



# SDOT 2015 WMBE Inclusion

ANNUAL REPORT

## LETTER FROM THE DIRECTOR



Seattle is a vibrant city with an expanding network of reliable, affordable, and easy to use travel options. Transportation has a significant footprint in our community, both in the service we provide and the money we spend

delivering projects and services. As such, the Seattle Department of Transportation (SDOT) is in the unique position to leverage our purchasing power to further our community's values around diversity and inclusion.

This past year marked several important milestones for SDOT. 2015 brought a renewed focus to our inclusion practices and procedures and new leadership to introduce innovative strategic direction for the department. The passing of the levy will bring about many projects over the next 9 years, which will give us an opportunity to include more people and businesses in executing Seattle's transportation vision as our city continues to grow.

The renewed focus on the Woman and Minority Business Program has promoted assessment, review, and challenges to existing practices to better align with the City's commitment to include and build the capacity of minority and woman-owned businesses. The department rose to the challenge to enact new and bold

"2015 has been a pivotal year for WMBE Inclusion at SDOT that has brought renewed focus and innovative strategic direction"

strategies that change the way we do business in the development and delivery of transportation projects.

We still have work ahead of us. While we are making strides toward inclusion, further efforts are needed to focus on equitable inclusion of minority-owned businesses. SDOT looks forward to exploring innovative inclusion strategies and collaboration with City agencies for new resources and tools.

I am proud to present the first SDOT WMBE Annual Report which provides an overview of last year's strategic goals and performance metrics, as well as notable changes and accomplishments.

Scott Kubly  
Director, Seattle Department of Transportation



## HIGHLIGHTS AT A GLANCE

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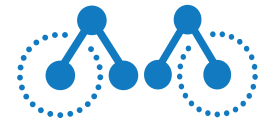
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### Increase in:

- ↑ Dollars to WMBE businesses in Consulting
- ↑ Percentage of dollars to WMBE businesses in Consulting
- ↑ Dollars to WMBE businesses in Purchasing
- ↑ Percentage of dollars to WMBE businesses in Purchasing



**Refocus** on WMBE at SDOT



**Implemented** procurement process improvements



**Culture** Change  
Emphasizing inclusion as core value



**Launched** internal training curriculum



**Change** Management  
Embedding inclusion into policies and practices



**Increased** tracking and accountability



**Bolstered** external outreach with hosted events



**Aggressive** Consulting and Purchasing Aspirational Goals

## WHAT IS WMBE INCLUSION?

The Seattle Department of Transportation’s Women and Minority-owned Business Enterprises (WMBE) Program promotes equity in contracting through the inclusion of historically underutilized businesses on transportation projects. In 2014, Mayor Murray affirmed the City of Seattle’s commitment to promote race and gender equity in contracting through Executive Order 2014-03 Equity in City Contracting.

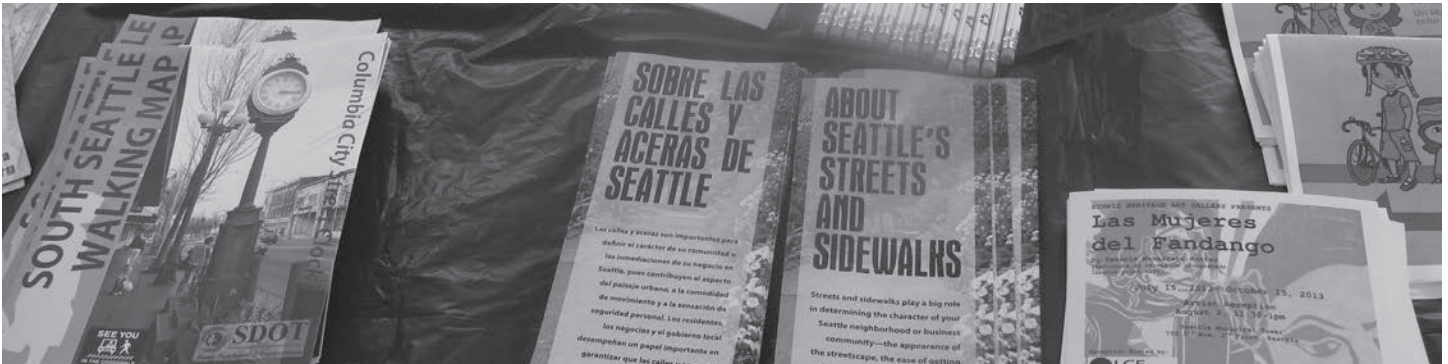
In tandem with Seattle Municipal Code 20.42: Equality in Contracting, Executive Order 2014-03 directs departments to increase the opportunities for women and minority-owned businesses and provide a welcome and responsive environment for all businesses.

### AT ITS CORE, SDOT’S WMBE PROGRAM SEEKS TO:

- Instill the vision of WMBE program within SDOT and throughout the community
- Ensure WMBEs are afforded fair and equitable opportunity to compete and do not face unfair barriers when seeking and performing on contracts
- Promote the participation of women and minority owned businesses on department contracts and advance and grow opportunities for WMBE and small businesses in our work
- Foster internal support for the program and facilitate outreach within the community to increase WMBE inclusion
- Generate economic vitality by enhancing WMBEs through development, support, and targeted outreach

