



# WMBE Outreach Plans 2025

*Report Date:* April 29, 2025  
*Produced by:* Finance and Administrative Services  
Purchasing and Contracting  
*Division Director:* Presley Palmer

prepared by  
**PURCHASING AND  
CONTRACTING**



**Seattle**  
Finance &  
Administrative Services

## **2025 WMBE Goal Spreadsheet Summary**

Purchasing

Consulting

## **2025 Department WMBE Plans and Historical Purchasing and Consultant Spend**

1. City Budget Office
2. Community Assisted Response & Engagement
3. Department of Education and Early Learning
4. Finance and Administrative Services
5. Human Services Department
6. Office for Civil Rights
7. Office of City Auditor
8. Office of Economic Development
9. Office of Housing
10. Office of Intergovernmental Relations
11. Office of Labor Standards
12. Office of Planning & Community Development
13. Office of Sustainability & Environment
14. Office of the Waterfront and Civic Projects
15. Seattle Center
16. Seattle City Attorney
17. Seattle City Light
18. Seattle Department of Construction & Inspections
19. Seattle Department of Neighborhoods
20. Seattle Department of Transportation
21. Seattle Fire Department
22. Seattle Human Resources
23. Seattle Information Technology
24. Seattle Municipal Court
25. Seattle Parks and Recreation
26. Seattle Police Department
27. Seattle Public Library
28. Seattle Public Utilities



## 2025 Citywide WMBE Goals

Department/Office	Purchasing	Consulting
City Budget Office	35%	25%
Community Assisted Response & Engagement	30%	45%
Department of Education and Early Learning	75%	45%
Finance and Administrative Services	22%	28%
Human Services Department	50%	75%
Office for Civil Rights	25%	2%
Office of City Auditor	3%	3%
Office of Economic Development	0%	30%
Office of Housing	45%	25%
Office of Intergovernmental Relations	100%	100%
Office of Labor Standards	20%	20%
Office of Planning & Community Development	28%	30%
Office of Sustainability & Environment	5%	35%
Office of the Waterfront and Civic Projects	18%	18%
Seattle Center	25%	32%
Seattle City Attorney	30%	25%
Seattle City Light	22%	21%
Seattle Department of Construction & Inspections	29%	48%
Seattle Department of Neighborhoods	66%	65%
Seattle Department of Transportation	18%	26%
Seattle Fire Department	20%	20%
Seattle Human Resources	3%	20%
Seattle Information Technology	41%	36%
Seattle Municipal Court	20%	18%
Seattle Parks and Recreation	26%	36%
Seattle Police Department	10%	25%
Seattle Public Library	20%	17%
Seattle Public Utilities	23%	27%
	<b>24%</b>	<b>27%</b>

# **2025 Departments WMBE Outreach Plans**



**Attachment A: 2025 WMBE Goals and Outreach Plan Information Request**

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

Nathan Hatia, Strategic Advisor, Nathan.hatia@gmail.com

**2. 2025 goal setting:**

2025 CARE WMBE Use Goals		
2025	Purchasing Goals	Consulting Goals
Percentage	30%	45%
WMBE spend	\$225,000	\$90,000
Total spend	\$750,000	\$200,000

**3. 2025 outreach plan:**

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

**4. Prompt pay:**

CARE was able to achieve a Prompt Pay rate of 100% in 2024. The department works actively with its vendors and consultants to resolve any accounts payable issues so that payment can be made according to the terms of their contract with the City. CARE plans to continue adherence to the 100% rate for Prompt Pay.

**2025 Annual WMBE Plan  
City Budget Office (CBO)**

1. **Department Representative:**  
Shino Fibbs, CBO Executive Assistant/WMBE Lead
2. **2025 Goal setting:**

2025 CBO WMBE Use Goals		
2025	Purchasing Goals	Consulting Goals
Percentage	35%	25%
WMBE spend	\$7,000	\$25,000
Total spend	\$20,000	\$100,000

3. **2025 outreach plan:**  
CBO does not currently have plans for additional contracts in 2025 beyond those already existing or through central City purchasing. Therefore, CBO does not have plans to participate in events focusing on outreach to WMBE vendors and consultants. Should an opportunity arise for us to participate in another department’s event, we will do so.
4. **Prompt Pay:**  
CBO is committed to supporting the Prompt Payment Initiative of 95%. CBO’s 2024 Q4 actual prompt pay percentage for the total contracts was 94%. CBO’s administrative staff and WMBE representative will be working closely with each project managers approving their invoices within 5 business days of received date. CBO’s 2025 goal is to maintain above 95% and strive to reach 100% as a long-term goal.

# Seattle Office for Civil Rights

## 2025 WMBE Goals and Outreach Plan

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### Seattle Office for Civil Rights

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

Due to the type work our office does, our contracts are usually with non-profit agencies who are not tracked as WMBE vendors and will now be exempt from being counted in overall purchasing and consultant goals. While they are not tracked as WMBE vendors, it is important to note that the non-profit organizations' principals and staff are typically people of color who serve communities of color and/or immigrant and refugee communities.

In general, SOCR utilizes WMBE vendors for general office purchases, catering and childcare services for major events, trainings, and Commission related events, however since the pandemic and the shift in how we do business the use of these vendors has declined. Now that the city is reopened SOCR will have more in-person meetings, events, and trainings SOCR will use these vendors more moving forward.

### Department Common Procurement Needs

SOCR does not have any Consultant procurement needs; however, this year, the office will continue to partner with community-based organizations that work on responding to oppression-based violence and providing alternatives to or addressing harm created by the criminal justice system.

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

#### Office/Department WMBE Representative

Latrice yBarra

[Latrice.yBarra@Seattle.gov](mailto:Latrice.yBarra@Seattle.gov)

206-684-4500

### Goal setting:

Office for Civil Rights - WMBE Use Goals		
2025	Purchasing Goals	Consulting Goals
Percentage	25%	2%
WMBE Spend	\$111,958	\$18,016
Total Spend	\$447,830	\$900,799

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

Although SOCR has a \$900 thousand consultant budget, these funds are allotted to working with community-based non-profit organizations as follows: \$590K for Collective Network Grant Program that provides funding to organizations or community groups working to provide alternatives or address harms created by the criminal legal system. The remaining dollars will be used to work with organizations addressing oppression-based violence, race equity and ongoing SOCR partnerships with organizations through our Civil Rights Testing program and Seattle Disabilities Commission.

## Outreach Plan

SOCR will support and sponsor WMBE businesses as appropriate and continue to seek out WMBE vendors for our annual events such as Human Rights Day, Martin Luther King Jr. Unity Day, and the Race and Social Justice Summit. If appropriate staff will attend trade shows and attend/table at festivals. SOCR will continue to use WMBE vendors for office supplies, catering, and daycare and will work with vendors to self- identify as WMBE as needed.

## Prompt Pay

SOCR 2025 Prompt Pay goal is 95%. To ensure that SOCR meets this goal Project Managers are required to submit the invoice for processing within one business day to the Operations staff to review and submit to City-wide Accounting for processing within five business days. Additionally, the Operations staff will prepare and submit all purchasing invoices to City-wide Accounting within 5 business days from the date of receipt.

