

Photo Courtesy of Dirt Corps



2021 Women- and Minority-owned Business Annual Report

Department of Finance and Administrative Services
Purchasing and Contracting Division



City of Seattle

INTRODUCTION

The City of Seattle delivered an array of services in 2021, from COVID-19 vaccinations to repairing the West Seattle Bridge. The City needs strong consulting, purchasing and construction contracting partners to get this critical work done.

To choose the best partners, the City must ensure everyone has an equitable opportunity to compete for City contracts. That includes businesses owned by people who have been historically disenfranchised from City contracting like BIPOC (Black, indigenous and people of color) and women-owned businesses.

The Department of Finance and Administrative Services (FAS) manages the City of Seattle's Women- and Minority-owned Business (WMBE) Program, which works to make sure BIPOC- and women-owned businesses have equitable opportunities to pursue City contracts. Every City office and department participates in the WMBE Program. There's room for improvement, but I'm proud to share that over the past 10 years, Citywide purchasing and consulting spending with WMBE firms has almost doubled.

In 2021, the City spent 24.8% of purchasing dollars (\$98 million) with WMBEs, exceeding our 20% goal. With reduced consultant spending due to COVID-19, the City fell just shy of its 28% consulting utilization goal, spending 25% of consulting dollars (\$49.8 million) with WMBEs. The City also spent 15.9% of construction dollars (\$54.8 million) with WMBEs. Overall, the City spent 21.6% of spending (\$202.7 million) with WMBEs. To reach the overall City goal, each City office and department is responsible for setting and meeting their individual goals. Their performance is on the following page.

We're at a strong point in our program, but there's still so much more work to do. For 2022, Mayor Bruce Harrell has made expanded WMBE utilization a top priority as part of his "One Seattle" initiative. In 2022 our focus is on engaging and partnering with the WMBE community; expanding contracting equity for BIPOC-owned firms, focusing on Black-owned firms; providing resources and support for WMBEs; strengthening accountability and transparency; and looking for opportunities to improve City policies and practices. More details are in the last page of this report, but I want to highlight that we are particularly focusing on BIPOC-owned firms as the data show the City contracts with these firms the least.

The City has not and will not do this work alone. We must continue to work to expand contracting equity for BIPOC-owned firms. In addition to data, this report centers the stories of just a few of the hundreds of WMBE partners we work with every day. I thank all of you for making the City of Seattle stronger.

Calvin W. Goings

Department Director
Finance and Administrative Services
City of Seattle



June Adams, right, stands with FAS Director Calvin W. Goings next to a Black Lives Matter poster. The posters have been displayed on all FAS floors, Seattle Municipal Tower and City Hall.

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City of Seattle 2021 WMBE Performance