## TERMINOLOGY GUIDE

TERM	DESCRIPTION
FAS-CPCS	Seattle Finance & Administration: City Purchasing Contract Services
MBE	Minority-Owned Business
MBE-A	Asian, Native Hawaiian or Pacific Islander
MBE-B	Black or African American
MBE - N	Native American or Alaska Native
MBE- H	Hispanic or Latino
NAMC	National Association of Minority Contractors
NMSDC	Northwest Mountain Minority Supplier Development Council
OBD	Online Business Directory
OCR	Office for Civil Rights
OED	Office of Economic Development
OMWBE	Office of Minority and Women-Owned Business Enterprises
PIO	Public Information Officer
PM	Project Manager
PTAC	Procurement Technical Assistance Center
RFI	Request for Information
RFP	Request for Proposal
RFO	Request for Qualifications
SCL	Seattle City Light
SDOT	Seattle Department of Transportation
SOQ	Statement of Qualifications
SPU	Seattle Public Utilities
TABOR 100	Tabor 100 Community – Stakeholder /Advocate Group
WBE	Woman-Owned Business (does not include businesses owned by Minority Women)
WMBE	Women-and Minority-Owned Business



Instill the vision of WMBE program within SDOT and throughout the community

Generate economic vitality by enhancing WMBEs through development, support, and targeted outreach



Data included in this annual report represents payments made in the 2015 fiscal year. For the City of Seattle, the 2015 Fiscal Year coincides with the 2015 calendar year - January 1, 2015 - December 31, 2015. Data representations to follow depict the distribution of actual dollars paid as captured by the City of Seattle financial system of record - SUMMIT. Payment information includes procurements, contracts and purchases undertaken by the Seattle Department of Transportation only.

WMBE participation data denoted in this report captures payments made to WMBE prime contract holders. A WMBE is considered to be a business with at least 51% WMBE ownership. Subcontractor participation data is not included.

## SDOT PERFORMANCE IN CONTEXT

Departments undertake a variety of projects in the three general procurement categories: **Public Works**, **Consultant**, and **Purchasing**.

Through the City's WMBE Program directives, departments are tasked with developing annual outreach plans for Consulting and Purchasing, which are the areas of direct departmental control. These outreach plans denote WMBE inclusion aspirational goals and strategies to achieve such goals.



### CONSULTANT SERVICES

- A one-time, stand-alone project
- Professional expert
- Providing you advice

These projects are professional in nature and require specific professional expertise. Consultants often include, but are not limited to, an attorney, architect, accountant, public relations advisor, dentist, physician, surgeon, psychiatrist, psychologist, veterinarian, engineer, surveyor, appraiser, planning consultant, investment counselor, and actuary. See SMC 20.50 for a detailed definition.

**2015 GOAL 12%**  
**2015 PERFORMANCE 12%**



### PURCHASING SERVICES

- Routine, ordinary work
- Repetitive, ongoing services
- Responsible for a specific set of technical requirements and specifications.

Purchasing Services include a wide range of services Work is typically ordinary and routine. It is usually repetitive or routinely used from time-to-time in the City. Purchasing Services encompass such work as testing, financial services, training programs, routine analyses, routine graphic design or printing, roadway or building maintenance, repairs and services. A professional can also be providing purchased services. For example, systems design that is conducted as part of building an IT system, or a veterinarian providing on-call services.

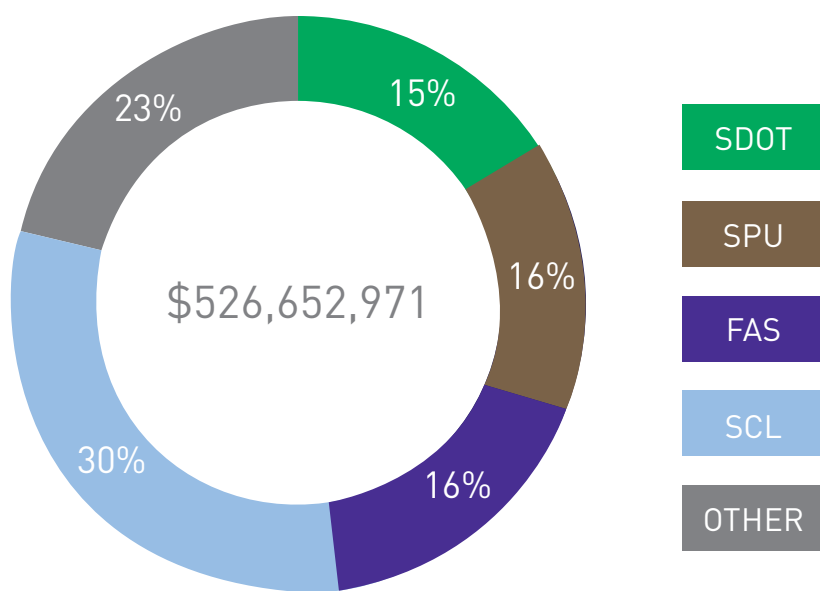
**2015 GOAL 10%**  
**2015 PERFORMANCE 9%**



In 2015, the City of Seattle paid approximately **\$526,652,971** in Consulting and Purchasing procurements between the thirty-seven (37) monitored departments.

The four capital departments accounted for approximately \$405,944,398 in Consulting and Purchasing spending. This accounts for 77% of total City of Seattle spending.

### CITY OF SEATTLE CONSULTANT AND PURCHASING SPEND



As a capital department, SDOT's spend accounts for a significant portion of city expenditures. This drives our increased diligence and responsibility to manage and leverage our purchasing power in a way that is inclusive and builds the capacity of Minority and or Women-owned businesses