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

2. **2025 Goal Setting**

DEEL is proud to report that we exceeded our 2024 goal and has continued to improve annually in using WMBE vendors. The following is DEEL’s goal for 2025:

2025 DEEL WMBE Use Goals		
2025	Purchasing Goals	Consulting Goals
Percentage	75%	45%
WMBE Spend	\$975,000	\$360,000
Total Spend	\$1,300,000	\$800,000

3. **2025 Outreach Plan:**

DEEL will continue to participate in outreach events with WMBE community associations, vendors, and industry organizations sponsored by the City and other agencies. To the extent possible, DEEL will continue with the following strategies:

- Promote awareness of WMBE with DEEL staff, managers, supervisors, and the department’s WMBE goals during new staff onboarding and annual internal trainings.
- Provide training for new purchasing staff on the importance and role of WMBE purchasing and contracting and the tools and resources available to them, as well as the process for working with vendors to register as WMBE.
- Provide guidance and assistance to purchasing staff on how to use the WMBE Outreach Resources, particularly the Online Business Directory (OBD). The OBD search tool will display companies, including WMBE businesses, that have expressed interest in doing business with the City, to search for WMBEs.
- Convene DEEL Finance & Operations Division (FOD) staff quarterly to WMBE utilization reports for any missed opportunities for WMBE usage, or for purchasing and contracting categories that are falling short.
- Implement a proactive communications campaign with existing vendors who qualify as WMBEs but have not registered with the City, encouraging them to register, and providing any assistance and guidance they need in the registration process.

**Prompt Pay:**

DEEL exceeded the goal and the overall Prompt Pay was 100% in 2024. In 2025, DEEL will continue the effort to achieve the target. The Department reviewed the standard business process and has made improvements to some payment and invoicing subprocesses and anticipate review and improvement in additional areas of the procure to pay process in 2025.



**Date:** February 14, 2025  
**To:** Presley Palmer, Division Director, Purchasing and Contracting (PC)  
**From:** Miguel Beltran, WMBE and Contract Compliance Manager

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

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

**2. Goal Setting:**

Women- and Minority-Owned Business Enterprises (WMBE) utilization goals for 2025 are based on 2024 achievements, and the 2025 budget for expenditures.

2024 FAS WMBE Use Goals and Actuals				
	Purchasing Goals	Purchasing Actuals	Consulting Goals	Consulting Actuals
Percent	21%	27%	27%	30%
WMBE spend	\$17,797,558	\$20,801,409	\$2,741,683	\$2,228,441
Total spend	\$84,750,277	\$76,348,558	\$10,154,381	\$7,370,993

2025 FAS WMBE Use Goals		
	Purchasing Goals	Consulting Goals
Percent	22%	28%
WMBE spend	\$15,403,127	\$2,161,155
Total spend	\$70,014,214	\$7,718,411

**3. 2025 Outreach Plan:**

FAS will continue to build on successful outreach strategies including:

- Community outreach  
 FAS/PC will continue to:
  - Host meet and greet events for WMBE firms, including monthly virtual meetings connecting WMBEs with City buyers.
  - Provide targeted outreach about the City’s procurement system.
  - Attend monthly meetings of organizations supporting WMBEs, including Tabor 100, the National Association of Minority Contractors (NAMC) and the Northwest Minority Builders Alliance (NWMBA).
  - Produce a monthly newsletter sharing City contracting opportunities with WMBEs.
  - Host the annual, citywide Reverse Vendor Tradeshow which connects WMBEs and other businesses who want to do public work.
  - Lead representative the annual Regional Contracting Forum.
  - Participate in the Capital Consultant Connection, AWMBE Contractor’s day, Alliance Northwest, Northwest Puget Sound Contracting and other community events.

- Contractor Training: The Purchasing and Contracting division of the Department of Finance and Administrative Services (FAS-PC) will continue training contractors and consultants, especially WMBE firms, on how to use B2Gnow for subcontracting payment reporting, prompt pay reporting and WMBE utilization.
- Alternative-language WMBE firm outreach: FAS/PC will continue providing "Doing Business with the City" monthly workshops in English and Spanish. "Doing Business with the City" materials are also provided in Somali, Chinese and Tagalog. FAS is part of the language-access Interdepartmental Team and works to identify opportunities to expand language-access for contracting equity.
- WMBE Technical Assistance: In 2024, FAS signed two contracts that will provide technical assistance services to businesses interested in doing business with the City with a focus on WMBE firms. One contract was awarded to Tabor 100 to help firms identify and respond to bidding opportunities, support onboarding for new contract holders, understand and assist firms with contracting requirements, assist with Online Business Directory (OBD) registration, guidance on preparing invoices and marketing services to City Departments. The second contract was awarded to the Thurston Economic Development Council/Washington APEX Accelerator in partnership with Business Impact Northwest to provide tools and resources for capacity building including one-on-one and group sessions on understanding business credit, business registration, negotiation principles, finance (accounting, budgeting, cash flow, tax planning, etc.), strategic communication, leadership and provide referrals for microlending.
- Partnering with WMBEs: FAS-PC has office hours in person at the Tabor Economic Development Hub. This partnership increases engagement with WMBEs in the south end of the region. FAS holds regular office hours for WMBEs and encourages other City departments to do the same. FAS will conduct quarterly workshop events for the Tabor 100 community such as "How to Do Business with the City" and information about the WMBE program.
- WMBE Outreach Events: Capital departments regularly invite FAS/PC to their outreach events to provide information on doing business with the City. FAS will continue collaborating with City departments to participate in these events, such as the SPU's annual A&E event, FAS/PC is attending the NW Alliance Matchmaking event.

In 2025, City of Seattle will host the Reverse Vendor Trade Show and co-host the Regional Contracting Forum. Both of these events bring government entities together with contractors to promote growth. FAS will serve as the City lead and will recruit City departments to host tables and meet with vendors. These events present many opportunities for prime contractors and prime consultants to meet with WMBE firms for one-on-one meetings to explore possible contract needs.

- WMBE Utilization Education: In 2025, FAS is launching a Citywide WMBE training program. The training will provide an informative overview of the City's WMBE program to help City employees understand, implement, and support the City's WMBE Program in providing equitable opportunities for WMBEs to pursue City contracts.
- WMBE Reports: FAS/PC produces quarterly and annual reports on Citywide WMBE utilization, that include details on spending by race/ethnicity. This allows departments to identify gaps where we can increase equitable opportunities for businesses of color. The reports are distributed to all departments, as well as being posted online. In 2025, FAS is launching the WMBE dashboard reports in PowerBI where WMBE leads will be able to see live reports.
- B2Gnow IDT: FAS/PC will continue providing Citywide B2Gnow support with the contract compliance efforts in City of Seattle consultant contracts. The main focus of the B2Gnow IDT is to facilitate sharing of

best practices and resources for management of contract compliance requirements of contracts with WMBE inclusion plans.

- WMBE Advisory Committee (WMBE-AC): The WMBE Advisory Committee is active now in 2025. The Advisory Committee is composed of representatives of WMBEs and of organizations that advocate for contracting equity. The Advisory Committee provides guidance to the City through FAS regarding ways to support inclusion and participation of WMBEs in City of Seattle contracts, engagement, and technical assistance; policy, equity and the disparity study; and evaluation of City pre-solicitation, solicitation and contracting policies and procedures as key interest areas. FAS leads the committee and provides the committee program performance reports.
- Disparity Study: FAS continues to lead a large-scale disparity study to assess if WMBEs have equitable opportunities in City contracting. The City contracted with Black woman-owned firm Colette Holt & Associates to perform the study. The study will determine the City's utilization of WMBEs and the availability of WMBEs as a percentage of all firms in the market area and relevant industries. The City Disparity Study report will post it in 2025 and recommendations from the study may be incorporated into future outreach plans.

#### 4. 2025 challenges

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

#### 5. Prompt Pay:

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

FAS actual prompt pay percentage in 2024 was 90%. We anticipate meeting or exceeding the goal in 2025.

