracting tool and look for ways to facilitate the contracting process.

**Continued Emphasis on
WMBE Subcontractor
Goal Monitoring**

SDOT will strengthen WMBE goal tracking and monitoring. Presently, primes are required to complete and submit subcontractor utilization on projects with WMBE subcontracting goals. This information is used to compile the WMBE Utilization Compliance Report that is presently reviewed by the executive team. Moving into 2018, SDOT will continue implementation of electronic contract monitoring through the B2GNow software.

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

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

**Focused Networking:
Matchmaking Events**

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

Purchasing

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

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

Continuing into 2018, SDOT Office of Equity & Economic Inclusion WMBE Advisor signature is needed on request forms to process a new purchase request – this has been a successful tool in prompting WMBE analysis. Aside from providing an opportunity for impact at the most influential point in procurements, this will enable the department to identify purchasing areas that lack WMBE representation thereby providing direction and focus for engagement.

Upcoming Opportunities Notifications

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

Focused Networking: Matchmaking Events

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

Public Works (Construction)

Per Seattle Municipal Code, FAS oversees the evaluation, award, management, administration, WMBE utilization, and enforcement for SDOT's public works projects. Moving forward in 2018, SDOT will continue to engage with FAS in inclusion efforts for SDOT projects, which will include an active role in DBE and related inclusion processes.

Outreach for Upcoming Opportunities

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

Continued Emphasis on WMBE Subcontractor Goal Monitoring

SDOT will support FAS in the tracking and monitoring of Public Works WMBE Goals and subcontractor commitments. Moving into 2018, SDOT will continue the interdepartmental monthly check-ins on WMBE performance.

Move Seattle 23% WMBE Goal

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

Additional Strategies and Focus Areas for SDOT:

Targeted WBE Engagement

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

Accountability Systems for Progress in WMBE/HUB Business Utilization

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

Systems to Track and Analyze WMBE/HUB Information

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

Information Availability

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

Outreach to Immigrant, Emerging, WMBE, Micro Businesses

Expand outreach to Immigrant, Emerging, WMBE, Micro Businesses to help communities navigate doing business with SDOT / The City of Seattle. SDOT has launched and hosted preliminary events in Spanish in partnership with the City of Seattle Public Library, FAS and the Seattle Office of Immigrant and Refugee Affairs. The goal is to expand these outreach initiatives to other communities. In addition, the City has contracted with the Washington Procurement and Technical Assistance Center (PTAC). SDOT will work with

PTAC to guide Immigrant, Emerging, WMBE, and Micro Businesses through the City's processes to determine how to engage with SDOT and the City of Seattle.

Training/Workshop for Consultants

Expand the WMBE Advocate training to external consultants to convey the importance of RSJI principles, connection to contracting equity, City of Seattle policy and expectations, and tools to promote inclusion. A pilot session is planned for Summer/Fall 2018.

Annual Report: Performance Review, Transparency & Accountability

The SDOT Office of Equity & Economic Inclusion will deliver an Annual Report reviewing year-end performance information. This initiative was launched to deliver an overview of 2015 performance of the WMBE Program but will be expanded to encompass the RSJI work of the Office of Equity & Economic Inclusion for FY2017.

Community Outreach Efforts

In 2018, SDOT will continue to have a presence in community organizations such as TABOR 100, NAMC, First Thursdays, NMSDC, and CCCJ. Moreover, SDOT will continue support and participate in vendor outreach events and trade shows. Scheduled participation in community outreach includes, but is not limited to:

Working with SDOT

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

2018 City of Seattle A/E Consulting Show – February 2018

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

2018 Alliance Northwest Government Contracting Event – March 2018

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

2018 GSBA LGBTQ Business Matchmaker Event – April 2018

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

2018 IT Meet and Greet – April 2018

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

2018 Regional Contracting Forum – Fall 2018

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

Consultant Prompt Pay Strategies

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

Invoices Paid in 30 Days	
2018 Goal	100%
2017 Actual	97%*

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

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

SDOT continues to propose 100% consultant invoices will be paid within 30 days. This is the standard set forth in the City's code and our contract language. This year, all departments have been urged to pursue a 95% compliance goal toward the Prompt Payment policy. Though there have been significant challenges with SRI that may affect our metric in Q1, SDOT is committed to aiming for 100% compliance as the aspirational goal.

Strategies to communicate and implement this goal within the department:

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

Job Order Contracts (JOCs)

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

2017 SDOT JOC Contract Performance					
# of Contracts	Total	MBE Payments	WBE Payments	Total WMBE	% WMBE
3	\$568,316	\$290,331	\$6,082	\$296,413	52%
<i>*Data is sourced from the City of Seattle SUMMIT financial system. Figures are rounded to the nearest whole number where applicable. 2017 YTD figures represent payments made to prime contract holders and subconsultants.</i>					

Anticipated 2018 JOC Spend:

SDOT anticipates spending approximately \$800,000 in 2017-2018 Contract Year which ends late April 2018. SDOT anticipates spending another \$800,000-1,000,000 for 2018-2019.

2018 JOC projects:

1. 28th Ave S. & S. Raymond Street & S. Bateman Street – Installation of curb ramps, removal and replacement of associated sidewalks, and tree removal
2. Phinney Ridge (4 locations) – Installation of CSR curb ramps at several intersections and locations
3. North Seattle (2 locations) – Installation of CSR curb ramps at several intersections and locations
4. Wing Luke Elementary School – Installation of curb ramps and speed humps

Looking Forward...

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

DEPARTMENT OUTREACH REPRESENTATIVE
Viviana Yolanda Garza SDOT Interim WMBE Advisor, Office of Equity & Economic Inclusion
DEPARTMENT DIRECTOR:
Goran Sparrman SDOT Interim Director

Seattle Fire Department

*City of Seattle **2018** WMBE Plans*

2018 SEATTLE FIRE DEPARTMENT

WMBE OUTREACH PLAN

Department Representative for 2018:

Sheila Kelly

2018 Voluntary Target for Seattle Fire Department:

For 2018, the Seattle Fire Department (SFD) has established a voluntary Woman and/or Minority Business Enterprises (WMBE) utilization goal of twenty-five percent (25%) for Consulting and thirteen percent (13%) for Purchasing.