Met or exceeds

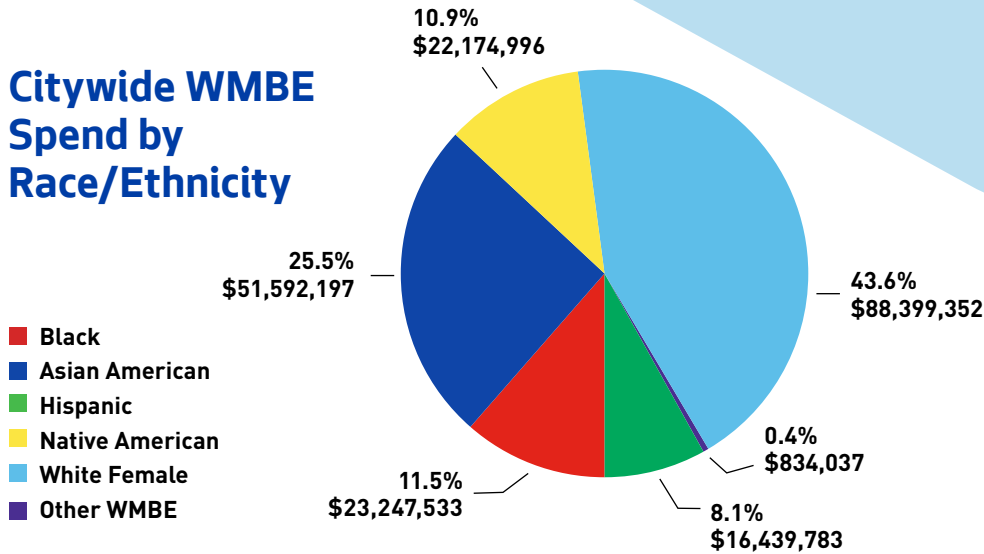
Did not meet

Office/Department	Purchasing Goal	Purchasing Actual	Consultant Goal	Consultant Actual
City Budget Office	30%	34%	25%	18%
Dept. of Construction and Inspections	29%	28%	16%	48%
Dept. of Education and Early Learning	75%	94%	45%	67%
Dept. of Neighborhoods	66%	57%	77%	75%
Ethics and Elections Commission	0%	96%	0%	0%
Finance and Administrative Services	19%	26%	24%	30%
Human Resources	3%	4%	20%	33%
Human Services Department	50%	57%	75%	57%
Legislative Department	1%	16%	7%	1%
Mayor's Office	45%	8%	0%	4%
Office of Arts and Culture	62%	5%	85%	1%
Office of City Auditor	8%	21%	33%	1%
Office of Economic Development	60%	23%	55%	3%
Office of Housing	50%	54%	50%	0%
Office of Immigrant and Refugee Affairs	80%	19%	80%	34%
Office of Intergovernmental Relations	100%	8%	100%	24%
Office of the Waterfront	1%	1%	18%	7%
Planning and Community Development	19%	33%	25%	5%
Seattle Center	25%	22%	40%	29%
Seattle City Attorney	30%	29%	25%	56%
Seattle City Employees' Retirement System	13%	14%	1%	0%
Seattle City Light	15%	23%	15%	17%
Seattle Department of Transportation	19%	18%	38%	45%
Seattle Fire Department	17%	24%	20%	21%
Seattle Information and Technology	35%	36%	33%	33%
Seattle Municipal Court	20%	54%	18%	41%
Seattle Office for Civil Rights	25%	20%	5%	26%
Seattle Parks and Recreation	25%	14%	30%	32%
Seattle Police Department	15%	14%	25%	40%
Seattle Public Library	16%	6%	12%	3%
Seattle Public Utilities	18%	23%	22%	27%
Sustainability and Environment	50%	47%	10%	5%
Citywide	20%	24.8%	28%	25%

2021

BY THE NUMBERS

Citywide WMBE Spend by Race/Ethnicity



2021 WMBE Utilization - Overall

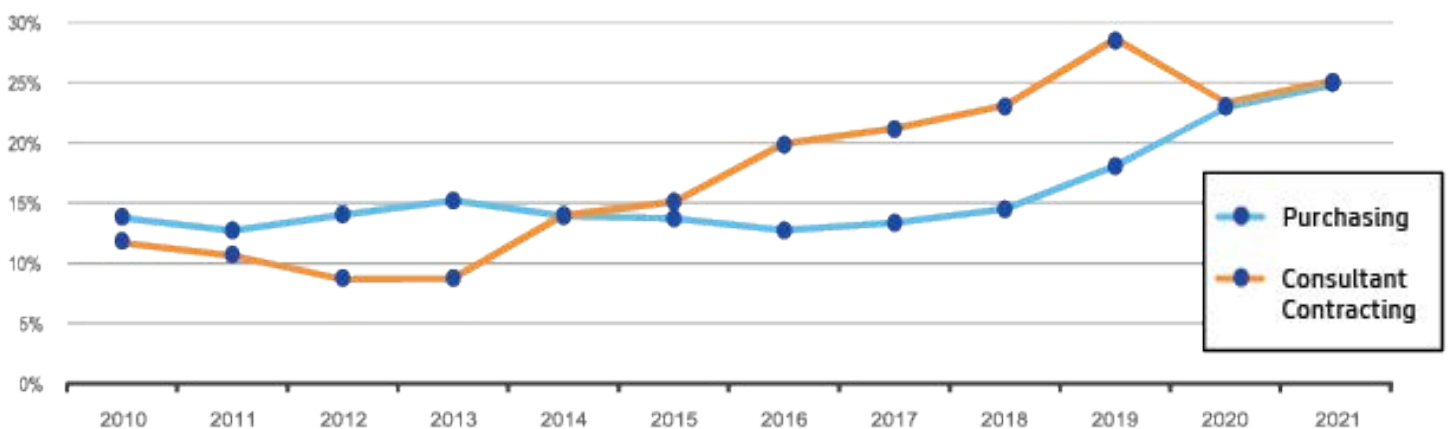
24.8% of purchasing dollars with a goal of **20%** (\$98 million)