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

**Feb 26, 2025**

**To:** Miguel Beltran, Finance and Administrative Services

**From:** Office of Housing

**Subject:** 2025 WMBE Utilization Plan

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**Department WMBE representative:**

Dori Cho, Administrative Projects Manager

**Goal Setting:**

2024 Office of Housing WMBE Use Goals and Actuals				
2024	Purchasing Goals	Purchasing Actuals	Consulting Goals	Consulting Actuals
Percentage	50%	36%	10%	63%
WMBE spend	\$22,500	\$9,343	\$14,000	\$285,882
Total spend	\$45,000	\$25,682	\$140,000	\$455,358
2025 Office of Housing WMBE Use Goals				
2025	Purchasing Goals		Consulting Goals	
Percentage	45%		25%	
WMBE spend	\$22,500		\$37,500	
Total spend	\$45,000		\$150,000	

*2025 outreach plan: Summarize the strategies your department will undertake to reach 2025 WMBE goals, including outreach and engagement opportunities and technical assistance. Please focus specifically on efforts your department will engage in to address the disproportionate low utilization of BIPOC/MBE businesses.*

**MBE businesses**

As part of OH's Change Team's 2025 work plan, OH will focus on finding areas where MBE utilization can be increased and will engage in staff training to ensure staff are knowledgeable in navigating the City's WMBE resources.

Staff with purchasing and/or contracting authority will prioritize MBE vendors and/or consultants whenever feasible.

WMBE/MBE spend reports will be shared quarterly with staff with purchasing and/or contracting authority to ensure OH MBE utilization is on track.

### Purchasing

OH's purchasing needs continue to be largely covered by blanket contracts with WMBE firms. When those firms do not have the necessary items, staff members are encouraged to seek an MBE option to fulfill their purchase. OH will continue to use established blanket contracts and prioritize MBE vendors absent blanket contracts.

### Consulting

In 2024, OH contracted with BERK consulting, a woman led strategic planning consultancy, and Equity Matters, a women of color consulting team, to lead OH's Race and Social Justice training efforts that will continue throughout 2025. Other than Equity Matters, several of these contracts represent work that was completed in 2024 and will not be needed in 2025.

OH's seeks out MBE firms whenever feasible, for example OH's Multi-Family unit contracts with an MBE underwriter and OH's Home Ownership unit contracts with an MBE landscape contractor.

OH works collaboratively with MOS and other Departments where OH finances the consultant project but is not the sole decision maker on determining consultant(s) which can impact OH's WMBE/MBE efforts.

### Expenditures Not Included in WMBE Reporting

Most of OH's expenditures fall outside the scope of the City's standard WMBE categories of purchasing, consulting, and public works. To exert the maximum possible influence on WMBE outcomes, OH employs policy and outreach tools to expand our partners' use of WMBE contractors.

- OH and other public funders use a "Combined Funders Application," through which the City identifies affordable housing projects to receive OH loan funding. The combined public funders require respondents to set a WMBE utilization goal and describe their plan to meet that goal, including advertising and outreach plans. These affordable housing developers are asked to reach a combined aspirational WMBE goal of 14% of the total construction and other contracted services contracts. OH encourages additional efforts to increase WMBE participation, including mentoring programs and participation in apprenticeship and other training opportunities. Once construction

begins, borrowers are required to report regularly on progress toward meeting WMBE goals including submitting a final report.

- OH regularly conducts outreach to low-income populations, non-profit developers serving low-income families/individuals, and community stakeholders that advocate for those who are directly impacted by and benefit from OH programs. These programs provide opportunities to connect with WMBE/MBE firms related to housing development, home repair, and weatherization. Currently 50% of weatherization contractors identify as MBE and this number is projected to continue in 2025.

### **Prompt Pay**

OH's actual prompt pay percentage in 2024 was 100%. Our Finance unit will continue its established processes in 2025 to continue fulfilling a prompt pay goal of at least 95%.

**Date:** February 2, 2025  
**To:** Miguel Beltran, WMBE and Contract Compliance Manager,  
 Department of Finance and Administrative Services  
**From:** Tanya Kim, Director, Human Services Department  
**Subject:** Human Services Department 2025 Women and Minority Business Enterprise (WMBE)  
 Goals and Outreach Plan

**Overview**

In compliance with [SMC 20.42: Equity in Contracting](#) and Mayor Harrell’s [Executive Order 23-07: Equity and Opportunity in City Contracting](#), the Seattle Human Services Department (HSD) is pleased to submit its 2025 WMBE goals and outreach plan.

**Department Representative**

Natalie Sharkey—Senior Data Analyst with the Data, Performance, and Evaluation Team—is HSD’s current WMBE representative. This is accurately reflected in FAS’ record. As the representative she:

1. Monitors WMBE utilization
2. Communicates WMBE vendor information to those administering contracting and purchasing agreements and staff in general in the department
3. Coordinates information and provides technical assistance to potential WMBE vendors
4. Informs leadership regularly on WMBE progress, strategies, and issues.

**2025 Goals**

2025 Human Services Department WMBE Use Goals*		
2025	Purchasing Goals	Consulting Goals
Percentage	50%	75%
Estimated WMBE Spend	\$ 1,000,000	\$ 675,000
Estimated Total Spend	\$ 2,000,000	\$ 900,000

\*Spending projections are based on previous years’ data and may vary due to current budget constraints. Percentages will remain the same. 2024 and 2025 goals remain the same.

**2025 Strategy and Outreach Plan**

HSD, like all city departments, continues to monitor federal directives on spending which could impact attainment of WMBE goals. Even with this backdrop, we stay committed to the 2025 WMBE use goals of: **50% WMBE providers for purchasing or vendor agreements and 75% WMBE providers for consultant agreements.**

The department has ongoing practices that are leveraged to reach these goals such as including priority language in contracts that incentivizes teams to reflect the clients served. In addition, the department routinely engages in community outreach—in-person meetings, email, social media posts—with the broader provider community.

In 2025, HSD will also be focusing on:

- Communicating WMBE vendor information across the department to increase usage
- Ongoing review and clean-up of WMBE data to ensure accurate reporting

Specifically, the department plans to:

- **Circulate a WMBE Vendor List:** A list of WMBE restaurant and catering businesses will be posted on HSD's Business Operations SharePoint page. This list will be socialized across the department—in particular with Change Team and Caucus groups—and will be updated and maintained routinely by the Business Operations team.
- **Post a WMBE Dashboard:** HSD is finalizing a dashboard that will monitor and visualize WMBE utilization throughout the year. This tool will be available departmentwide and will serve as a communication tool with leadership and staff across the department.
- **Correct Data in PeopleSoft:** Previous analysis identified inconsistencies in data entry – as a result there were some inaccuracies in reporting. Coordination with the finance team began in 2024 and will continue in 2025 to better understand the discrepancies and identify capacity to make needed corrections.
- **Review Childcare Nutrition Providers:** HSD will review the current process to engage vendors in the Childcare Nutrition Program to register as WMBE vendors.

The department is confident our ongoing practices, along with the specific strategies outlined above, will ensure we achieve the 2025 WMBE use goals.

#### **Consultant Prompt Pay**

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

1. Office of Labor Standards Executive Assistant Lacey Collins will serve as WMBE representative.
2. **2025 Goal Setting – Based on 2024 Purchasing and Consulting figures.**

<b>2025 Office of Labor Standards WMBE Goal Setting</b>		
	Purchasing Goals	Consulting Goals
Percentage	20%	20%
WMBE Spend	\$30,170	\$410,371
Total Spend	\$127,738	\$1,1704,549

3. The majority of Office of Labor Standards consultant spending goes toward non-profit organizations selected via RFP. Other consultant contracts qualifying for WMBE status consistently fall below the competitive solicitation threshold, but we will continue to contract with WMBE consultants chosen via direct selection as we have in previous years.