Voluntary 2018 WMBE Targets	
Consulting	25%
Purchasing	13%

Introduction:

Policy Statement

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

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

Ordinance 119603 requires each city department to develop an annual outreach plan to provide opportunities for minority-owned and women-owned businesses to gain City contracts and purchasing opportunities. The 2017 Outreach Plan summarizes the past performance and new strategies that will guide the Seattle Fire Department in its inclusion efforts for the year.

Sheila Kelly will be the Department Representative

SFD's 2017 WMBE Utilization Performance

SFD'S WMBE efforts focused on leveraging the City's purchasing power to include and build the capacity of Woman and Minority-owned businesses. Seattle Fire achieved 20.62% of combined purchasing to WMBE firms this year. This is the highest percentage over the last eleven years of purchasing. Consultant Contracts were also at a new high for Seattle Fire.

2018 SFD WMBE OUTREACH PLAN

2017 Performance Summary						
	2016 Performance			2017 Performance		
Procurement Type	Total	WMBE	% WMBE	Total	WMBE	% WMBE
Consultant Contract	\$1,723,206.22	607,902.14	35.28%	\$1,457,463.69	\$608,974.89	41.78%
Consultant Total	\$1,723,206.22	607,902.14	35.28	\$1,457,463.69	\$608,974.89	41.78%
Blanket Contract	\$5,128,945.79	\$816,746.39	15.92%	\$5,538,090.21	\$977,843.47	17.66%
Emergency Purchase Order	\$26,610.56	\$0	0%	\$0	\$0	0%
Purchase Contract	\$4,887,725.82	\$0	0%	\$108,329.50	\$0	0%
Direct Voucher	\$756,578.97	\$26,031.91	3.44%	\$862,039.50	\$61,608.81	7.15%
Purchasing Total	\$10,773,250.58	\$842,778.30	7.82%	\$6,508,459.28	\$1,039,452.17	15.97%
Grand Total	\$12,523,067.36	\$1,450,680.44	11.58%	\$7,995,331.16	\$1,648,427.17	20.62%

Note: FY2016 marked a percentage decrease in purchasing dollars and WMBE utilization because of the Department's large one-time purchase of \$4.2M of self-contained breathing apparatus. When this purchase is removed from the percentages, SFD exceeded the 12% voluntary goal.

SFD's consultant and purchasing expenditures over the past eleven (11) years.

	Total	Consult Percent	WMBE	Total	Purchase Percent	WMBE	Combined %
2007	\$620,024	0.00%	\$0	\$4,466,726	11.97%	\$534,499	11.97%
2008	\$1,166,999	3.80%	\$44,325	\$4,986,937	16.57%	\$826,551	14.05%
2009	\$209,693	15.54%	\$32,577	\$5,250,422	12.49%	\$655,596	12.60%
2010	\$270,230	0.00%	\$0	\$5,718,934	10.65%	\$609,130	10.17%
2011	\$409,465	0.00%	\$0	\$8,190,473	10.97%	\$898,538	10.45%
2012	\$962,251	21.35%	\$205,450	\$7,074,074	11.85%	\$838,052	12.98%
2013	\$1,554,510	12.14%	\$188,668	\$10,331,045	9.60%	\$991,718	9.88%
2014	\$1,101,229	29.15%	\$321,045	\$10,353,608	9.48%	\$981,368	11.32%
2015	\$1,357,378	25.34%	\$343,960	\$5,695,636	18.21%	\$1,037,230	19.58%
2016	\$1,723,206	35.28%	\$607,902	\$10,773,250	7.82%	\$842,778	11.58%
2017	\$1,457,463	41.78%	\$608,975	\$6,508,459	15.97%	\$1,039,452	20.62%

Performance Considerations:

2018 SFD WMBE OUTREACH PLAN

The Seattle Fire Department's ability to participate in advancing the goal of ensuring WMBEs are afforded fair and equitable opportunities to receive City funds is limited to purchasing and vendor contracting.

Since the Fire Department does not engage in capital improvements, and grants received federally are earmarked for public safety purposes, opportunities to promote and advance contracting or purchasing to WMBE vendors is limited. FY2018 has several ongoing projects that impede WMBE spending, in that there are two large recruit classes being held, which uses much of the Department's budget and lowers purchasing thresholds. We are currently working on how to achieve the purchasing dollars SFD is spending on IT items that are being paid by SEIT, as we have had those purchase numbers in the past. The Department continues to leverage those opportunities and increase WMBE utilization, and will continue to expand efforts to identify WMBE vendors, package purchasing needs in ways that might be better suited to small WMBE business, and to increase internal capacity and promote external networking with stakeholders to identify additional opportunities in 2018, as outlined below.

Large Projects/Purchases

SFD continues to explore unbundling strategies to allow WMBE opportunity on large purchases. However, performance for WMBE utilization percentage is significantly impacted by the lack of vendors who make products and equipment that meet National Fire Protection Association (NFPA) safety standards, such as hose, nozzles, personal protective equipment (SCBA's, bunking gear, gloves, helmets), or that could meet SFD minimum order requirements.

- SFD is using the NPP.gov, HGAC and GSA to continue to look for WMBE contracts throughout the country for Fire Service Equipment and Services.

Consultant Contracts

For the last seven years Seattle Fire has had an ongoing WMBE consultant contract with EHS International. This contract has been federally funded and is sunsetting in June of 2018. Due to this contract ending and a new large consultant contract with Fred Hutch for cancer research (non-WMBE) there will be a noticeable difference in WMBE Consultant Contracts. Seattle Fire is working with the federal government to extend the contract with EHS International, but at the time of this report, the extension has not occurred. With this in mind, we have put 25% as our voluntary goal.

Change Management

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

Training

SFD has committed to improve and expand technical assistance, business development, training, and mentoring programs for WMBE firms by greater coordination with organizations, businesses, individuals, and public agencies as well as other City departments and offices. Moreover, SFD has increased focus on practices and processes to change the culture of the department and equip staff with the tools and training necessary to pursue and foster WMBE inclusion.

2018 SFD WMBE OUTREACH PLAN

Internal SFD Staff Training

SFD has continued to train new and existing staff on WMBE inclusion. Specifically, staff is informed of program vision and available tools. Internal training is occurring when people are beginning the process of purchasing goods or services.

External Training/ Information Sessions

The purchasing division attends and participates in several vendor fairs each year. Among those listed below as upcoming events, the Department participates in the Reverse Vendor Show hosted by City Purchasing and Contracting and Fire specific trade shows. WMBE vendors often attend these shows and are added to potential rosters to purchase equipment or supply needs on an ongoing basis.