25% of consulting dollars with a goal of **28%** (\$49.8 million)

15.9% of construction dollars (\$54.8 million)

Total 21.6% (\$202.7 million)

Citywide Purchasing & Consultant Contracting Spending



Payment by Race/Ethnicity (Construction + Purchasing + Consultant)		
Race/Ethnicity	Total Contractor Payment	% of City Contract Payment
Black	\$23,247,533	2.5%
Asian American	\$51,592,197	5.5%
Hispanic	\$16,439,783	1.8%
Native American	\$22,174,996	2.3%
White Female	\$88,399,352	9.4%
Other WMBE	\$834,037	1%
Total WMBE	\$202,687,898	21.6%
White Male	\$736,288,439	78.4%
Grand Total	\$938,916,337	100%

Numbers and percentages in report may not add up exactly due to rounding.
 See page 14 for the City's 2022 work plan to expand contracting equity for BIPOC and women-owned businesses.

WMBE Spotlight: Adam's Interpreting Services

The FAS-led Community Vaccination Site at Lumen Field was equity-focused thanks in part to a partnership between the City and local WMBE firm Adam's Interpreting Services. Owned and operated by Nura Adam, the firm provided more than 65 skilled interpreters to ensure language access at the site.

"It was a true collective, community effort initiated by the City," said Nura, who worked in accounting before founding the firm in 1997. "We're a small WMBE agency, so that opportunity was valued on so many different levels."

Some of the interpreters were doctors, engineers or journalists in their home countries and many of them met for the first time at Lumen, she said. They forged strong friendships and consider the work at Lumen one of their most inspiring projects. In addition to providing financial stability to her interpretation teams during the pandemic, Nura said their work with the City at Lumen ensured equity.

"Language access is a human right—no one should ever be without it," she said. "We were part of a community effort to save lives and we're grateful for the opportunity. We'll hold it in a special place in our minds forever."



Photo courtesy of Adam's Interpreting Services.

2021 FOCUS AREAS

COVID-19 Emergency Response

The City delivered over 1 million free tests and 260,000 COVID-19 vaccines to Seattle residents and partnered with WMBEs on every aspect of these efforts. A cornerstone of this service was the FAS-led Community Vaccination Site at Lumen Field. Over 32% of purchases at the FAS-led site were with WMBEs and more than 44% of residents served at the site were BIPOC.

Disparity Study

The City continues to lead a large-scale disparity study to assess if WMBEs have equitable opportunities in City contracting. The City contracted with Black woman-owned firm Colette Holt & Associates to perform the study. Results are expected in late 2023.

Technical Assistance Services

The City contracts with Northwest Mountain Minority Supplier Development Council to provide technical assistance on doing business with the City. In 2021, 21 businesses, including 15 BIPOC-owned firms, took part in their tailored curriculum which includes topics such as marketing, pricing and delivery.

Outreach Events

The City continued to host dozens of meet and greet events for WMBE firms, including monthly virtual meetings to connect with City buyers and learn more about the City's procurement system. In 2021 the events were held in English and Spanish each month.



City of Seattle FAS staffer Carmen Kucinski, left, joins John Rodriguez, Director of the Dominican Association of Washington State on stage at Jimi Hendrix Park. Carmen shared info to 50 attendees about the City's WMBE program at the October 2021 Afro Latino Dominican Festival, organized by the Dominican Association of Washington State.

Seattle Public Utilities: Buenavista Services

More than 20 years ago, Billy Jauregui moved to Seattle from Cuba and got a job as a night janitor at a small firm called Buenavista Services, Inc. When Buenavista went up for sale in 2004, Billy pooled his assets, got a loan and became Buenavista's new owner. Today, the Hispanic-owned firm Buenavista has over 45 employees and provides commercial janitorial services, power washing and window cleaning across the Puget Sound region.

Buenavista has cleaned Seattle Public Utilities' (SPU) warehouse and facilities for many years. During the COVID-19 pandemic, SPU depended on Buenavista to perform deep cleaning of facilities on short notice. SPU found Buenavista staff "hard working, friendly and VERY responsive. Their fast turnaround significantly reduced downtime due to COVID-19."