Due to the nature of our work, purchases are not large enough to fall under contract, but we purchase from WMBE vendors holding blanket contracts with the City whenever possible and will continue to do so in 2025.

We're unable to accurately project purchasing and consultant spending for 2025 as budget cuts presently leave this in flux but are committed to allocating at least 20% of the purchasing and consultant contract totals to WMBE vendors and consultants.

4. Our goal for 2025 is 100% compliance, and we'll achieve this through updated invoice receipt and processing practices which includes checking internal OLS records against invoices received in Peoplesoft.



# Seattle City Attorney's Office

Ann Davison, City Attorney

## City of Seattle Law Department

Per the directions sent, this memo responds to the Equality in Contracting Ordinance (SMC 20.42) and Executive Order 23-07

1. **Department Representative:** Michael Katz, Administration Division Chief

2. **2025 Goal Setting**

2025 Seattle City Attorney's Office WMBE Use Goals		
2025	Purchasing Goals	Consulting Goals
Percentage	30%	25%
WMBE spend	\$60,000	\$10,000
Total spend	\$200,000	\$40,000

Purchasing goals for 2025 are based on actual WMBE in recent history and our 2025 budget for expenditures. Historically, the department has exceeded its total spending estimations as a result of salary savings recognized at the end of the year.

Spending patterns changed beginning in 2023 with a large portion of our professional services budget being moved to the Human Services Department. This was related to the transfer of funding for our Pre-Filing Diversion program contract funds being moved outside the City Attorney's Office. Of the remaining funds, a large portion is dedicated to supporting an MOA with King County related to the Regional Domestic Violence Firearms Enforcement Unit. This limits the number of dollars available to be spent on WMBE suppliers for the department. However, when making decisions on purchasing and consulting, we try to utilize WMBE vendors when possible.

3. **2025 Outreach Plan:** The department has undertaken efforts to ensure that the vendors and consultants it works with are registered as WMBE suppliers where appropriate. Additionally, we will be focusing on maximizing use of WMBE vendors for general information technology and office supply purchases. We will continue to look to Citywide resources and events to help identify more WMBE vendors that may be available to meet our purchasing needs while trying to be as fiscally responsible as possible.

Our department also continues to review the evaluation and selection of outside counsel not reflected in WMBE data reporting to ensure our processes align with WMBE goals and Race and Social Justice Initiative principles.

4. **Prompt Pay:** Our department met prompt pay guidelines for 100% of invoices in 2024. This was an improvement from the 86% we met in the previous year. This was largely

due to stabilization in our Accounting team staffing, which experienced fewer disruptions than in previous years. We continue to explore ways to ensure that invoices are paid in a timely manner to comply with the City's prompt pay guidelines in 2025 and beyond.



**MEMORANDUM**

**Date:** March 6, 2025

**To:** Miguel Beltran, Finance and Administrative Services

**From:** Dwayne McClain, Deputy Court Administrator of Finance and Administration

**Re:** 2025 WMBE Plan and Goals

This memo is in response to your request for 2025 WMBE Plans and Goals from City agencies. Although Executive Order 2014-043 does not apply to the Seattle Municipal Court as the judicial branch of city government, we share with the Mayor and City Council in the values and vision of creating racial equity and eliminating all forms of discrimination as a shared priority for race and social justice. The attached report is provided in that collective spirit.

In 2024, the Court established WMBE targets of 20% in Purchasing and 18% in Consultant Services. Per the FAS generated WMBE report, our 2024 actual accomplishments were \$520,789 or 33% in Purchasing and \$15,750 or 30% in Consultant Services.

For 2025, the Court will continue with our WMBE goals of **20% in Purchasing** and **18% in Consultant Services**. As stated in previous WBME plans, to most accurately measure the Court’s WMBE related expenditures, the FAS generated reports must also include Court’s interpreters as sub-contractors in the WMBE count.

2025 SMC WMBE Use Goals		
2025	Purchasing Goals	Consulting Goals
Percentage	20%	18%
WMBE spend	\$160,000	\$14,400
Total spend	\$800,000	\$80,000

In 2024 we spent approximately \$350,000 in Court Certified Interpreter Services. As noted in previous years, these *consultants* were not included in the WMBE reports. Our WMBE consultant numbers would be much more robust if they were included by FAS in their WMBE report. Most of the Court Certified Interpreters are registered as WMBE qualified consultants. We believe the addition of the GL Expense Account code for Court Certified Interpreters to WMBE qualified consultants would be a great benefit towards a positive and accurate reporting of progress on the stated goal of the Executive Order.

Additionally, our collections agency Harris and Harris has a subcontract with Evergreen of Bothell, a WMBE qualified firm as required in our contract. Even though the Court does not pay our collection contractors, the fees generated to the WMBE sub-contractor should be counted in the WMBE report, but they are not.

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

cc: Anita M. Crawford-Willis, Presiding Judge, Seattle Municipal Court  
Josh Sattler, Court Administrator, Seattle Municipal Court  
Kailani DeVille, Manager, Seattle Municipal Court

# Seattle Office of Civil Rights

## WMBE Utilization - Consultant and Purchasing

Year	Consultant			Purchasing		
	Total	Percent	WMBE	Total	Percent	WMBE
2010	\$14,295	30%	\$4,295	\$95,175	30%	\$28,464
2011	\$72,000	0%	\$0	\$54,914	41%	\$22,264
2012	\$32,000	0%	\$0	\$97,752	45%	\$43,997
2013	\$83,906	0%	\$0	\$101,976	32%	\$32,478
2014	\$195,618	2%	\$3,675	\$87,626	48%	\$42,057
2015	\$202,280	2%	\$3,350	\$383,848	69%	\$265,872
2016	\$825,246	8%	\$62,202	\$120,180	72%	\$86,532
2017	\$875,828	9%	\$82,164	\$236,302	45%	\$107,382
2018	\$766,706	1%	\$11,380	\$81,967	49%	\$40,559
2019	\$377,695	0%	\$1,300	\$192,253	19%	\$36,593
2020	\$186,833	1%	\$1,200	\$69,900	24%	\$16,655
2021	\$147,619	26%	\$38,550	\$41,878	20%	\$8,329
2022	\$164,018	6%	\$10,350	\$86,898	18%	\$15,794
2023	\$1,373,125	3%	\$40,190	\$207,742	26%	\$53,190
2024 Q4	\$1,228,663	3%	\$39,860	\$94,572	32%	\$29,842