Strategies and Outreach Efforts to Achieve Goals

Consulting

SFD solicits consultants to assist in various projects and programs. Consultant services are procured primarily through Roster Solicitations (Informal Solicitations) or by open solicitation (or competition) of Request for Qualifications (RFQ's) or Request for Proposals (RFP's). For FY 2018, the Department will continue to encourage staff to solicit consultant services from City rosters as a first option to open competitive solicitations.

Consultant Procurement Inclusion Strategies

- In 2018, SFD staff will be referring vendors to the City's website to register as WMBE eligible when appropriate.
- Consultant Contract Manager will strive to do more competitive bid solicitations for WMBE contracts.
- SFD staff will facilitate connections between department needs and WMBE firms that can potentially fill those needs when possible.

Purchasing

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

Purchasing Procurement Inclusion Strategies

- **WMBE Availability Assessment at Procurement Solicitation – Purchasing WMBE Participation Opportunity**
SFD is looking at ways to capture a WMBE Availability Assessment at the beginning of a purchase request. SFD develops procedures to ensure that the use of a WMBE is identified early in the procurement process. Aside from providing an opportunity for impact at the most influential point in procurements, this will enable the department to identify purchasing areas that lack WMBE representation, thereby providing direction and focus for engagement.
- **Focused Networking – Matchmaking Events**

2018 SFD WMBE OUTREACH PLAN

As with Consulting, SFD will coordinate matchmaking events between community WMBE firms and SFD staff to facilitate connections between department purchasing needs and firms that can potentially fill those needs.

Additional Strategies and Focus Areas for SFD:

- **Information Availability**

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

- **Changing long-term contracts to new vendors when available.**

Seattle Fire changed janitorial vendors mid-way through FY2017, and we are seeing the change in WMBE usage, as we can support two of these vendors. We continue to look at our contracts used on an ongoing basis to reach out to contracted WMBE vendors to provide needed services and equipment.

Community Outreach Efforts

In 2018, SFD will continue to have a presence in community organizations. Moreover, SFD will continue support and participation in vendor outreach events and trade shows. Scheduled participation in community outreach includes, but is not limited to:

Regional Contracting Forum 2018 - The annual contracting forum with City of Seattle, King County, Washington State Department of Transportation, Port of Seattle, Washington State Office of Minority and Women's Business Enterprises, Sound Transit and others. Attendees will meet government contracting representatives and network with contractors, consultants and suppliers.

Reverse Trade Show (July 2018) - City will participate in the event to connect with firms for construction, consulting and purchasing needs.

Looking Forward

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

DEPARTMENT OUTREACH STAFF:
Sheila Kelly, Support Services Division
DEPARTMENT DIRECTOR:
Harold Scoggins, Fire Chief

Seattle Municipal Court

*City of Seattle **2018** WMBE Plans*

THE MUNICIPAL COURT OF SEATTLE

Elizabeth J. Baldwin
Court Administrator



MEMORANDUM

Date: April 20, 2018

To: Edson I. Zavala, Policy Advisor for Economic Inclusion and Contracting Equity,
Mayor's Office
Carmen Kucinski, City Purchasing and Contracting Services

From: Elizabeth J. Baldwin, Court Administrator

Re: 2018 WMBE Plan and Goals

This memo is in response your request for 2018 WMBE Plans and Goals from City agencies. Although Executive Order 2014-043 does not apply to the Judicial Branch, we believe its principles are important to the administration of justice.

In 2017, the Court established WMBE targets of 20% in Purchasing and 18% in Consultant Services. Per the FAS generated WMBE report, our 2017 actual accomplishments were \$715,983 or 30% in Purchasing and \$6,375 or 75% in Consultant Services.

For 2018, 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. The Court's Budget Manager John Kerr continues to be our WMBE representative and he will work with FAS to advance these goals.

In 2017 we spent approximately \$415,000 in Court Certified Interpreter Services but, as noted above, these consultants were not included in the WMBE reports. Our WMBE consultant number would be much more robust if they were included by FAS in their WMBE report. Most of the Court Certified Interpreters are registered as WMBE qualified consultants. However, with Summit 9.2 there are new opportunities. We believe the *concept* of Prompt Pay applies to Court Certified Interpreters who are not currently counted as "consultants" in the FAS methodology. The Court wishes to partner with FAS on Prompt Pay as an avenue to pay our Court Interpreters. If Prompt Pay is a priority for the City, then ACH transfer on \$415,000 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, Alliance One, our collections vendor until March 2018, had a subcontract with PMT Solutions, a WMBE qualified firm. Even though the Court does not pay our collection contractors, we required WMBE participation in our contract. Roughly 15% of our collections revenue is generated from the WMBE sub-contractor. Collections returned approximately \$6,500,000 to the City of Seattle General Fund in 2017. Our new collections contractor, Harris and Harris, also has a WMBE sub-contractor and we look forward to continuing to report collections revenue generated through Evergreen of Bothell for the WMBE figures.

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

cc: Hon. Ed McKenna, Presiding Judge
Kwan Wong, Director of Finance and Administrative Services

Seattle Police Department

*City of Seattle **2018** WMBE Plans*

2018 SEATTLE POLICE DEPARTMENT OUTREACH PLAN

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

2018 Goals

Seattle Police Department's (SPD) 2017 WMBE utilization goals were 15% for Purchasing and 10% for Consultant Contracts. SPD's actual 2017 WMBE usage was 13.44% (\$1,606,216.01) for Purchasing and 11.27% (\$159,162.97) for Consultant Contracts

SPD's Goals for 2018 are 15% for Purchasing and 12% for Consultant Contracts. We believe both the Purchasing and Consultant Contract aspirational goals will be a challenge.

1. Attend monthly Contracting Equity Interdepartmental Team (IDT) meetings hosted by Finance and Administrative Services (FAS).
2. SPD's Fiscal staff will review all Direct Voucher and Blanket Contract vendors used on a regular basis to determine if WMBE vendors exist. Information about the availability of WMBE vendors will be provided to SPD's end users to obtain quotes for equipment, services and supplies.
3. Continue to review and route appropriate centralized purchase requests to SPD purchasing staff to identify and obtain quotes from at least one WMBE vendor for direct voucher purchases.
4. Continue to send letters to identified WMBE vendors utilized to encourage registration with the City's VCR program.
5. Ensure that appropriate Summit account coding is used when paying other governmental and non-profit agencies.
6. SPD's Grant and Contracting Unit will provide a list of WMBE vendors for end-users to contact when first approached about the need to generate a contract for Consultant Services.