#### WHAT'S PRESENTLY INCLUDED

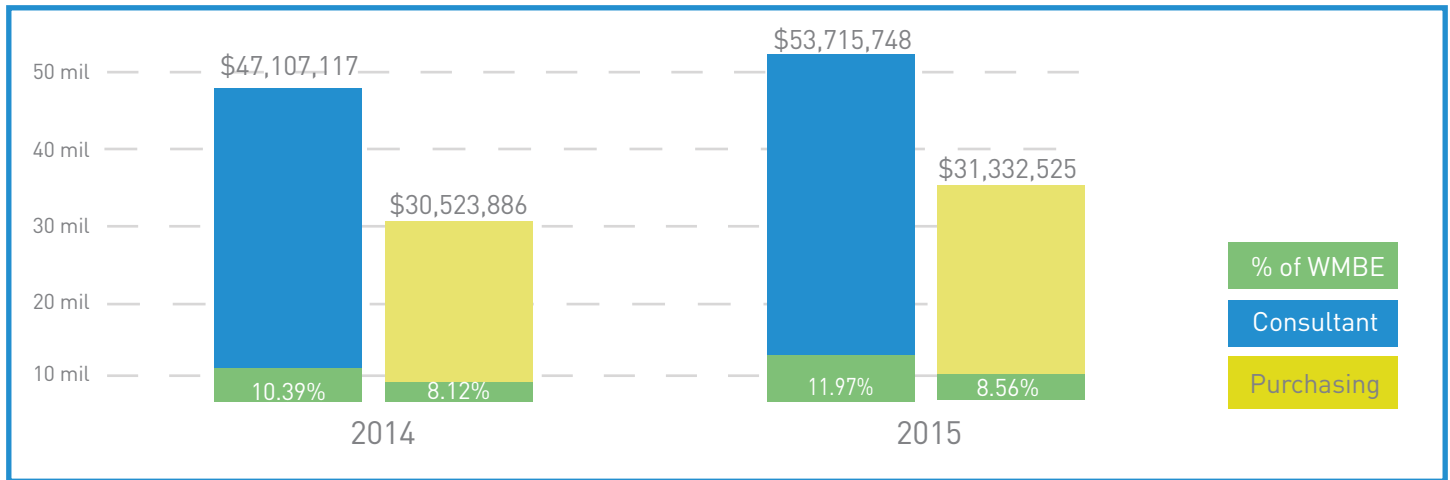
- Dollars to WMBE primes
- Dollars in consultant contracts
- Dollars in purchasing
- Dollars from the Office of the Waterfront
- Dollars from major projects

#### WHAT'S PRESENTLY NOT INCLUDED

- Dollars to sub consultants
- Dollars on public works/ construction contracts
- Dollars on job order contracts
- Credit card purchases
- Direct exception accounting codes

## SDOT DATA OVERVIEW

### DOLLARS PAID IN 2014 VS 2015



### 2015 VS 2014 PERFORMANCE SUMMARY

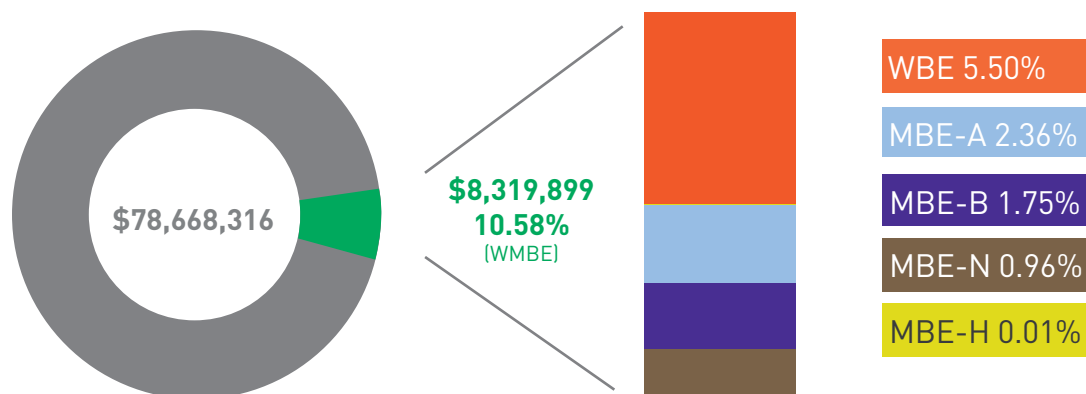
Procurement Type	2014 Performance			2015 Performance		
	Total	WMBE	%WMBE	Total	WMBE	%WMBE
Consultant Contract	\$50,025,689	\$3,836,357	7.66%	\$42,582,925	\$3,452,332	8.11%
Consultant Roster	\$3,690,059	\$1,744,643	47.27%	\$4,524,192	\$2,184,672	48.29%
<b>Consultant Total</b>	<b>\$53,715,748</b>	<b>\$5,581,000</b>	<b>10.39%</b>	<b>\$47,107,117</b>	<b>\$5,637,004</b>	<b>11.97%</b>
Blanket Contract	\$25,906,305	\$2,122,727	8.19%	\$28,859,083	\$2,452,962	8.50%
Purchase Contract	\$3,213,785	\$245,526	7.63%	\$1,072,373	\$37,085	3.46%
Direct Voucher	\$1,403,795	\$110,870	7.89%	\$1,401,068	\$192,848	13.79%
<b>Purchasing Total</b>	<b>\$30,523,886</b>	<b>\$2,479,122</b>	<b>8.12%</b>	<b>\$31,332,525</b>	<b>\$2,682,895</b>	<b>8.56%</b>
Other*	\$139,086.76	\$30,707	--	\$141,131	\$0	--
<b>Grand Total</b>	<b>\$84,378,721</b>	<b>\$8,090,829</b>	<b>9.59%</b>	<b>\$78,668,316</b>	<b>\$8,319,899</b>	<b>10.58%</b>



## 2015 WMBE DOLLAR BREAKDOWN

African American	Asian	Native American	Hispanic	White Female	Total WMBE
\$1,375,449	\$1,854,842	\$757,360	\$4,870	4,327,378	\$8,319,899
1.75%	2.36%	0.96%	0.01%	5.50%	10.58%

## 2015 WMBE PERCENTAGE BREAKDOWN



## PERFORMANCE NOTES

- WMBE performance does not include subcontractor data. Tools are in development to collect this information moving forward.
- Per the City of Seattle Municipal Program, tracked diversity performance includes businesses nationwide.
- Dollars tracked include performance under local, state, and/or federally funded contracts
- In the absence of targeted,/narrowly-tailored race-conscious affirmative procurement tools, over half of tracked WMBE dollars were concentrated with non-minority WBE firms.
- Businesses that are owned by minority women are included in the respective minority classification.