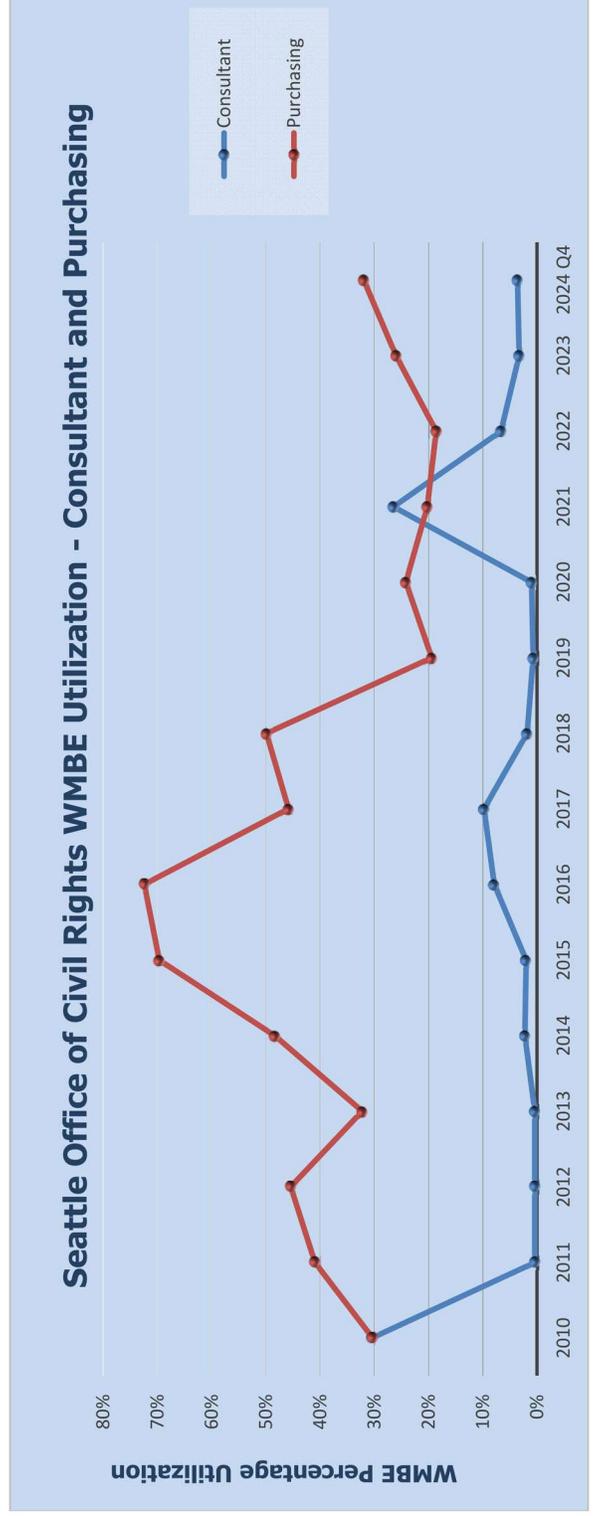
### 2024 Goals

**Consultant = 2%**

**Purchasing = 25%**

#### NOTES:

- 2024 year to date spend through 12/31/2024.
- Produced by PC/FAS
- Source: PeopleSoft 9.2
- Added \$1,952 to WMBE Purchasing spend and \$4,156 to total Purchasing spend for SmartCat spending.



## **OIR**

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

- **Consultant Contracts:**

OIR has several consultant contracts lined up for 2025. Our consulting budget is approximately \$500,645.00. However, about a quarter of this consulting budget will be spent on contracts with local agencies that we depend upon for funding (PSRC), lobbying organizations (Association of Washington Cities), among others.

**In 2025, OIR will strive to use WMBE contractors for at least 100% of consulting contracts.** One of our primary contracts in 2025 is a WMBE, and we plan to increase this even more so in 2026.

- **Purchasing:**

OIR is very conscious about purchases from WMBE businesses whenever possible. In 2025 we aim to achieve a similar purchasing rate as in previous year, hoping to achieve an effective purchasing rate of 100% or more from WMBE businesses. We plan to increase our WMBE purchasing more as we continue to slowly get back to normalcy.

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

Given OIR's small size and budgets, we do not have a structured plan in place for 2025. However, it is most likely when we do have events, we have been reaching out to the local WMBE communities with ways they can actively participate along the lines of the Mayor's WMBE plans.

OIR's goal is to quickly move towards paying all invoices within 30-days and for 2025 our goal is to reach 100% of those invoices paid within 90-days. Our main goal is to get any all invoices resolved and paid in full as quickly as possible. Currently we have been following-up with our accounting folks in FAS to ensure that all invoices are paid on time and accurately.



**Attachment A: 2025 WMBE Goals and Outreach Plan Information Request**

Please submit a memo with the following sections to [miguel.beltran@seattle.gov](mailto:miguel.beltran@seattle.gov) by **Feb. 14, 2025**. FAS will compile these responses into an annual WMBE goals document, which will be posted to the FAS external WMBE website.

1. **Office/department WMBE representative:** Each department is required to have one designated WMBE representative, although duties may be coordinated among several staff members. Please confirm the WMBE representative listed on [this chart](#) is correct. As a reminder, duties include:
  - Partnering with the department and City of Seattle procurement staff to conduct WMBE availability reviews of anticipated procurements and implement inclusion strategies.
  - Analyzing WMBE reports and taking corrective action, if needed.
  - Monitoring WMBE utilization, including contract compliance and subconsultant data in B2Gnow.
  - Monitoring prompt pay and coordinating with FAS and department staff to resolve issues.
  - Attending monthly WMBE Interdepartmental Team (IDT) meetings.
  - WMBE outreach: attending and hosting events, producing anticipated project/contract information, meeting with WMBEs and facilitating meetings with department decision-makers.
  - Keeping department leadership regularly informed about WMBE progress, strategies and issues.
  
2. **2025 goal setting:** Fill out the table below. Because 2025 spend plans may not be complete, use your best projections. 2025 goals should be either equal to or higher than 2024 goals. If you cannot meet this expectation, please explain.

2025 OIR WMBE Use Goals		
2025	Purchasing Goals	Consulting Goals
Percentage	100%	100%
WMBE spend	\$5,000.00	\$500,645.00
Total spend	\$5,000.00	\$500,645.00

3. **2025 outreach plan:** Summarize the strategies the department will undertake to reach 2025 WMBE goals. Focus especially on outreach and engagement work with the WMBE community, with emphasis on MBE contracting community, including:
  - Tactics the department will engage with (technical assistance, attending or holding events, creating materials, working with community organizations) to reach WMBE goals.
  - The biggest challenges in meeting WMBEs goal and how the department will address them.
  - How the department will build on biggest successes from 2024.
  
4. **Prompt pay:** All departments shall pursue a 95 percent compliance on prompt pay for consultant contracts. This means that the City shall pay prime contractors within 30 days of an accepted and properly prepared invoice. Please note 2024 actual prompt pay percentage and explain how the department will achieve 2025 goals.

# 2025 Women Minority Business Enterprise Goals and Outreach Plan

## Seattle Parks and Recreation

### **OVERVIEW**

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

### **Department Representation**

Natonia Tayag is the WMBE representative for SPR and leads shared responsibility and collaboration for the following activities for 2025:

- Partnering with department and City of Seattle procurement staff to conduct WMBE availability reviews of anticipated procurements and implement inclusion strategies.
- Analyzing WMBE reports and taking corrective action, if needed.
- Monitoring WMBE utilization including contract compliance and subconsultant data in B2Gnow.
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- Attending monthly WMBE Interdepartmental Team (IDT) meetings.
- WMBE outreach: attending and hosting events, producing anticipated project/contraction information, meeting with WMBEs and facilitating meetings with department decisionmakers.
- Keeping the department leadership regularly informed about WMBE progress, strategies and issues in collaboration with the SPR performance management team.

### **2025 Goal Setting**

SPR is increasing our purchasing (26%) and consulting (36%) goals for 2025. We were able to exceed both goals in 2024 and feel confident with these expanding goals that we can reach the new targets.

2025 Seattle Parks and Recreation WMBE Use Goals		
2025	Purchasing Goals	Consulting Goals
Percentage	26%	36%
WMBE Spend	\$5,480,632.04	\$3,551,897.88
Total Spend	\$21,079,354	\$9,866.383

\*Amounts are estimates; actual amounts may be different.

### **2025 Outreach Plan**

We will continue to actively engage division leadership and contract managers to communicate the SPR WMBE goal and work with them to identify how they will help contribute to achieving that goal through ownership by team leaders.

We will continue to invite vendors and consultants to register and self-identify as WMBE. We will also engage community organizations to help improve the development of strategies that improve outreach and information sharing. SPR will continue to engage professional organizations to engage WMBE members to build relationships and encourage participation in City of Seattle and SPR roster and project

solicitations. Members of our Planning & Capital Development and WMBE Advisement teams will also be participating in a Capital Consultant Connection Event in April 2025.