Training

1. SPD will conduct training for staff who frequently make purchasing decisions on how to use the Online Business tool to search for WMBE vendors.

Outreach Events

1. Refer WMBE vendors to SPD staff to contact for quotes for purchasing and contracting decisions.
2. SPD representatives will attend the Regional Contracting Forum.

Consultant Inclusion Plan

1. SPD annual usage of Consultants is less than thirty and the value of contracts rarely exceeds \$305,000. All Consultant Contracts are routed centrally, therefore, we can ensure departmental adherence to the Mayor's recommended Consultant Inclusion Plan.

Consultant Prompt Pay Plan

1. SPD sets a percentage of 95% to pay all Consultant contract invoices within 30 days of receipt.



Carmen Best, Interim Chief of Police
Seattle Police Department

Seattle Public Library

*City of Seattle **2018** WMBE Plans*



The Seattle Public Library

MEMORANDUM

April 23, 2018

To: Edson I. Zavala, Policy Advisor for Economic Inclusion and Contracting Equity, Mayor's Office
Carmen Kucinski, Senior Contract Analyst, City Purchasing and Contracting Services

From: Marcellus Turner, Executive Director & Chief Librarian
Chris Ruffini, Administrative Services Director
Jay Donahue, Capital Finance & Interagency Relations Manager
Shawne Anderson-Brooks, Procurement Specialist/Senior Buyer

Subject: **The Seattle Public Library's 2018 WMBE Plan**

This memo outlines The Seattle Public Library's 2018 WMBE plan. It reflects the Library's continued commitment to increase participation of women and minority owned businesses in Library contracts.

Department Representative:

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

<u>2018 Library WMBE Targets</u>		
Category	\$	%
Purchasing	\$1.19 M	12%
Consulting	\$55,000	11%

2018 Goals:

2018 discretionary purchasing goal: 12%

It is difficult to predict the Library's 2018 discretionary purchasing expenditures, as the level of actual spending has varied widely in the past. Last year's predicted 2017 level (\$9 million) was well short of actual total 2017 discretionary purchasing expenditures (\$11.2 million). We estimate the 2018 discretionary purchasing expenditures will level off somewhat - \$9.9 million. Thus the goal would result in approximately \$1.19 million in WMBE purchases.

2018 consultant contract goal: 11%

The Library's use of consultants is particularly variable, so predictions of expenditures are somewhat speculative. Additionally, many of these vendors are specialized capital projects consultants; our latitude is somewhat constrained by fewer consulting choices. In 2017 the Library estimated \$650,000 in total consulting expenditures; the 2017 actuals were \$625,905. With some significant CIP projects winding down, we can expect roughly \$500,000 for consultant contract expenditures in 2018. At that level of activity, the 2018 consultant contract goal would result in approximately \$55,000 in WMBE consultant expenditures.

2017 Results

WMBE Consultants

The 2017 goal for WMBE consulting was 12% (\$78,000); the Library fell short of that goal with 6% (\$36,096) of consulting expenditures paid to WMBE consultants. Note that during 2017, the Library's top three consulting firms were CIP-related, accounted for 78% (\$491,061 of \$625,904) and were all chosen from the City's consultant roster.

Name	Cert Type	CC	CR	Grand Total		
SNYDER HARTUNG KANE STRAUSS ARCHITECTS			\$304,586.77	\$304,586.77		
MILLER HAYASHI ARCHITECTS LLC			\$138,365.27	\$138,365.27		
ENGINEERING ECONOMICS INC			\$48,108.59	\$48,108.59		
					\$491,060.63	78%

WMBE Purchasing

The Library's 2017 WMBE goal for discretionary purchasing expenditures was 14% (\$1.3 million); the Library exceeded the dollar total (\$1.375 million) but just missed the percentage goal (12%). The amount of control the Library has over that outcome varies from year to year. A closer analysis of the data yields a few points to consider:

- Of the largest vendors by payment, the top seven (totaling nearly \$3.9 million or one-third of the Library's total purchased services) either:
 - obtained their work through public bid, where the Library had little choice but to accept the lowest qualified bidder; or
 - offer specialized services that may not be comparably available from a WMBE vendor, thus limiting the Library's discretionary purchasing options; or
 - are City Job Order Contract (JOC) or Blanket Contract vendors - vendors selected by the City, which includes a mix of WMBE and non-WMBE vendors.
- Further analysis also reveals some potential issues with data validity.
 - Library payments (\$794,500.68) to Forma Construction, a City JOC contractor, were apparently included in the Library's Purchased Services total and no WMBE subcontractor percentages were identified from that total. If the \$794,500.68 Forma total is removed from the Purchased services category, the Library's 2017 WMBE Purchased Services percentage rises from 12% to 19%.
 - A conservative review of the 2017 Library purchasing vendor list shows at least 122 vendors who were very likely WMBEs but were not registered in the City's system.
 - 2017 payments to those 122 probable WMBEs ranged from \$40 to over \$12,000, and totaled over \$172,000. If those vendors were correctly registered, it would have increased the Library's WMBE purchasing dollar percentage from 12% to 14% (and the count of WMBE purchasing vendors would increase from 10% to 29% of total vendors).