Billy thinks it's important for SPU and the City to continue to support WMBEs. Billy shares: "It can be hard for minority businesses to get out there and compete with bigger businesses. The City's program helps us get in a good spot to compete."

Finance and Administrative Services: Talakai Construction

Brothers Mapili and Tali Talakai along with their parents own Talakai Construction, a do-it-all construction business that was key to the City's COVID-19 response. The work of the Pacific Islander-owned firm involved building shelters for outdoor COVID-19 testing, installing sneeze guards for customer service stations and installing dividers in firehouses so first responders could rest safely between call-outs.

"From COVID-related to everyday projects, Talakai has been awesome with anything I throw at them. If they're given a hard budget and schedule, they make it work," said Finance and Administrative Services (FAS) project manager Paul Spivey.

Mapili and Tali believe the City's WMBE program is key to the success of businesses like theirs. "For first generation Americans, there are no roots in the country to fall back on," said Tali. "Programs like this, and the sacrifices of our parents, give us a platform to build from."

The success of the firm has helped the Talakais give back. "Our dad's home country, Tonga, had a tsunami and volcano go off. The satellite before and after footage is heartbreaking. We're using our paychecks to help rebuild."

*Top two photos courtesy of Buenavista Services.
Bottom photo courtesy of Talakai Construction.*



WMBE ADVISORY COMMITTEE

Twelve community leaders took part in the Mayoral WMBE Advisory Committee in 2021. The group met over the course of the year to provide guidance to the City of Seattle regarding practices in support of equity, inclusion and participation of women- and minority-owned businesses (WMBEs) in City of Seattle contracts.

The Advisory Committee identified outreach, engagement and technical assistance; policy, equity and the disparity study; and evaluation of City pre-solicitation, solicitation and contracting policies and procedures as key interest areas.

For more info:

www.seattle.gov/purchasing-and-contracting/social-equity/wmbe/wmbe-advisory-committee



Ato Apiafi

Ato Apiafi Architects PLLC



Anthony Burnett

MB Diversity



Terry Calloway

Trinity Development Corporation



Tracey Freeman

T&T Traffic Control LLC



Shelley Gaddie

ProjectCorps



Ollie Garrett

Tabor 100



Regina Glenn

Pacific Communications Consultants Inc.



Eugene Hardin

Quality Woodworking & Construction, LLC



Fernando Martinez

Northwest Mountain Minority Supplier Development Council



Michelle Merriweather

Urban League of Metropolitan Seattle



Roger Newton

Newton Building & Development, LLC



Irene Reyes

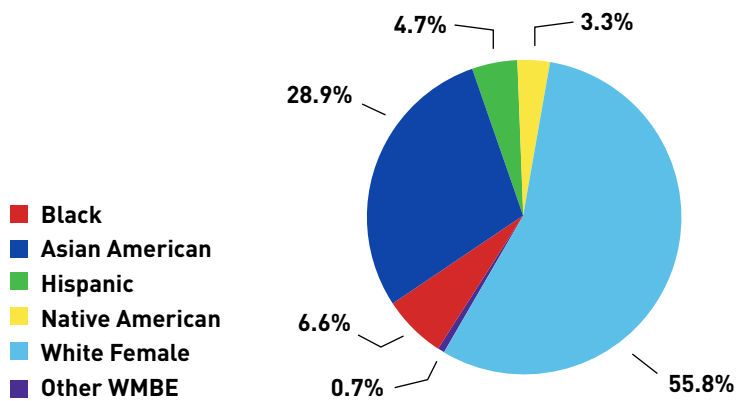
Excel Supply Company

CONSULTING

"Consulting" is specialized professional services, like an accountant, a graphic designer or a community engagement specialist. Each department manages their own consultant contracts. FAS' role is to develop Citywide guidelines, policies and standard forms and templates.

In 2021, consultant WMBE spending was 25% of consulting dollars (\$49.8 million).

WMBE Demographics



Seattle City Light: Concord Engineering

Xiaoping Zhang is the founder and Principal Engineer of Concord Engineering, a Seattle-based transportation and electrical engineering firm. When Xiaoping started the Asian American, woman-owned firm 10 years ago, she had deep work experience and a PhD in transportation engineering from the University of Washington (UW).

Seattle City Light (SCL) WMBE Advisor Kara Williams introduced Xiaoping's firm to SCL contracting opportunities. SCL sponsored Concord's participation in several training programs, including UW's Ascend and the SCL Mentor Protégé program.