We will continue to prioritize outreach to historically underserved communities and WMBE businesses when we are soliciting concessionaires and recreational service providers. We will continue to build upon internal relationships in providing clarity on roles/responsibilities with our Finance and Planning Development & Maintenance teams to ensure we embed a culture of WMBE utilization while continuing to partner interdepartmentally to increase visibility and outreach activities.

**Prompt Pay**

For 2025, SPR will strive to pay 95% of our invoices within 30 days. A specific goal from our accounting team is to pay WMBE vendors in 12 days. We continue to address process and practices that will continue to prioritize prompt payments to include training staff on invoice process improvements as needed.

# 2025 Women Minority Business Enterprise Goals and Outreach Plan

## Seattle Parks and Recreation

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**Date:** February 21, 2025  
**To:** Miguel Beltran, WMBE and Contract Compliance Manager, FAS  
**From:** Melissa Wilke, OPCD  
 Catherine Blair, OPCD  
**Subject:** OPCD 2025 WMBE Goals and Outreach

Thank you for the opportunity to share some information about our department, our commitment to equity, and our continued efforts to support economic inclusion and contracting equity including women-and minority owned business (WMBE) utilization. Please see below for the requested information.

**Office/Department WMBE Representative**

Established in 2016, the Office of Planning and Community Development’s (OPCD) mission is to lead collaborative planning, advance equitable development, and create great places. OPCD works across City departments to assess community needs, prioritize resources, and develop a vision for how Seattle grows to ensure that we are coordinating and implementing our plans with a cohesive vision. Race and equity is the lens with which we conduct all our work.

Currently our office is working on a major update to the City’s Comprehensive Plan as well as several one-time grant-funded activities. OPCD also houses the Equitable Development Initiative (EDI), which has regular ongoing funding to address displacement and the unequal distribution of opportunities to sustain a diverse Seattle. EDI works directly with communities at high risk of displacement and low access to opportunity; these organizations are primarily nonprofits and therefore not included in OPCD’s WMBE payment data.

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

**2025 Goal Setting**

Per the 2024 Q4 WMBE Utilization Report, in 2024 OPCD exceeded its WMBE goal in Purchasing but not in Consulting.

	Purchasing		Consulting	
	%	\$	%	\$
2024 WMBE Use Goal	20%	\$6,000	30%	\$1,500,000
2024 WMBE Use Actuals	28%	9,477	16%	\$994,019

OPCD made several large payments to escrow firms on behalf of EDI grantees in 2024. Because the escrow payments are made from account 541130, we believe this may be considered consultant spend and is therefore contributing to the lower WMBE consulting spend for OPCD. Since the escrow transactions are directly related to our work with our Equitable Development Initiative (EDI) non-profit

grantees, we would like to explore the possibility of excluding EDI division escrow payments in 2025 WMBE reporting.

OPCD’s overall purchasing spending will decrease in 2025 due to a decrease in outreach activities for the Comprehensive Plan, so we are setting a goal to maintain our 2024 percentage of 28%. We will recommit to our original 2024 consulting goal of 30%.

<b>2025 OPCD WMBE Use Goals</b>		
<b>2025</b>	<b>Purchasing Goals</b>	<b>Consulting Goals</b>
Percentage	28%	30%
WMBE spend	\$5,600	\$450,000
Total spend	\$20,000	\$1,500,000

**2025 Outreach Plan**

With the Online Business Directory (OBD) transitioning into OpenGov in 2025, we will need to re-engage team members who manage consultant contracts to ensure that they know how to search for WMBE providers in the new system and how to ensure that prime consultants are entering payment data in B2Gnow. At a minimum this could include sharing out available trainings, but we could also share information at an all-staff meeting or set up some in-depth discussion time with members of the City’s WMBE team. We would also be interested in hearing from other departments about recommended WMBE contractors providing services like graphic design or printing.

We also anticipate needing to re-engage with vendors to ensure that they accurately update their WMBE information in OpenGov.

Finally, we will continue engaging with the WMBE team to ensure that WMBE data for consultants reporting on federal DBE requirements is also accounted for in B2Gnow.

**Prompt Pay**

From the WMBE Utilization Report through 2024 Q4, OPCD has the following data for on-time payments:

- Consultant roster: 97% on-time payments
- Consultant contracts: 95% on-time payments
- Total: 96% on-time payments

While we are pleased to have met the City’s minimum requirement for on-time payments, we would like to further increase this percentage in 2025 and are exploring strategies for minimizing delays in processing consultant invoices. We would be interested in connecting with other similarly sized divisions to discuss what approaches have helped reduce payment delays.

Last year we filled Catherine Blair’s position of Sr. Finance Analyst which has improved our office’s overall capacity to manage contracts and invoices. Catherine has been supporting OPCD’s state and federal grant funded spending with weekly check-ins and reviews of invoices, including weekly updates and reminders, and coaching/trainings on processing invoices.

# SEATTLE POLICE DEPARTMENT

**DATE:** February 20, 2025  
**TO:** Miguel Beltran  
**FROM:** Brian Maxey, Chief Operating Officer   
**SUBJECT:** 2025 WMBE Goals and Outreach Plan Information

**1. Seattle Police Department WMBE Representative**

Valarie Anderson  
(206)733-9315  
[Valarie.anderson@seattle.gov](mailto:Valarie.anderson@seattle.gov)

**2. Goal setting: 2025**

2024 SPD WMBE Use Goals		
2024	Purchasing Goals	Consulting Goals
Percentage	10%	25%
WMBE Spend	\$2,000,000	\$750,000
Total Spend	\$20,000,000	\$3,000,000

**3. 2025 outreach plan**

The strategies that the Department will use in 2025 to meet WMBE goals include:

1. Verify that SPD WMBE vendors in use are registered on the Online Business Directory as WMBE and are being reported correctly on the monthly WMBE reports.
2. Ensure that Non-Profit and Governmental agencies are appropriately identified, and the correct account coding is used when paying the vendors
3. Utilize Open Gov platform to identify potential WMBE vendors for SPD commodities
4. Arrange for staff to attend the Regional Contracting Forum.
5. Continue attendance at monthly City WMBE IDT meetings.
6. SPD's Grants and Contracting Unit will provide a list of WMBE vendors for end-users to contact when first approached about the need to generate Consultant Contracts.

**4. Prompt pay**

In 2024, the Seattle Police Department achieved 63% compliance with “on-time payment” for Consultant Contracts and Consultant Roster Contracts. In 2025, SPD has added a new team member to the Accounts Payable group who is dedicated to processing Consultant Contract and Consultant Roster Contracts payments to ensure meeting the 95% prompt pay city-wide goal.

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

# SEATTLE POLICE DEPARTMENT

**DATE:** February 20, 2025  
**TO:** Miguel Beltran  
**FROM:** Brian Maxey, Chief Operating Officer   
**SUBJECT:** 2025 WMBE Goals and Outreach Plan Information

**1. Seattle Police Department WMBE Representative**

Valarie Anderson  
(206)733-9315  
[Valarie.anderson@seattle.gov](mailto:Valarie.anderson@seattle.gov)

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



## 2025 Seattle Center WMBE Outreach Plan

1. **Departmental WMBE Representative:** Christian Mower

2. **2025 Goal Setting**

2024 Seattle Center WMBE Utilization Goals		
2025	Purchasing Goals	Consulting goals
Percentage	25%	32%
WMBE spend	\$1,500,000	\$640,000
Total spend	\$6,000,000	\$2,000,000

3. **2025 Outreach Plan**

Ongoing outreach and processes:

- Our departmental WMBE team will continue meeting quarterly to review utilization results to date, strategize about ways to address shortfalls, and identify process improvements.
- We will distribute regular WMBE utilization reports and share Prompt Pay reports to departmental Leadership Team members. We will inform these team members and others involved with purchasing/contracting about the new, regularly updated WMBE dashboard once it is live.
- We will continue to share information with staff and instruct financial decision-makers in ways they can better support WMBE firms.
- WMBE Advisor will continue connecting WMBE firms with relevant Seattle Center staff/divisions.