Top 25 Library Discretionary Purchasing Vendors by Total Payment Amount

Name	Cert Type	B	DV	P	Grand Total			
INTEGRITY ENERGY SERVICES CO				\$1,263,703.05	\$1,263,703.05	CIP		
FORMA CONSTRUCTION COMPANY				\$794,500.68	\$794,500.68	CIP		
OAK HILLS CONSTRUCTION LLC				\$506,869.60	\$506,869.60	CIP		
VERIZON WIRELESS SERVICES LLC			\$3,782.09	\$386,863.37	\$390,645.46	Specialized	34%	
DIMENSION DATA NORTH AMERICA		\$178,218.16		\$161,068.33	\$339,286.49	Blanket		
LENOVO INC				\$304,482.50	\$304,482.50	Specialized		
PRIME ELECTRIC		\$277,704.62		\$1,981.80	\$279,686.42	Blanket		
SHJ ELECTRIC CO INC	WBE			\$252,129.00	\$252,129.00			
DOMAIN 7 (US) INC				\$241,750.00	\$241,750.00			
TODAYS BUSINESS SOLUTIONS				\$219,830.08	\$219,830.08			
XIOLOGIX, LLC	WBE			\$203,437.60	\$203,437.60			
COPIERS NORTHWEST				\$201,265.64	\$201,265.64			
WALTER E NELSON CO OF WESTERN WA		\$193,369.88	\$372.58		\$193,742.46	Blanket		
KC DIRECTORS ASSN PURCHASING DEPT				\$192,556.29	\$192,556.29			
OCLC ONLINE COMPUTER LIBRARY CENTER INC			\$8,371.00	\$166,931.11	\$175,302.11	Specialized		
DEMCO INC				\$174,475.57	\$174,475.57			
DELL MARKETING CORP		\$144,034.63	\$1,959.66	\$7,200.08	\$153,194.37	Blanket		
PUGET SOUND WINDOW MAINTENANCE INC				\$149,640.00	\$149,640.00			
DIVERSIFICATION INC				\$140,762.08	\$140,762.08			
SIRSI CORPORATION				\$127,508.02	\$127,508.02	Specialized		
TECHNICAL FURNITURE SYSTEMS INC				\$124,505.36	\$124,505.36			
GRAYBAR ELECTRIC CO INC		\$109,514.11	\$108.11	\$9,021.59	\$118,643.81	Blanket		
SNYDER HARTUNG KANE STRAUSS ARCHITECTS				\$118,320.25	\$118,320.25			
PRINT TIME		\$112,941.74			\$112,941.74	Blanket		

Outreach & Outreach Plans:

The Library will directly solicit bid responses from known WMBE firms. As it is likely several WMBE vendors are not registered with the City, the Library's Procurement Specialist/Senior Buyer will attempt to follow-up with several of the potential non-registered WMBE vendors and encourage them to register. The Procurement Specialist/Senior Buyer can provide information to vendor fair participants about the opportunities for participation in upcoming projects and meeting material supply needs of the Library. Library Public Services staff have participated in WMBE trade shows and events. Additionally, the Library currently posts construction bid plan information to the city's E-Bid site and advertises in the Daily Journal of Commerce.

Prompt Pay Compliance:

It is the Library's goal to pay every undisputed, properly prepared invoice within 30 days of receipt. The Library had a few personnel transitions during 2017 that caused delays in processing invoices, especially in the business office and public works area. As new staff becomes acclimated, we will redouble our efforts to meet this goal.

Library Resources for Small Businesses:

Local WMBE firms are encouraged to take advantage of the wealth of business resources available from The Seattle Public Library. In addition to accessing a collection of general small business management books, the Library provides many trade and industry association magazines through online databases. Librarians can help businesses compile customer contacts lists through the library's business directories. For new businesses and established businesses, we help entrepreneurs track emerging trends in their product and service lines through online databases, a small in-print market research collection and through Internet research. Clients of Community Capital Development and the Small Business Administration utilize Library resources and Library staff assistance on their initial business plans, using the Census, trade magazines and market statistics identified over the internet. Finally, the Library works to help entrepreneurs find the right government agencies that train and help entrepreneurs with the government bidding process and in locating contracts for bid.

Seattle Public Utilities

*City of Seattle **2018** WMBE Plans*



2018 SEATTLE PUBLIC UTILITIES WMBE PLAN AND GOALS

Department Representative for 2018:

Katia Garcia, SPU WMBE Manager

2018 WMBE GOALS

For 2018, Seattle Public Utilities (SPU) has established a Woman and Minority Business Enterprise (WMBE) utilization goal of, twenty-one percent (21%) for Consulting and fourteen percent (14%) for Purchasing. SPU's established WMBE utilization goals based our highest performance, respectively, between 2013 and 2017 in combination with anticipated expenditures in consultant contracts and large purchases for 2018.

2018 SEATTLE PUBLIC UTILITIES WMBE UTILIZATION GOALS	
Consultant	21%
Purchasing	14%

INTRODUCTION:

POLICY STATEMENT

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

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

City of Seattle policy requires each city department to develop an annual WMBE outreach plan to provide opportunities for minority-owned and women-owned businesses to gain City contracts and purchasing opportunities. This 2018 WMBE Plan and Goals, briefly explain past performance and highlights strategies that SPU will undertake in its inclusion efforts for 2018.

Katia Garcia, SPU WMBE Manager, will continue to serve as the departments representative for the City's WMBE Initiative.

SPU’S 2017 WMBE UTILIZATION YEAR IN REVIEW

In 2017, SPU continued its commitment to the inclusion of WMBE’s across all lines of business, experiencing both wins and challenges in the process. Our leadership and staff prioritized opportunities for inclusion as we delivered on our Strategic Business Plan, and commitment to innovation, continued learning, and dismantling institution barriers to government contracting in our approach in being an equitable community-centered utility.

2017 SEATTLE PUBLIC UTILITIES WMBE INCLUSION				
PURCHASE CATEGORY	TOTAL SPEND	WMBE SPEND	GOAL	ACTUAL WMBE PERCENTAGE
Consultant	\$27.8M	\$5.8M	12%	21%
Purchasing	\$48.3M	\$5.7M	12%	12%
Construction	\$25.7M	\$2.8M	NA	14%

FIGURE 1: SPU HISTORICAL CONSULTANT AND PURCHASING PERFORMANCE SUMMARY

Seattle Public Utilities

WMBE Utilization - Consultant and Purchasing

Year	Consultant			Purchasing		
	Total	Percent	WMBE	Total	Percent	WMBE
2005	\$20,992,118	12%	\$2,508,335	\$23,917,054	9%	\$ 2,063,829
2006	\$20,064,750	15%	\$3,006,108	\$27,728,160	5%	\$ 1,404,303
2007	\$23,440,964	16%	\$3,827,965	\$36,732,941	11%	\$ 4,096,962
2008	\$30,896,110	11%	\$3,404,096	\$43,196,974	11%	\$ 4,937,128
2009	\$31,865,310	9%	\$2,719,433	\$45,126,647	12%	\$ 5,486,448
2010	\$27,937,049	8%	\$2,306,914	\$38,512,389	12%	\$ 4,497,062
2011	\$25,935,667	10%	\$2,695,978	\$39,762,022	11%	\$ 4,515,056
2012	\$26,475,792	7%	\$1,884,092	\$39,951,007	16%	\$ 6,225,659
2013	\$36,379,543	7%	\$2,488,330	\$42,714,717	13%	\$ 5,664,604
2014	\$38,529,838	6%	\$2,307,313	\$40,469,445	16%	\$ 6,585,969
2015	\$30,725,437	13%	\$3,857,740	\$50,571,104	12%	\$ 6,229,853
2016	\$29,567,631	19%	\$5,547,934	\$50,785,201	14%	\$ 7,007,664
2017	\$27,801,933	21%	\$5,865,354	\$48,188,374	12%	\$ 5,759,782