Data is sourced from the City of Seattle SUMMIT financial system. Figures are rounded to the nearest whole number. 2015 YTD figures represent payments made to prime contract holders and do not include dollars paid to sub consultants. Moreover, the data also includes payments made under federal contracts subject to the WMBE Program. Dollars tracked include businesses within and outside of the City, County, and State. Non WMBE dollars also encompass dollars paid to non-profit firms. \*Other payments represent Emergency and Non-compliant contract expenditures.

## CONSULTANT OVERVIEW

### CONSULTANT SPOTLIGHT

Concord Engineering, Inc.



**Xiaoping Zhang, PHD, PE, PTOE**

President

Concord Engineering is a Seattle-based civil engineering firm that provides expertise for each stage of an infrastructure project’s lifecycle. The woman and minority certified firm has completed several consulting projects for SDOT, including the Broadway Streetcar Extension and the Mercer West project.

The small firm began in 2012 as a traffic analysis and traffic design company, but expanded to electrical work because of the electrical engineering credentials of firm founder Xiaoping Zhang and her team. After three years of hard work and starting with only two employees, Zhang and co-founder Jason Holdridge, the firm has grown to 10 full time staff and three part time members.

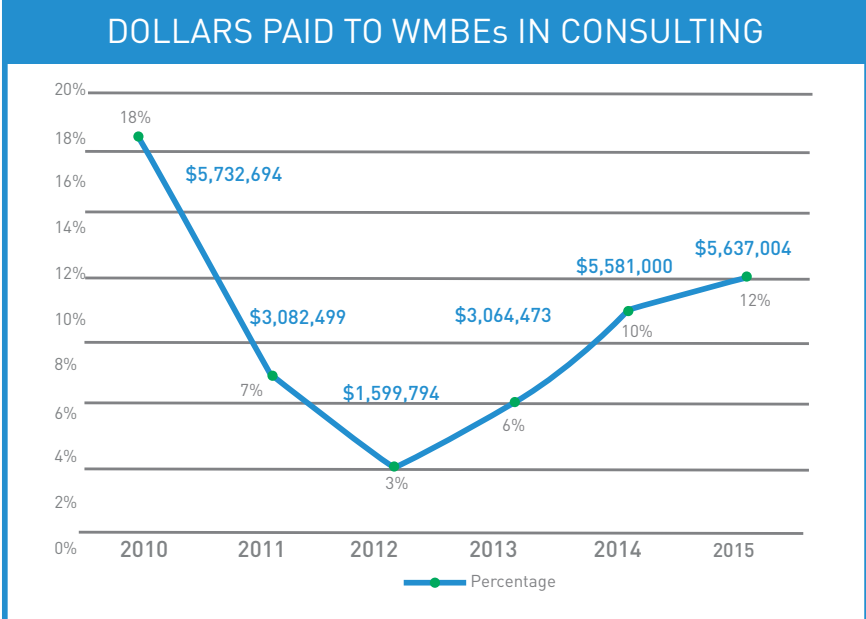
Zhang said the Seattle community is very open and supports women-owned businesses through a variety of ways. “It’s a great place to do business,” Zhang said. “The City is very responsible... and offers lots of opportunities in all areas of professional services.”

She expressed that Seattle is a community that allows new Americans to realize their dreams, be successful. Zhang originally started her career with another firm before venturing out on her own with business partner Jason

Holdridge. Her first job was with SDOT on a traffic analysis consultation.

“I really enjoyed working with SDOT’s people. They work with consultants like they’re team members,” she said. “We feel working together with SDOT helps deliver great quality work to the agency.”

Those first couple of jobs with SDOT were the Mercer West and Broadway Streetcar Extension projects. Zhang credits that work with building a solid foundation for Concord Engineering.



“Later on, because of that work, we were exposed to more opportunities with SDOT,” Zhang said. That exposure to high profile projects also led the firm to win work with King County, which had been a partner with SDOT on certain projects.

**“WE JUST WANT TO BE DOING A GREAT JOB AND BE ABLE TO COMPETE IN THE MARKETPLACE.”**

Zhang explained that the WMBE program is important to new firms because the Inclusion Plan submitted by primes prompts them to be inclusive of firms they might otherwise pass up for more established enterprises.

“It’s very important for the WMBE firm to win the first few projects so we can get their names out and build our qualifications,” she said. “If agencies don’t require the larger

corporations to share the work, they won’t do it... and won’t be motivated to improve the quality of their work by hiring top talented professionals.”

Zhang said small firms usually have a specialty and are very good at what they do. She emphasized that being inclusive of WMBEs motivates on the larger firms and corporations to be creative and sharpen their talent, which brings a better value to City work.

As for other WMBE firms, Zhang recommended they need to be very good at what they do and hire the best talent to support their team’s competitiveness.

“Work hard. Seek opportunities. And, be diligent,” she said, while emphasizing the need for WMBEs to keep their skills sharp as a competitive edge.

When it comes to her advice for larger

corporations and firms, Zhang desired to see more opportunities in the decision making process. “Being in those roles for large projects will help build our leadership skills,” she said. “We would also like to be on multiple teams to maximize our opportunities on the project.”

SDOT has performed well in engaging WMBE firms with events, according to Zhang. She especially appreciated the advanced notice of projects. When it comes to areas of improvement, Zhang recommend the City pursue more targeted approaches to outreach that engage specialty firms with project managers.