Near term goals and process improvements (2025):

- Our Capital Projects team have begun early identification of 2025 consultant needs and opportunities for WMBE participation, including on-call contract solicitations for highly utilized specializations that are expected to be initiated this year.
- Building on 2024, we will have an increased focus on the 2025 Reverse Vendor Fair, with participation from multiple Department divisions.
- Following Department review of materials, we will require staff involved with purchasing and contracting to take the upcoming WMBE-specific training, which is anticipated to roll out in the coming months.

- We are hosting the annual Women in Trades Career Fair on 5/2/2025 at Fisher Pavilion, with Seattle Center facilities and maintenance staff scheduled to participate.

Long term strategizing (2025 and beyond):

- Discuss large projects/needs on the horizon and strategize on WMBE opportunities and outreach.

#### **4. Prompt Pay**

Seattle Center achieved a 97% consultant prompt payment rate for 2024. We continue efforts to improve processes and issues that cause delays. In 2025, we will continue to focus on the processes that allow for speedy invoice approval and payment. We hope to once again exceed the 95% prompt pay goal for 2025.



February 26, 2025 *Lily Keeffe*

**TO**

Miguel Beltran, Finance and Administrative Services (FAS)

**FROM**

Lily Keeffe, Procurement Equity and Supplier Management Advisor

**SUBJECT**

Seattle City Light 2025 WMBE Strategic and Outreach Plan

Seattle City Light (“City Light”) is submitting this 2025 WMBE Strategic and Outreach Plan to the Mayor’s Office and Finance and Administrative Services as requested by Kiersten Grove, Acting Department Director, Facilities and Administrative Services (FAS) from each City department by February 26, 2025. The following sections respond in detail to the topics listed in the memo, Attachment “A,” and will include additional relevant information on the utility’s WMBE program.

**CITY LIGHT DEPARTMENT REPRESENTATIVE**

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

**2025 WMBE GOALS**

City Light’s aspirational goals for **purchasing** and **consulting** expenditures in 2025 are **22% and 21%**, respectively.

2025 CITY LIGHTS WMBE GOALS		
2025	Purchasing Goals	Consulting Goals
WMBE Spend %	22%	21%
WMBE Spend \$	\$ 32,414,666.59	\$ 13,175,271.90
Total Spend	\$ 147,339,394	\$ 62,739,390

In **2024**, we set an ambitious purchasing goal of 22%. While we made significant strides, we reached 19%—just shy of our target—primarily due to fewer updates to blanket contracts and the increased reliance on 'piggyback' contracts with limited WMBE representation. For 2025, we are reaffirming our 22% goal with a more strategic and sustainable approach to ensure success. We are confident that we will achieve and sustain this target by reinforcing key areas. Our plan includes:

- **Strengthening collaboration with FAS** to update expired blanket contracts, increasing opportunities for WMBE participation.
- **Expanding outreach efforts** to actively engage and support more WMBEs in competing for City contracts.
- **Encouraging City Light end-users** to include WMBE quotes in their one-time small purchase requests/direct vouchers for goods and services.

In **2023**, the WMBE participation rate for consulting stood at **17%**. Committed to fostering equity and inclusion, our organization aims to increase this rate by **5%** over **the next three years**, reaching **22%**. In **2024**, we met and exceeded our WMBE spending goal by an impressive **22%**, demonstrating our dedication to meaningful progress. Building on this momentum, we are raising our consulting participation goal to **21%** for **2025**—setting a SMART, achievable target that drives sustainable impact and continued growth for WMBE businesses.

## **2025 OUTREACH PLAN**

As a department within the City of Seattle, we are committed to advancing diversity, equity, and inclusion across all facets of our operations, including procurement and contracting. Our Women and Minority Business Enterprises (WMBE) engagement plan is designed to increase WMBES participation in utility projects and contracts, fostering economic growth and opportunities for historically underrepresented businesses. A structured and strategic approach is essential to increasing WMBE participation in utility projects and contracts. Here’s a breakdown of key outreach and engagement strategies that can drive meaningful inclusion.

### **External Stakeholder Engagement:**

For more than a year, City Light’s WMBE Advisor has been conducting one-on-one meetings with WMBEs upon request to understand their needs and identify opportunities for engagement. In 2025, the Advisor aims to establish a more structured and proactive dialogue with the WMBE community—individually and through targeted training sessions—to enhance their capacity, align their offerings with organizational needs, and ultimately increase WMBE utilization.

City Light will continue to establish a regular dialogue with representatives from the WMBE community, mainly focusing on engaging Minority Business Enterprises (MBEs). This engagement will involve listening through one-on-one meetings with WMBE firms (office hours), benchmarking with other City departments, such as Seattle Public Utilities (SPU) and Seattle Department of Transportation (SDOT), and Finance Administration Services (FAS), to identify standard policy and process issues to improve success in contracting with WMBE firms and forums to understand the unique needs and challenges MBEs face in contracting.

To strengthen engagement with the WMBE community, particularly Minority Business Enterprises (MBEs), the organization will establish a regular dialogue with WMBE representatives. This initiative will leverage insights gathered through one-on-one meetings with WMBE firms (office hours) and benchmark best

practices with other City departments, such as Seattle Public Utilities (SPU), Seattle Department of Transportation (SDOT), and Finance and Administrative Services (FAS), as well as external agencies. By incorporating feedback from these engagements, the organization aims to identify and revise standard policies and processes that may pose barriers to WMBE participation. Additionally, dedicated forums will be established to gain a deeper understanding of the unique challenges MBEs face in contracting, ensuring more equitable opportunities and improved success in securing contracts.

### **Internal Stakeholder Engagement:**

To successfully increase WMBE participation in utility projects, City Light will continue to proactively integrate WMBE program awareness into its internal operations, ensuring staff, managers, supervisors, and departments fully understand its goals and strategic importance. This initiative will be embedded in new staff onboarding, business unit monthly meetings, and dedicated internal WMBE training sessions to cultivate a culture of inclusion and accountability. Our first WMBE training course is scheduled for February 19, 2025. Additionally, City Light will continue to facilitate direct introductions between project managers and qualified, vetted WMBE firms, creating opportunities for collaboration on upcoming utility projects. By fostering ongoing dialogue, equipping decision-makers with the necessary tools, and embedding supplier diversity into everyday business practices, City Light aims to break down barriers, enhance equitable contracting opportunities, and significantly increase WMBE participation in its projects.

### **Targeted Outreach:**

To increase WMBE participation in utility projects, City Light will continue implementing a targeted outreach strategy to foster strong relationships and expand contracting opportunities for Minority Business Enterprises (MBEs). The department will actively participate in MBE-focused events, workshops, and networking sessions to connect with WMBE firms and ensure they are informed about upcoming opportunities.

Additionally, City Light will organize dedicated outreach events, such as meet-and-greet sessions for MBE suppliers and specialized engagements to support architecture and engineering firms in securing contracts for capital projects. Through strategic collaboration with small businesses and WMBE resource and technical assistance providers, City Light will equip firms with the knowledge, tools, and connections necessary to successfully compete for and secure contracts. These efforts will drive greater inclusion, break down barriers, and enhance WMBE participation in utility projects.