"Kara facilitated the mentoring of Concord by Jacobs, one of SCL's prime contractors more than willing to make connections," said Xiaoping. "The project work we got with the City of Seattle early on helped us survive when we first started and then helped us get established in the industry."

Now, Xiaoping leads a team of 31 engineers. They are the prime contractor on SCL's \$2 million On-Call Distribution Engineering Design project and work on many other projects for SCL, the Seattle Department of Transportation, and other public agencies.

Overall Consultant Payment by Race/Ethnicity

Race/Ethnicity	Total Contractor Payment	% of City Contract Payment
Black	\$3,265,313	1.6%
Asian American	\$14,406,722	7.2%
Hispanic	\$2,365,600	1.2%
Native American	\$1,642,967	0.8%
White Female	\$27,774,114	14.0 %
Other WMBE	\$354,141	0.2%
WMBE Total	\$49,808,857	25%
White Male	\$149,080,764	75.0%
Grand Total	\$198,889,621	100%

See page 14 for the City's 2022 work plan to expand contracting equity for BIPOC and women-owned businesses.

"To be successful, you have to be good at what you do - give your best and work hard," Xiaoping reflects. "The [City's WMBE Program along with SCL's Technical Assistance] fosters collaborative teaming partnership between large corporations and WMBEs. These partnerships offer WMBEs opportunities to participate in large projects. Concord wouldn't have been able to accomplish so much without the support of SCL and the WMBE program."



Photo courtesy of Concord Engineering.

Department of Education and Early Learning: **ShotzbyStoli**

Peter L. Harris III is the talented photographer and videographer behind Black-owned firm ShotzbyStoli. Peter found his passion for photography when he first picked up a camera to document the growth of his first child, Messiah, and hasn't put it down since. He is not only an artist and a loving father but also an educator and coach. Born and raised in the Central District, which is now experiencing tremendous gentrification, Harris remained true to himself but realized there are limitless untold stories worth sharing with the world. His mission is to use photography to help his clients tell those stories. Mr. Harris delivered stunning photographs of the City's investments in education for the Department of Education & Early Learning's annual levy report.



Photo courtesy of ShotzbyStoli.

Seattle Department of Construction and Inspections: **Anthro-Tech**

It is easy to make the mistake of designing for yourself when you design a product or a service. Organizations can unintentionally focus only on their own internal processes and perspectives instead of the needs of the customers they serve. So how do you design something customers can actually understand and use?

Anthro-Tech is a white woman-owned user-centered design and research consultancy focused on government and nonprofits. Anthro-Tech helps Seattle Department of Construction and Inspections (SDCI) and Seattle IT include the public the City serves into the process. SDCI's mission is to "Help people build a safe, livable and inclusive Seattle." A human-centered, iterative approach supports this mission.

SDCI serves architects, developers, contractors, tenants, property owners/managers and the community as a whole. Anthro-Tech's researchers, designers and strategists have used a variety of methods to learn about these groups and help SDCI make data-driven decisions. In 2021, SDCI and Anthro-Tech partnered to gather feedback and test solutions in progress with over 900 people who use the Seattle Services Portal through surveys, 1:1 interviews, and usability studies. Projects in 2021 included designing a survey to help understand SDCI customer service pain points during COVID-19; interviews and usability studies to design an improved "My Records" experience and to evaluate and refine the creation of a new public comments feature in the Seattle Services Portal.