“SDOT has done a lot to support us and has done so much more than other agencies we’ve worked with in the region,” Zhang said. “We just want to be doing a great job and be able to compete in the marketplace.”

**PERFORMANCE IN CONTEXT**



- Despite sun-setting of Bridging the Gap levy spend activity in 2015, SDOT increased the Consulting Aspirational Goal to 12%
- SDOT Achieved the 12% 2015 Aspirational Goal
- Even though the overall consultant spend reduced slightly from 2014 to 2015, there was a 56K increase in dollars paid to WMBEs from the year before.



**Achieved 12% Goal**

## PURCHASING OVERVIEW

### PURCHASING SPOTLIGHT

#### Evergreen Computer Products, Inc.



**John Preston**  
President

more staff. John Preston, the president of Evergreen, joined as her business partner and invested in the growing business. Although the company had humble beginnings, Evergreen has now become an established fixture within the Puget Sound area business community.

The market has changed since the company began operating in the 1970's. The demand for product began as printer ribbons, but their services and company name changed to fit the growing demand for technology-oriented products.

"As we've grown over the years, we've had to change our commodities," she said. "As our customers require us to change... we change. We have to be able to move forward."

Anderson has seen Seattle evolve over the years, but enjoys the values of the community. Seattle is unique from other similar-sized cities because of its progressive and positive nature, according to Anderson.

"Seattle has a heart," Anderson said. "It makes it a good place to live and work."

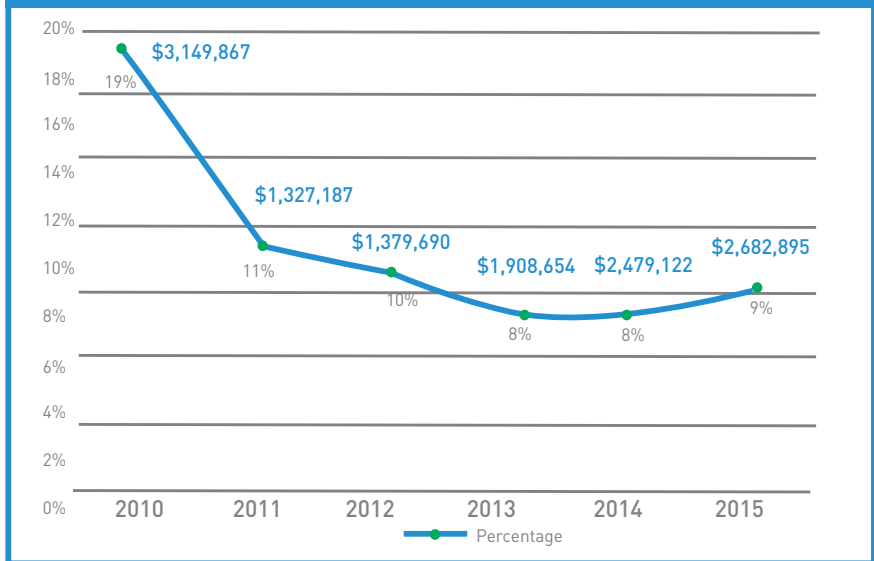


**Barbara Anderson**  
Vice President

Evergreen Computer Products is a Seattle-based minority-owned business that began in 1977 out of owner Barbara Anderson's basement. The company sells a variety of computer, copier, printer, and office supplies as well as office furniture.

The company grew out of Anderson's basement and gradually acquired

#### DOLLARS PAID TO WMBEs IN PURCHASING



That feeling reaches into SDOT, which began doing business with Evergreen in the 1980's. Anderson explained that SDOT and the Seattle Police Department began doing business with Evergreen before it was considered important to do work with a small, minority and woman-owned business.

"SDOT has been very loyal to Evergreen," she said. "SDOT has continued to support Evergreen since those contracts in the 1980's."

### "WMBE DIVERSITY PROGRAMS ARE IMPORTANT BECAUSE THEY PROVIDE EQUAL OPPORTUNITIES FOR SMALL, WOMEN, AND MINORITY BUSINESSES"

Since then, SDOT has expanded the services used by Evergreen. They currently provide laser toner supplies and also perform repairs to the printers. But as the needs arise in SDOT, the company also provides chairs, office supplies, and several other services.

"The employees of SDOT know us and understand us," Anderson said. "If

they need something today, we're there today. We're always there for the department and I think that's important."

Evergreen goes beyond their line of business and has established multiple ways of giving to the various areas of need within the Seattle community.

"We've had the community give to us all these years," she said. "Now we give back to the community."

As for the importance of being inclusive of WMBEs in city contracting and purchasing, Anderson believes it's a necessary component to city business.

"WMBE diversity programs are important because they provide equal opportunities for small, women, and minority businesses," Anderson said. "Where there is sometimes no opportunity to get introduced to a corporation or business, having the status of being women-owned or minority-owned at least gets you in the door."

WMBEs also provide better value to the City because small WMBEs

are versatile and can do much better customer service than big box stores, according to Anderson.

"Without diverse small companies, there would be no competition, just other large companies," she said. "We keep prices competitive. We provide jobs and we take care of our employees."

As for Anderson's advice to other WMBEs, she strongly emphasized that they need to follow through on their commitments. "Be as good as you can be. Don't overreach. Always be honest with yourself and follow through," she said, explaining that WMBEs are expected to do more.

She also cautioned that WMBEs need to proceed with slow and steady growth. "Be flexible so you can change with the economy," Anderson said.