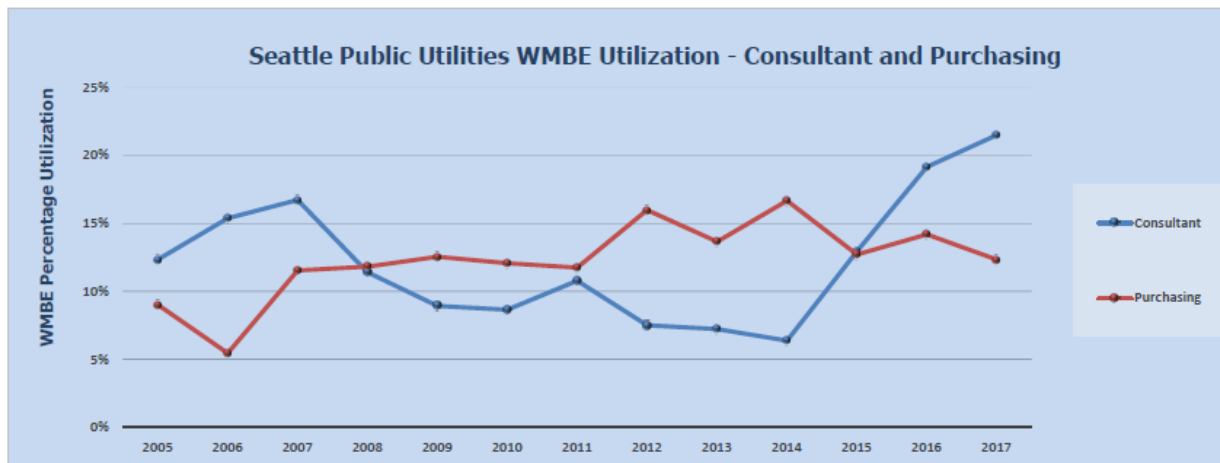
2017 Goals

Purchasing = 12%

Consultant = 12%

NOTES:

- 2017 year to date spend through 12/31/2017
- Produced by CPC/S/FAS on 1/2/2018
- Source: Standard Summit Reports
- 2014-Q4 Consultant excludes \$1,640,585 for SPU inaccurately coded.
- 2014-Q4 Purchasing excludes \$229,731 for SPU inaccurately coded.



*Source: City Purchasing & Contracting Services. "WMBE Utilization Report Fourth Quarter 2017." 14 Feb. 2018, p. 37.

In 2017, SPU worked to expand consultant contracting opportunities for WMBEs. We continued to see new WMBE priming opportunities in engineering services and community engagement contracts, among others, as is reflected in our 2017 WMBE inclusion. SPU exceeded our 2017 consultant contract goal of twelve percent (12%), achieving twenty-one percent (21%) WMBE inclusion.

- Nine percent (9%) went to Minority Business Enterprises (MBEs).
- Twelve percent (12%) went to Women Business Enterprises (WBEs).

SPU met its 2017 purchasing goal of twelve percent (12%), achieving twelve percent 12% WMBE inclusion.

- Six percent (6%) went to MBEs.
- Six percent (6%) went to WBEs.

SPU has focused on increasing WMBE utilization in the consultant roster program which is a simplified contracting tool for consultant services valued between \$50,000 and \$296,000, in 2017. This approach has produced significant success in enabling WMBE firms to access priming opportunities on SPU consultant contracts.