Human – Centered Design

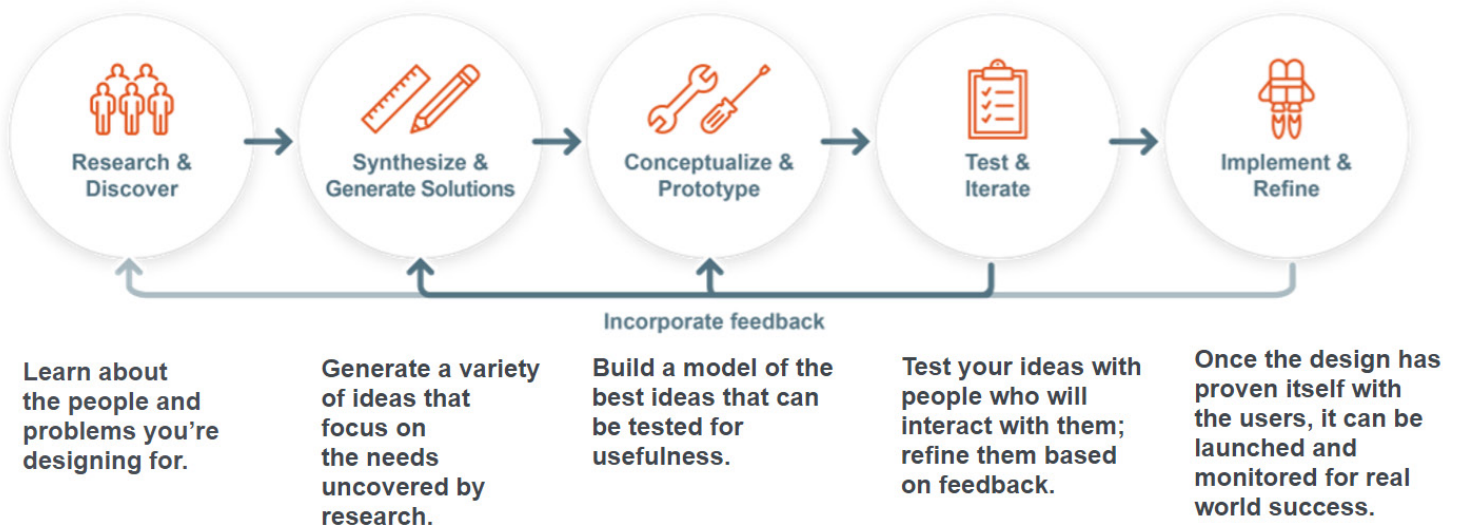


Diagram by Anthro-Tech.

TCi Design + Branding

TCi Design + Branding is a white woman-owned graphic design and branded merchandise agency. TCi has worked with Seattle Public Utilities, the Office of Labor Standards and the Seattle Public Library on projects ranging from visual design and social media to branded merchandise and wearable goods.

TCi's overall goal is to help their clients deliver their message in the most effective way possible. Owner Melissa Clausen states "We like to consider ourselves a resource partner that can come into a conversation with city staff and help to draw out key information related to a very complex topic and use that information to create effective and diverse materials and communication strategies that help to further the cities goals and objectives."

Clausen believes that "supporting minority, women-owned, and disadvantaged businesses will promote diversity, encourages innovation, and profits, and provides opportunities for growth and positive change. The city is making great strides to level the playing field by making this a priority."



Photo courtesy of TCi Design + Branding.



Capital Access Program

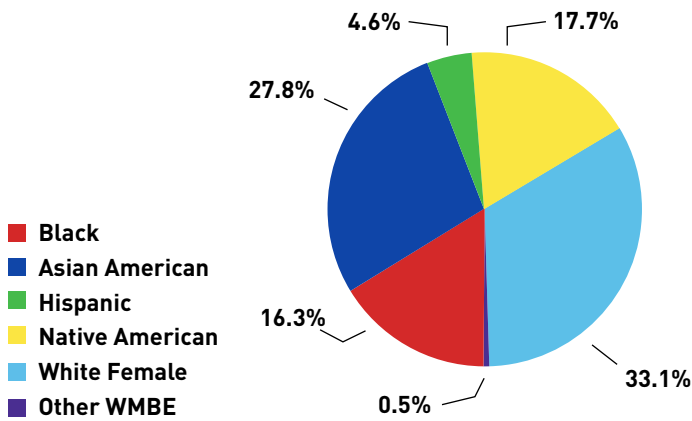
The Seattle Office of Economic Development has launched the Capital Access Program, an investment of \$8 million of recovery funding to connect small businesses to operating capital. In this photo, Mayor Harrell speaks with Stephanie Morales from the Liink Project at the launch event.

PURCHASING

Purchasing is buying goods and "regular" services, like furniture, technology equipment or window washing services. FAS manages every City purchase above \$55,000 (2021 threshold) - both one-time purchases and blanket contracts for ongoing purchases.

In 2021, the City spent 24.8% of purchasing dollars (\$98 million) with WMBEs.

WMBE Demographics



Department of Neighborhoods: Jones & Associates Contract Services

Joseph Jones is the owner of Jones & Associates Contract Services, a computer and technology peripherals merchandizing Black-owned firm with whom the City has an active blanket contract. He draws on his background as a real estate appraiser and mortgage broker to listen closely to what his clients need and then go out and find them the best pricing and highest quality solutions around.