## PERFORMANCE IN CONTEXT

- To continue to challenge staff, SDOT kept the Purchasing aspirational goal at 10%, despite challenges in purchasing. These challenges include sole source and large purchases such as the streetcar
- While the 10% goal was not directly met, SDOT increased WMBE performance in purchasing; \$2,682,895 dollars were paid to WMBE businesses in 2015, a \$203,773 increase from 2014



## Made Significant Progress Toward Purchasing Goal of 10%



## PUBLIC WORKS AT A GLANCE

### PUBLIC WORKS SPOTLIGHT

#### Titan Earthwork



**Josh Vogt**  
Regional Program Manager

Titan Earthwork is a South Sound-based heavy construction firm that has excelled at WMBE utilization for SDOT projects. The company has recently been engaged in performing difficult urban concrete work for SDOT, which includes a 2014-2015 set of South Seattle pedestrian improvement projects.

The firm is based in Sumner, but has a satellite office in downtown Seattle. It enjoys a strong working

relationship with not just regionally established WMBE firms, but also newer firms whose growth they've mentored and facilitated.

"We're all just trying to create better leaders," Josh Vogt, Titan Earthwork's head of women and minority inclusion said. "It's great to see them do well."

Vogt said one of the firm's most reliably high quality subcontractors is Salinas Construction, which is an MBE-certified firm from Mukilteo in the North Sound. The two firms have been working together on improving South Seattle's pedestrian infrastructure through a

woman-owned business seeking to become a subcontractor.

Vogt recommends that primes seeking to boost WMBE inclusion utilize not-to-exceed contracts in the realm of \$10,000.

"Even if the WMBE doesn't see the profit potential in the beginning, if they do their due diligence for a \$10,000 quick hitter, that contractor typically won't leave them and they'll the

## "WE BELIEVE IN SOCIAL EQUITY AND WE BELIEVE IN BETTERING THE COMMUNITY"

\$3.7 million SDOT contract. The work includes new sidewalks, pavement removal, pavement restoration, clearing and grubbing, curb ramp upgrades, new curbs, drainage infrastructure, and landscaping. Salinas Construction, which specializes in tougher urban concrete projects, was subcontracted for about \$900,000 of the projects.

Titan may regularly use Salinas Construction for larger portions of subcontracting work, but Vogt sees opportunity for any minority or

(WMBE) again for the next one."

"We believe in social equity and we believe in bettering the community," Vogt said.

John Salinas, with Salinas Construction firm, believes that the WMBE program promotes diversity within the subcontracting community and

appreciates the requirement of primes engaging with WMBE firms. “These conversations and bid opportunities may not happen otherwise,” he said.

Salinas noted there are still some challenges and administrative barriers SDOT can work toward remedying, but viewed the

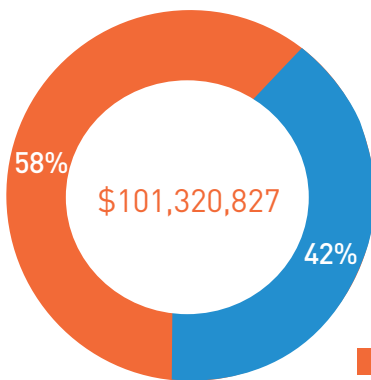
WMBE Inclusion Plan tool as a success within the broader contract inclusion effort.

Salinas’ advice to other WMBE firms is to find their specialty, master it, know their numbers, and keep putting bids out. The advice has served the third generation MBE firm well since its incorporation in 1979.



### SEATTLE PUBLIC WORKS DOLLARS

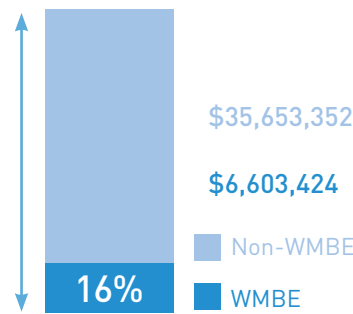
Seattle vs SDOT



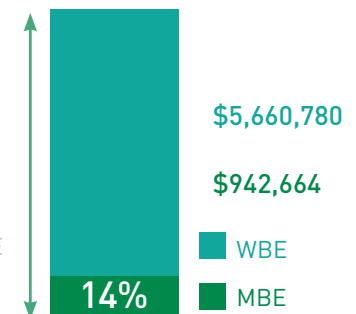
\$59,064,052  
\$42,256,776

■ Payments associated with all other City of Seattle departments  
■ Payments associated with SDOT Projects

SDOT Projects



WMBE Breakdown



### PERFORMANCE IN CONTEXT

- Public works contract participation encompasses payments to both prime and subcontractors
- SDOT supports FAS-CPCS to promote inclusion and capacity building on department public works contracts
- SDOT will continue to support FAS-CPCS to promote more equitable contract participation

## SEAWALL UPDATE

Mortenson/Manson, a joint venture, is the General Contractor / Construction Manager is responsible for the Elliot Bay Seawall project and has shown strong WMBE inclusion during project implementation.

According to Eleonor Oshitoye, Diversity Inclusion Manager for Mortenson, the company is firmly committed to diversity. The project team set a 13% goal for WMBE participation but are currently projecting to exceed that with a present WMBE performance at 18.9% .

“We’ve been very proud of that,” she said. “We continue to encourage even subcontractors to continue to find opportunities for even more (participation). Just because we met the goal doesn’t mean we are just going to stop there. We will continue to look for ways to increase inclusion throughout the project.”

Part of their success with inclusion is in part demonstrated through their relationship building practices. “We always engage with small businesses and find the right opportunities to engage them, whether there’s a participation goal or not,” she said. Further noting they do this by encouraging firms to contact Oshitoye if they are interested in scheduling a one-on-one meeting.

Oshitoye explained that WMBE programs are important because small businesses significantly impact the economy. “Those diversity programs are going to be extremely important because we want to make sure (small businesses) are successful,” she said.