FIGURE 2: SPU 2010 TO 2017 CONSULTANT CONTRACT PERCENT WMBE UTILIZATION

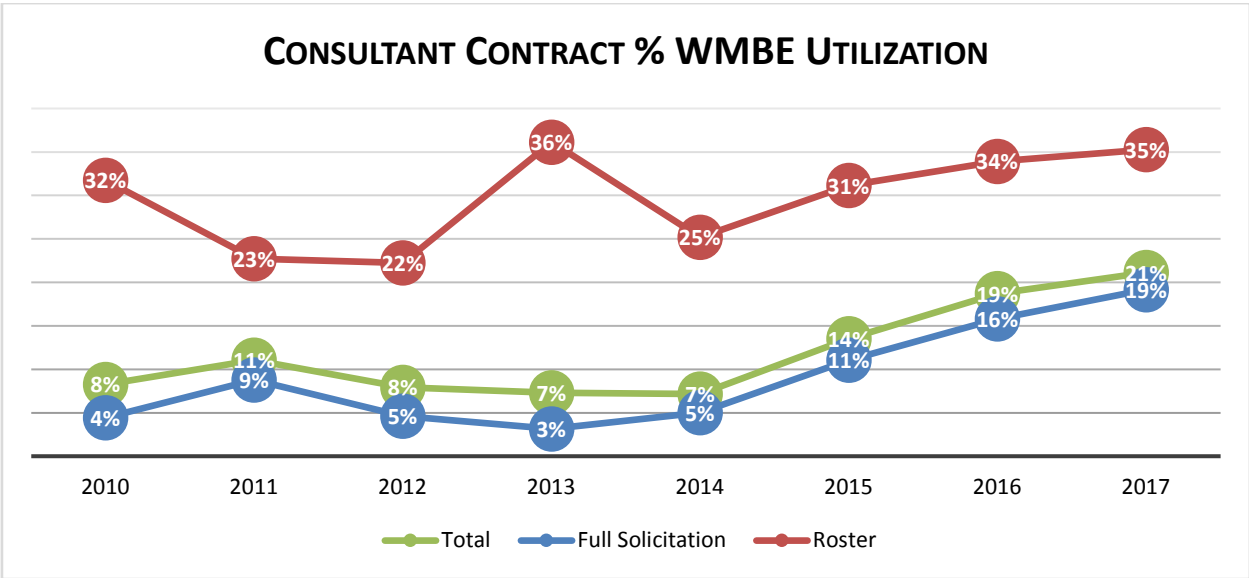


FIGURE 3: SPU 2010 TO 2017 CONSULTANT CONTRACT WMBE DOLLAR SPEND

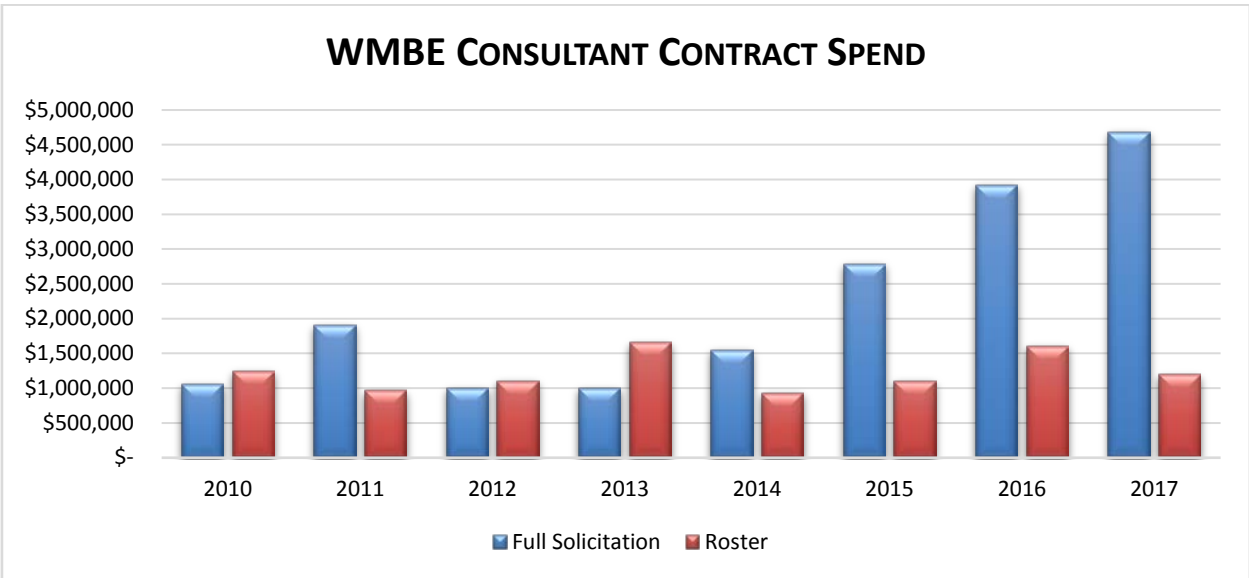


FIGURE 3: SPU 2010 TO 2017 CONSULTANT CONTRACT FIRM COUNT

	Full Solicitation			Roster		
	# of WMBE	# of NonWMBE	% to WMBE	# of WMBE	# of NonWMBE	% to WMBE
2010	133	1,848	7%	162	416	28%
2011	196	1,783	10%	148	506	23%
2012	181	2,030	8%	144	493	23%
2013	152	2,287	6%	293	405	42%
2014	271	2,073	12%	250	485	34%
2015	286	2,199	12%	257	381	40%
2016	707	1,641	30%	271	436	38%
2017	632	1,534	29%	259	397	39%

KEY TAKEAWAYS:

- SPU met or exceeded performance goals for 2017.
- Increase in WMBE primes in Consultant Roster contracts builds the firms' capacity to prime on future Full Solicitation Consultant Contracts.
- SPU continues to create an environment that encourages WMBE firms to compete on more contracts with SPU, leading to sustainability and growth of WMBE contract participation.
- SPU continues to message the importance of mentoring to primes.
- Both WMBE and non-WMBE primes are mentoring sub-consultants, leading to sustainability and growth of WMBE contract participation.
- By increasing the number of firms SPU works with, we see an increase in innovation, creativity, and a healthy competitive environment.
- Per current City of Seattle performance guidelines, Consultant and Purchasing metrics only include prime contractor performance and are not inclusive of WMBE sub-contractor dollars.

CONSTRUCTION

In 2017, SPU' WMBE percentage for construction was fourteen percent (14%). SPU's total spend for construction projects was \$25.7 million with \$2.8 million going to WMBE firms.

JOC CONTRACTS

In 2017, SPU spent \$246,783 on JOC contracts, of which, \$203,560 (82%) went to WMBE firms.

FIGURE 4: 2017 JOC CONTRACT UTILIZATION

City Of Seattle						
City Purchasing and Contracting						
All Invoices Paid on JOC Work Orders Report 1/1/2017 to 12/31/2017						
Dept.	# of Contracts	City Contract Payment (w/o tax)	Actual MBE Payments	Actual WBE Payments	Total WMBE Payments	WMBE % of City Contract Payment (w/o tax)
FAS	21	\$ 2,728,294.31	\$ 494,472.57	\$ 263,214.82	\$ 757,687.39	28%
LIGHT	3	\$ 139,682.61	\$ 76,550.86	\$ 12,336.29	\$ 88,887.15	64%
PARKS	7	\$ 696,956.22	\$ 140,586.62	\$ 57,046.52	\$ 197,633.14	28%
SDOT	3	\$ 568,315.92	\$ 290,331.09	\$ 6,082.00	\$ 296,413.09	52%
SPU	3	\$ 246,783.81	\$ 102,850.83	\$ 100,709.85	\$ 203,560.68	82%
SEACTR	0	-	-	-	-	0%
SPL	2	\$ 322,863.63	\$ 252,819.00	\$ 1,338.20	\$ 254,157.20	79%
Grand Total	39	\$ 4,702,896.50	\$ 1,357,610.97	\$ 440,727.68	\$ 1,798,338.65	38.2%

*Source: City Purchasing & Contracting Services. "WMBE Utilization Report Fourth Quarter 2017." 14 Feb. 2018, p. 5.

CONSULTANT PROMPT PAY

In 2017, 93% of SPU paid consultant invoices within 30 days. To accomplish this, we actively engaged firms and communicated the City's prompt pay requirements.

CONTRACTING INCLUSION

SPU' Contracts Division continued to work with the WMBE manager to embed WMBE inclusion into various steps of the consultant contracting and purchasing process, including sessions for new consultant contracts to plan WMBE outreach, correctly sizing contracts, identify WMBE opportunities early on, and updating forms to include WMBE parameters in purchasing and consulting.

OUTREACH AND EVENTS

SPU held its annual *Architecture and Engineering Upcoming Opportunities Forum* event in February. The event facilitated outreach for consultant contract planning for over 150 firms, many of whom

are WMBE consultants. SPU project managers were present to share information on upcoming projects and meet with firms. In addition to SPU, other City departments were present to share their upcoming projects.