Jones has worked with Seattle IT and the Department of Neighborhoods, with great results. "Winning a contract with the City isn't easy," he said. "You have to be consistent and reliable so buyers know they can count on you and having a go-to person to clarify the complexities of working with government in real-time to help navigate the system is crucial."

Jones started the business because he wanted a new challenge where he could combine his business skills with his successful track record in mentoring young people.

Overall Purchasing Payment by Race/Ethnicity		
Race/Ethnicity	Total Contractor Payment	% of City Contract Payment
Black	\$15,941,922	4.0%
Asian American	\$27,289,453	6.9%
Hispanic	\$4,516,690	1.1%
Native American	\$17,392,701	4.4%
White Female	\$32,461,767	8.2%
Other WMBE	\$479,896	0.1%
WMBE Total	\$98,081,930	24.8%
White Male	\$296,805,527	75.2%
Grand Total	\$394,887,456	100%

See page 14 for the City's 2022 work plan to expand contracting equity for BIPOC and women-owned businesses.

"It's amazing how you can change the trajectory of a young person's life," he says. "I have met young folks around town with good basic skills and they're working jobs they may not be happy with. Provided solid footing, they can really grow into something. I'm very proud of the youngsters I've mentored over years, and they have contributed to my quality of life."



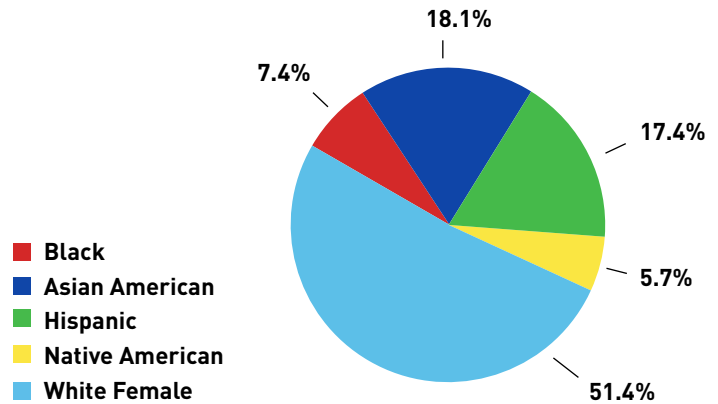
Photo courtesy of Jones & Associates Contract Services.

CONSTRUCTION/ PUBLIC WORKS

Public works projects are a great opportunity for the City to contract with WMBEs or encourage their prime contractors to subcontract with WMBEs for part of the work. The City requires all prime contractors on contracts above \$300,000 to submit an "inclusion plan" that lays out good faith efforts for utilizing WMBEs. The sum of prime contracting plus subcontracting creates the total public works WMBE spend.

In 2021, the City spent 15.9% of construction dollars (\$54.8 million) with WMBEs.

WMBE Demographics



Overall Construction Contractor Payment by Race/Ethnicity		
Race/Ethnicity	Total Contractor Payment (provided by Prime)	% of City Contract Payment (w/o tax)
Black	\$4,040,298	1.2%
Asian American	\$9,896,022	2.9%
Hispanic	\$9,557,993	2.8%
Native American	\$3,139,328	0.9%
White Female	\$28,163,471	8.2%
Total WMBE	\$54,797,112	15.9%
White Male	\$290,342,148	84.1%
Grand Total	\$345,139,260	100%

See page 14 for the City's 2022 work plan to expand contracting equity for BIPOC and women-owned businesses.



Construction Highlight: Climate Pledge Arena

Oak View Group built Climate Pledge Arena in a partnership that included the City, Mortenson and the Seattle Building Trades. This project wrapped up in 2021, blowing WMBE goals out of the water. While the WMBE utilization goal was 15%, final utilization was 20%. That percentage represents more than \$179 million.

Seattle Department of Transportation Seattle Parks and Recreation: **Dirt Corps**

Dirt Corps is a white woman- and trans-owned business that offers on-the-job green career training for adult workers, focusing on people of color, LGBTQ people and veterans.

Dirt Corps contracts with Seattle Parks and Recreation (SPR) to run natural area restoration and job training events. Dirt Corps also contracts with the Seattle Department of Transportation to support community-initiated projects, like the 8th Avenue South and Gateway Park project to build bioswales that reduce pollution and street flooding.