“THOSE DIVERSITY PROGRAMS ARE GOING TO BE EXTREMELY IMPORTANT BECAUSE WE WANT TO MAKE SURE (SMALL BUSINESSES) ARE SUCCESSFUL,”

It’s important to keep WMBE programs at the forefront of priorities. “The mayor’s inclusion plan is important because it keeps everyone accountable. It also establishes the fact that having an ongoing engagement methodology with small, minority and women-owned businesses is what is needed to help firms grow. They cannot grow if they are not given a chance,” she said.





## PERFORMANCE IN CONTEXT

- Seawall contract started in 2012
- As of the end of 2015, the Seawall Project has paid approximately \$34,518,039 dollars to WMBE firms
- The Seawall has an inclusion goal of 13%.



## MOVE SEATTLE

### MOVE SEATTLE

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

The levy provides roughly 30% of the City's transportation budget and replaces the 9-year, \$365 Bridging the Gap levy approved by voters in 2006.

We are organizing our daily work around our core values of a safe, interconnected, vibrant, affordable and innovative city.

The levy aims to take care of the basics, while also investing in the future with improvements to move more people and goods in and around a growing Seattle.

## 23% WMBE GOAL

Percentage of all purchasing, prime and subconsultant contract dollars issued to women- and minority-owned firms during the life of Move Seattle levy.



## WMBE PERSPECTIVE: WMBE DOLLARS IN PREVIOUS LEVY-BRIDGING THE GAP (BTG)

### CONSULTANT BREAKDOWN

- There were one-hundred sixteen (116) tracked Consultant Contracts associated with the BTG levy- These 116 contracts represented approximately \$16,095,874 total dollars.
- Thirty-nine (39) of the one-hundred sixteen (116) tracked Consultant Contracts were held by WMBEs –These 39 contracts represented approximately \$3,351,841 dollars for WMBE Businesses (21% for total dollars spent)

### WMBE PERCENTAGE IN CONSULTANT DOLLARS FOR BTG LEVY

Non WMBE **79%**

WMBE **21%**

### CONSTRUCTION BREAKDOWN

- Ninety-three (93) tracked Public Works Contracts were associated with BTG for a total of \$520,377,546.31
- The overall \$520,377,546.31 associated with the BTG levy exceeds the original \$365 million dollar amount, as the levy enabled SDOT to leverage other funding sources. Of the overall \$520,377,546.31 in BTG dollars, \$102,644,428.72 went to WMBE businesses
- Overall, the BTG levy yielded a WMBE participation percentage of approximately 19.7%

### WMBE PERCENTAGE IN CONSTRUCTION DOLLARS FOR BTG LEVY

Non WMBE **80.3%**

WMBE **19.7%**

Dept.	# of Contracts	City Contract Payments*	Actual MBE Payments	Actual WBE Payments	Total WMBE Payments	WMBE% of City Contract Payment*
SDOT	93	\$520,377,546.31	\$57,860,511.03	\$44,783,917.69	\$102,644,429.72	19.7%

\*without tax

## CHANGE MANAGEMENT

- Championed stretch aspirational goals rather than commitment end points
- Increased WMBE spending in both Consultant and Purchasing from 2014
- Coordinated with FAS-CPCS to revamp procurement processes to embed proactive WMBE availability review
- Instituted accountability and enforcement measures to monitor diversity commitments
- Introduced internal WMBE Advocate Training Program to promote Race and Social Justice, and train staff on resources and expectations of WMBE inclusion.
- Introduced processes to have SDOT staff share prospective project and contracting information with the community in advance.
- Introduced expectations to have SDOT staff connect with the community at outreach events such as the Working With SDOT events.



## WMBE ADVOCATE PROGRAM

SDOT has established and launched the WMBE Advocate Program to promote WMBE inclusion and make staff aware of available tools. Material was developed in coordination with Seattle Office of Civil Rights (OCR) and FAS-CPCS.

Courses feature information on the following pillars for the SDOT WMBE Program:

- Contracting Equity
- WMBE Program Vision for Seattle
- Inclusion Responsibilities for SDOT and available tools to impact processes

Once participants complete the courses, they receive WMBE Advocate Recognition by the Department Director and obtain a WMBE Advocate Pin. The SDOT WMBE Program Manager held four (4) WMBE Advocate Sessions in 2015.

These were held in February, May, August, and November. There were a total of forty-five (45) WMBE Advocates for 2015 with more staff in queue.

Staff participation is tracked per division and discussed at divisional reports with the Director of SDOT.



**45** ADVOCATES

\*31 additional staff members only need one more course to receive WMBE Advocate Recognition.

## WMBE STAKEHOLDER GROUP

SDOT works closely with WMBE/HUB firms as part of a Stakeholder Group that provides feedback, insight, and opportunities for the development of a strong and useful WMBE Program

The Seattle Department of Transportation WMBE Stakeholder Group connects SDOT leadership with the WMBE community through appointed WMBE business leaders.

The WMBE Stakeholder Group provides feedback on potential and current WMBE policies and facilitates communication with the WMBE community, including consulting firms and businesses providing goods and services. Construction issues are not included, as these are handled through SDOT involvement in FAS-CPCS led groups.

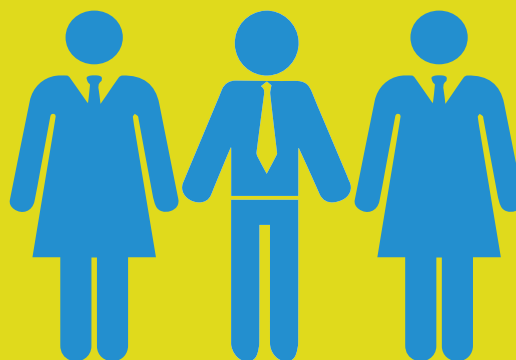
### CORE FUNCTIONS

Consult and inform WMBE policies. The SDOT WMBE Team will bring new policies and procedures to the Stakeholder Group for review and consultation as subject matter experts within the WMBE Community. While the Stakeholder Group will advise and review policies, SDOT will be fully responsible for said policies.

