



## 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.

<b>Voluntary 2018 WMBE Targets</b>	
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%
<b>Consultant Total</b>	<b>\$47,575,840</b>	<b>\$8,996,847</b>	<b>19%</b>	<b>\$46,562,693</b>	<b>\$10,936,918</b>	<b>23%</b>
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%
<b>Purchasing Total</b>	<b>\$32,257,646</b>	<b>\$3,416,214</b>	<b>11%</b>	<b>\$28,086,893</b>	<b>\$4,213,000</b>	<b>15%</b>

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.

**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
<b>Office of Waterfront</b>						
2017	\$15,151,419	0.32%	\$49,240	\$30,021.44	11%	\$ 3,186.58

2017 Goals
Purchasing = 12%
Consultant = 20%

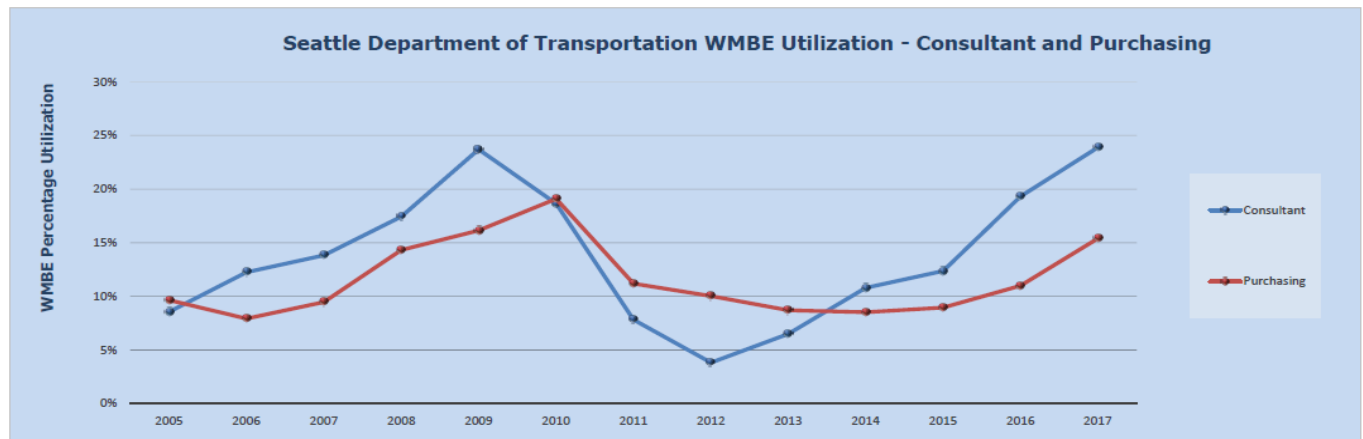
**NOTES:**

- 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.



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:

<b>2018 PLANNED SDOT HOSTED OUTREACH EVENTS*</b>	
<b>Summer 2018</b>	<i>Working With SDOT: Move Seattle</i>
<b>Fall 2018</b>	<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	
<b>Quarter 2</b>	<b>Introduction to SDOT:</b> Small, Micro, WMBE, and Immigrant Business.
<b>Quarter 3/4</b>	<b>Introduction to SDOT:</b> Small, Micro, WMBE, and Immigrant Business. (En Español)

## Engagement / Outreach: Internal

### SDOT Staff Training – WMBE ADVOCATE CURRICULUM



SDOT continues to implement the WMBE Advocate Program to promote contracting inclusion and make staff aware of available tools. Once participants complete the courses, they receive WMBE Advocate recognition by the 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/department success.

### *Systems to Track and Analyze WMBE/HUB Information*

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

### *Information Availability*

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

### *Outreach to Immigrant, Emerging, WMBE, Micro Businesses*

Expand outreach to Immigrant, Emerging, WMBE, Micro Businesses to help communities navigate doing business with SDOT / The City of Seattle. SDOT has launched and hosted preliminary events in Spanish in partnership with the City of Seattle Public Library, FAS and the Seattle Office of Immigrant and Refugee Affairs. The goal is to expand these outreach initiatives to other communities. 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 LGBTQ 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. 28<sup>th</sup> 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.

<b>DEPARTMENT OUTREACH REPRESENTATIVE</b>
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