Building a bioswale is only part of the work. "Our business model is a 'social purpose' based company. We use the contracts we get to support community members in furthering their skill sets," says principal and Director of Ecology Roseann Barnhill.

"The contracting process is difficult for small businesses in general. For contractors of color or women or trans contractors, we might be the first in our family, or we might face a non-welcoming culture from bigger firms," notes Andrew Schiffer, principal and Director of Community Partnerships.

"By making space for WMBE firms, you give a chance for WMBEs to get in, and get on the roster," adds Roseann.



Photos courtesy of Dirt Corps.



Photo courtesy of Jumpin Jambalaya.

Seattle Parks and Recreation: **Jumpin Jambalaya**

Seattle Parks and Recreation food vendor Jumpin Jambalaya has been an important part of South Park Plaza activation during the pre-park planning phase. This small business joined several other vendors who created a welcoming and vibrant space at the plaza during a time of transition.

Jumpin Jambalaya was brand new when business owner Youpa Valentine contacted Seattle Parks about operating at the plaza during weekdays. Serving up delicious Cajun and creole fusion, this Black-owned business reflects community in its attitude and welcoming approach to all. Favorite menu items include Jambalaya Fusion, Cajun Salmon Salad and Chicken Sausage Po'boy combo.

Celebrating its one-year anniversary in fall 2021, this business has continued to grow and make its presence known by expanding operations to community events and gatherings.

2022 WORK PLAN

Mayor Bruce Harrell has a deep commitment to equity in City contracting. Mayor Harrell has worked with FAS and other WMBE advisors throughout the City to develop a list of 2022 priorities for the WMBE program.

The 2022 plan builds off the themes established in the 2021 work plan while recognizing the statewide cultural shift created by the leadership of WMBE firms coupled with Gov. Jay Inslee's 2022 Executive Orders operationalizing contracting equity for state agencies. 2022 priorities include:

- 1. Engaging and Partnering with the WMBE Community:** Tasks will include continuing the Mayoral WMBE Advisory Committee; regularly taking part in community-based meetings led by the WMBE community; and building WMBE outreach plans for each City department.
- 2. Expanding Contracting Equity for BIPOC-owned Firms, Focusing on Black-owned Firms:** Tasks will include holding engagement events; improving onboarding processes for blanket contract holders; emphasizing the importance of contracting equity for BIPOC firms in internal trainings; and focusing on policy improvements that correct historical inequities.
- 3. Providing Resources and Support for WMBEs:** Tasks will include continuing a robust technical assistance program; working to update, improve, and/or replace the City's Online Business Directory; and working to improve language access in City procurement.
- 4. Strengthening Accountability and Transparency:** Tasks will include continuing an annual forecasting and goal-setting process; tracking WMBE utilization by race/ethnicity; continuing the Citywide disparity study; posting quarterly spend reports broken down by office/department; and operating an internal WMBE interdepartmental team.
- 5. Improving City Policy and Practices:** Tasks will include evaluating opportunities for change based on the state policy changes created by Gov. Inslee's Executive Orders on contracting equity; identifying local policy changes that could improve equity for BIPOC-owned firms; launching a Citywide WMBE training for City staff; and leading a pilot to explore the consultant contracting inclusion plan process.



Mayor Harrell attends the MLK Jr. Day rally with community members.

FAS welcomes additional suggestions and partnership opportunities.

To reach out, please contact FAS_PC@seattle.gov

Photo Courtesy of SDOT Flickr



City of Seattle Purchasing and Contracting:
www.seattle.gov/purchasing-and-contracting

For info, reports and resources:
www.seattle.gov/purchasing-and-contracting/social-equity/wmbe

For WMBE advisors by department:
[www.seattle.gov/Documents/Departments/FAS/
PurchasingAndContracting/WMBE/advisors.pdf](http://www.seattle.gov/Documents/Departments/FAS/PurchasingAndContracting/WMBE/advisors.pdf)

For a detailed breakdown of 2021 WMBE spending:
[www.seattle.gov/Documents/Departments/FAS/
PurchasingAndContracting/WMBE/4.1-wmbe-2021.pdf](http://www.seattle.gov/Documents/Departments/FAS/PurchasingAndContracting/WMBE/4.1-wmbe-2021.pdf)

Report designer:
The Vida Agency



City of Seattle