Liaise with WMBE Community on behalf of SDOT. Stakeholders will also inform the WMBE Community of new SDOT policies and procedures that work to enhance WMBE inclusion. Moreover, stakeholders will share community feedback with SDOT.

### 2015 MEMBERS

- Shelley Gaddie, President/CEO of ProjectCorps.
- Ato Apiafi, Principal at Ato Apiafi Architects.
- Josh Stepherson of Stepherson & Associates.
- Joseph Small, President/CEO of Ebony Office Interiors, LLC.



## OUTREACH & COMMUNITY ENGAGEMENT

### WORKING WITH SDOT

Aside from participating in community events, we launched a Working with SDOT training series to help WMBE consulting firms connect with department staff, learn about procurement methods and the products and services the department purchases. SDOT hosted three (3)

#### **Working with SDOT: Introduction to SDOT events in 2015.**

**February 10, 2015      July 2, 2015      October 15, 2015**

The Working with SDOT outreach series focused on connecting Women- and Minority- Owned businesses with the department increase community responsiveness and equipfirms with information to navigate the City purchasing process. In addition, to help firms prepare and align themselves with anticipated projects, events featured information on upcoming work as well as networking opportunities with project managers, leadership and SDOT procurement staff directly engaged in coming work.

In total, 145 people attended these three events. The February 10, 2015 event had approximately 45 attendees. The July 2015 event had approximately 40 attendees. The October 15, 2015 event had approximately 60 attendees.

- Launched “Anticipated Projects” campaign to provide WMBE firms advance notice of contracts and projects
- Introduced external Working with SDOT outreach series to share information on upcoming work opportunities, how the department purchases and procures services, what specific work SDOT divisions undertake, examples of key things the department looks for, as well as networking opportunities with SDOT project managers, division leadership and staff.
- Increased SDOT leadership and project manager engagement with WMBE firms
- Focus on prompt payment



## COMMUNITY EVENTS

In 2015, SDOT continued to have a presence in community organizations with active participation and engagement with diverse community organizations such as TABOR 100, NAMC, NMSDC.

As a community partner, we support community efforts for inclusion. The department participated in community outreach events hosted by other agencies. These events include, but are not limited to:

- |                                      |                                      |  |
|--------------------------------------|--------------------------------------|--|
| A/E Consulting Show                  | Reverse Trade Show                   | IT Meet and Greet                      |
| Alliance Northwest Vendor Trade Show | NMSDC Business Event                 | 2015 Capital Improvements Project Expo |
| Regional Contracting Forum           | Construction Management Meet & Greet | Construction Preview                   |



## KEY THINGS FOR WORKING WITH SDOT

### CONNECTING FOR WORK OPPORTUNITIES

The Seattle Department of Transportation provides many opportunities in consulting, purchasing, and contracting.

### REGISTER YOUR BUSINESS ONTO CITY OF SEATTLE ONLINE BUSINESS DIRECTORY (OBD)

Here you can provide information on the services your business provides, join a Consultant Roster for a specialized consultant service, and also denote your business as WMBE. SDOT uses the Online Business Directory to search for firms for a variety of procurement needs. <https://web6.seattle.gov/FAS/OBD/Logon/Logon.aspx>

### REGISTER ONTO E-BID EXCHANGE

Upcoming contract opportunities are advertised through E-Bid Exchange: <https://www.ebidexchange.com/seattle/>

### CHECK FOR UPDATES AND ANNOUNCEMENTS

Aside from following-up on solicitation updates through e-bid exchange, check out the following resources for information and announcements.

The Consultant Connection Blog: (Open City of Seattle Consultant Contracts)  
<http://consultants.seattle.gov/category/bids-proposals/>

The Buy Line Blog: (Open City of Seattle Purchasing Opportunities)  
<http://thebuyline.seattle.gov/>

SDOT WMBE Website: (WMBE Program Information and Upcoming Opportunities)  
<http://www.seattle.gov/transportation/wmbe.htm>



### CONSIDER OMWBE CERTIFICATION

The City of Seattle also recognizes Office of Minority & Women's Business Enterprises (OMWBE) certification for recognition in WMBE participation. Receiving a certification also provides firms visibility and makes them increasingly marketable to compete for State, Federal and private sector opportunities that have diversity requirements.

Certification can be considered a marketing tool to create awareness. Certified businesses will be available in the OMWBE database, which is used by cities, counties, state agencies, transportation, and educational institutions to source small and diverse firms for potential contracting opportunities.

For more information on certification through the Office of Minority & Women's Business Enterprises, please visit: <http://omwbe.wa.gov>



## POLICY CONSIDERATIONS



**Capture** subcontractor performance in consultant contracts



**Increased** accountability for both external contract holders and internal staff



**Increased** information transparency



**Resources** for targeted inclusion

## MOVING FORWARD



**Edson Ives Zavala, PMP**  
SDOT WMBE Program Manager

During my first year as WMBE Program Manager at SDOT, significant work was performed to reassert culture and expectations for WMBE utilization. With that said, it is very important that we remain focused on our WMBE Inclusion responsibilities and commitments.

Although there are challenges in navigating and shaping our business to best achieve WMBE utilization, I'm proud of the steps we've made toward equitable contracting. Notably, these steps toward equity include acknowledgment of areas where improvement is necessary.

I look forward to exploring and implementing more efficient and effective strategies to keep moving the needle on contracting equity at SDOT.

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