SPU participated in various outreach activities and events throughout the year to strengthen relationships and educate our consultants on our commitment to being a community-centered utility. In 2017 SPU:

- Attended seven regional outreach events to engage with WMBE firms.
- Met one-on-one with WMBE firms, upon request, to further engage them in upcoming opportunities and address questions they had on current or future contracting opportunities.
- Met one-on-one with non-WMBE firms to consult on WMBE Inclusion Plan best practices.

2018 SEATTLE PUBLIC UTILITIES WMBE GOALS & PERFORMANCE

In 2018, SPU will continue delivering on our promise to provide efficient and forward-looking utility services that keep Seattle the best place to live. Our leadership and staff will continue to prioritize opportunities for inclusion as we deliver on our Strategic Business Plan, and commitment to innovation, continued learning, and dismantling institution barriers to government contracting in our approach in being an equitable community-centered utility.

2018 SEATTLE PUBLIC UTILITIES WMBE UTILIZATION GOALS	
Consultant	21%
Purchasing	14%

JOC CONTRACTS

In 2018 SPU will continue to utilize JOC contracts whenever possible. Given previous years utilization of JOC, SPU anticipates spending between \$500K to \$1M for 2018. Currently, for 2018 we have executed a work order for the Queen Anne Tank Ladder Modification with Centennial, estimated at \$133K, with work scheduled to begin in early May. Additional projects for 2018 may include:

- A paving project in June with Centennial, estimated at \$190K.
- Regional roof project at the Tolt Old Treatment Building, estimated at \$100K.
- Regional roof project at the Cedar Falls Headquarters Building, estimated \$200K.
- SPU Education Center repaving project, estimated \$164K.

Additional projects may arise throughout the year that are suited for JOC contracts, in which case, SPU will utilize the JOC contracts.

CONSULTANT PROMPT PAY STRATEGIES

For 2018, SPU will pursue a performance metric of 95% compliance to prompt pay. To accomplish this, SPU will actively engage firms and communicate the City's prompt pay requirements at SPU sponsored events, proposal pre-submittal meetings, newsletters, etc. We will also incorporate prompt pay requirements into our WMBE training.

In 2018 SPU will integrate all 2017, and newer consultant contracts with WMBE Inclusion plans into the City of Seattle B2GNow database. By having these contracts in the B2GNow database, SPU will align with FAS and other city departments who are currently using this system. Additionally, we will be able to capture WMBE sub-consultant spend, which will allow us to report a more comprehensive WMBE inclusion spend, that include sub-consultant WMBE inclusion. Overall, this will increase accountability and transparency of sub-consultant payments.

CONTRACTING INCLUSION STRATEGIES

The WMBE manager will participate in strategy sessions with the Contracts Division to ensure the embedding of WMBE in the contracts process. Additionally, the WMBE manager will make recommendations on how to best inform WMBEs of upcoming opportunities. The WMBE manager will continue to play an active role in disseminating WMBE inclusion information and expectations to at pre-submittal meetings. She will also continue to review proposals as well as participate in interviews for full solicitation contracts as either voting or non-voting member.

In 2018 SPU contributed funds for a technical assistance contract aimed at assisting firms wishing to do business with the City of Seattle. For 2018, Procurement Technical Assistance Center (PTAC) is on site providing contracting assistance to firms and will be hosting a webinar in late 2018 on how to do business with the City of Seattle. As part of the webinar, there will be time allocated to how to do business with SPU.

INTERNAL TRAINING AND EDUCATION

Under the leadership of the new SPU WMBE Manager, Katia Garcia, and the support of EJSE staff, and SPU Branch Equity Teams, SPU will roll out a series of WMBE training framed around the change management theory. The purpose of the training is to reinforce SPU's commitment to outstanding open and equitable competition, procurement best practices, inclusion, and community-centered stewardship.

- **WMBE 101:** Highlights the history of the WMBE program, relevant policies on the national, state, local, and at SPU (Awareness & Desire).

- **WMBE 102:** Examines roles and responsibilities of each employee when engaging in contracting and purchasing decisions (Knowledge & Ability).
- **WMBE 103:** Teaches employees how to evaluate a WMBE Inclusion Plan, through hands-on case studies (Ability & Reinforcement).

WMBE ENGAGEMENT, ACCESS & NETWORKING

In 2018, SPU hosted its annual Architecture and Engineering Upcoming Opportunities Forum event.

Contributors included FAS, SCL, SDOT, Seattle PTAC, and State OMWBE. Our first annual “Champions of Inclusion Awards” were distributed at the 2018 event, which

recognized firms and individuals for their outstanding consultant inclusion, teaming, and mentoring. Award winners for 2018 included: Women Business Enterprise Champion: Tarelle Osborn, Osborn Consulting Inc.; Minority Business Enterprise Champion: Rizwan Hamid, Aqualyze Inc.; Professional Services Champion: Eric Davido, Davido Consulting Group Inc.; Sub-consultant Champion: Cos Roberts, UrbanTech Systems Inc.; SPU Ticiang Diangson Leadership Award: Ben Marre, Drainage and Wastewater Planning and Programming Division Director.



SPU will continue to have a regular presence in community organizations such as NMSDC, Tabor100, NAMC, and CCCJ. We will also continue to host “one-on-ones” with WMBE and non-WMBE firms to discuss SPU’s consultant and purchasing opportunities. Following is a list of annual outreach events we have committed to in 2018:

- Northwest Mountain MSDC Awards Dinner & Silent Auction Event
- Alliance Northwest
- Women in Leadership & Business Initiative “21” Lunch
- The Regional Contracting Forum
- Tabor 100 Gala



OUR COMMITMENT

SPU is committed to advancing the City's mission to promote race and gender equity in contracting by aligning WMBE with our department goals of:

- Achieving excellence in core service delivery
- Increasing affordability and accountability
- Improving investment value
- Enhancing public health and environment
- Ensuring equity and inclusion
- Expanding impact through strong partnerships

SPU will continue to support WMBE Inclusion through a continued emphasis on eliminating barriers to participation, strengthening outreach, community engagement, internal process review, collaboration, and training.

Department Representative for 2018:

Katia Garcia
WMBE Manager, Seattle Public Utilities

Department General Manager/CEO:

Mami Hara
General Manager, Seattle Public Utilities