### **Capacity-Building Workshops/technical assistance:**

1. City Light will continue to partner with Ascend at the University of Washington's Foster School to provide workshops and training sessions that equip WMBEs with the skills and knowledge needed to compete successfully for department contracts. Ascend Seattle, a 10-session business management education program developed by the UW Consulting and Business Development Center (CBDC), is designed to foster the growth of small minority- and women-owned businesses. Grounded in cutting-edge research from the Foster School of Business, the program is built on

the M3 Model—providing participants with critical access to Management, Markets, and Money. Through this partnership, WMBEs gain valuable resources, including networking opportunities, contracting prospects, and financial guidance, empowering them to navigate challenges, strengthen their businesses, and achieve long-term success in the utility sector." In 2025, City Light will sponsor 8 (eight) WMBE firms to participate in a 10-week management education training program and 4 (four) WMBE firms to participate in the business management consulting program.

2. City Light will conduct a pilot **WMBE Procurement Training Initiative** teaming up with our Project managers that manage Solar Community, Trade Ally, lighting lab programs, SDOT, and SPU in Q3 or Q4 to help WMBEs and small businesses successfully navigate the procurement process. This initiative will provide structured training, hands-on support, and direct engagement with procurement contract specialists and WMBE Advisors to ensure WMBEs understand how to identify contract opportunities, submit competitive bids, learn about City Light's Expertise-Based Project Delivery (XPD) RFP process, how to navigate OpenGov the procurement solicitation system and meet compliance requirements.

**Subcontracting Opportunities:** City Light will continue to identify and expand subcontracting opportunities within significant capital programs, including pole replacement, energy efficiency, and transportation electrification, as well as essential commodities that support project success. The WMBE team will take a proactive approach, working directly with project managers leading emergent green energy initiatives, such as residential and commercial energy efficiency programs and electric vehicle charging infrastructure. By fostering early engagement and integrating WMBEs into these critical projects, City Light aims to enhance supplier diversity, create equitable business opportunities, and support the transition to a more sustainable energy future. To further support WMBE participation, City Light will publish a procurement forecast on our external-facing website, providing visibility into upcoming subcontracting opportunities and allowing businesses ample time to prepare.

**The Ascend Program matchmaking events are part of City Light's capacity-building workshops and training for WMBEs;** we will integrate the Ascend Program matchmaking event to foster direct engagement between Ascend participants, City Light decision-makers, and project managers. This event, scheduled for June 2025 at our office, will create valuable networking opportunities, connecting WMBEs with key procurement leaders to explore business opportunities, showcase capabilities, address concerns, and discuss potential contracts or partnerships. By facilitating these direct interactions, City Light aims to strengthen supplier diversity, enhance WMBE participation, and create meaningful pathways for success in utility contracting.

**Transparent Communication:** City Light will enhance clear and transparent communication channels to effectively share information about WMBE program initiatives, contracting opportunities, and procurement processes. Ensuring external stakeholders, including the WMBE community, and internal stakeholders, such as City Light staff, are well-informed and engaged is a priority. Key strategies will include regular newsletters, WMBE Procurement Training Initiative for WMBEs, targeted WMBE outreach events, dedicated training sessions for internal staff, and prominently featured WMBE content on City

Light's external website and internal intranet. Additionally, City Light will enhance transparency in the contracting and procurement process by openly sharing information on upcoming opportunities, procurement requirements, and best practices for competing contracts. By fostering accessibility, clarity, and collaboration, City Light aims to drive meaningful progress in increasing WMBE participation and creating equitable business opportunities.

**Partnerships and Collaborations:** City Light will continue strengthening partnerships and collaborations with WMBE advocacy organizations, including TABOR 100, chambers of commerce, and business development agencies such as the Minority Business Development Agency at the City of Tacoma. By leveraging the expertise and networks of these organizations, City Light will enhance support for MBEs through joint initiatives, resource-sharing, and co-hosted events designed to maximize outreach and engagement. These strategic collaborations will help connect WMBEs with critical opportunities, expand their access to contracting prospects, and provide the necessary support to compete successfully in the utility sector.

**Gathering Feedback:** To increase WMBE participation in utility contracts and projects, City Light, in partnership with Seattle Public Utilities (SPU) and the Seattle Department of Transportation (SDOT), established a forum in Q4 2023 to share updates, challenges, and success stories in managing the WMBE program. In 2024, this consortium of large capital departments will distribute a survey to WMBE vendors to gain deeper insights into their experiences working with the City of Seattle. The feedback gathered will be instrumental in refining outreach strategies, enhancing program effectiveness, addressing barriers to participation, and ensuring that WMBEs have greater access to contracting opportunities and support. Looking ahead to 2025, City Light will also actively participate in the Pro-Equity Collaboration Forum, a consortium of state and local agencies, such as SDOT, WSDOT, the Department of Enterprise Service, Sound Transit, the City of Tacoma, and more dedicated to advancing supplier diversity. This forum provides a platform for sharing best practices, discussing challenges, and learning from each other's efforts in supplier diversity across various jurisdictions, including public works construction and goods and services procurement. By engaging in this broader collaboration, City Light aims to strengthen its supplier diversity strategies, align with industry-leading practices, and create more inclusive and equitable contracting opportunities for WMBEs.

In 2025, we are committed to enhancing and expanding these initiatives to maximize impact, foster more significant equity, strengthen supplier diversity, and drive meaningful progress toward achieving our WMBE goals.

#### ***a) Technical Assistance and Continued Successes***

Since 2008, City Light has partnered with the UW Consulting and Business Development Center to provide technical assistance and resources that help WMBEs thrive in the electric utility sector. In 2024, City Light invested \$97,700 in this partnership to deliver targeted support and expand opportunities for WMBEs. This collaboration reflects the department's commitment to advancing

supplier diversity and promoting the City's Equity in Contracting policy within minority- and women-owned business communities.

City Light actively supports three key programs through its partnership with UW:

- Ascend-Seattle – Ascend Seattle accelerates WMBE growth through management education, strategic planning, and CEO-to-CEO networking. This six-month program follows the M3 model, connecting CEOs with market partners like Seattle City Light for contracting opportunities and access to capital. Participants include businesses in Clean Energy and Commercial Construction City Light, which sponsors eight WMBEs.
- Business Management Consulting—The Center drives business growth by pairing Foster School students with corporate executives to provide hands-on consulting. Students apply classroom knowledge to develop business plans, financial analyses, and marketing strategies for companies in underserved communities, helping them improve competitiveness and profitability. In 2024, City Light sponsored four MBEs.
- Western Utility Supplier Development Consortium – The Consortium, which comprises utility agencies from Washington, Oregon, California, Idaho, and the Federal Government (Bonneville Power), helps City Light expand supplier diversity by identifying potential diverse suppliers and best practices from other power utilities. This collaboration supports historically underrepresented businesses by sharing best practices, providing technical assistance, and offering sourcing recommendations. In 2024, the Consortium focused on addressing supplier diversity challenges by gathering industry practitioners' insights. Key findings highlighted the need for more substantial leadership commitment to supplier development and better alignment between supplier diversity and broader procurement strategies. These efforts aim to enhance contracting opportunities and foster long-term business growth.

## ***b) Success Story***

- Through the UW Ascend program, **Concord Engineering** connected with City Light Project Managers and seized new opportunities. Leveraging this relationship, the company secured multiple City Light projects as a prime and sub-consultant. Today, Concord Engineering holds several consultant contracts with City Light, demonstrating its growing expertise and competitive edge.
- After more than a decade of pursuing opportunities with the City of Seattle, **Ato Apiafi LLC**, an architectural firm and UW Ascend participant, finally broke through. During our targeted Capital Consultant Connection event last year, the firm connected with City Light project managers—a transformative opportunity. As a direct result, Ato Apiafi LLC secured contracts with Parks & Recreation and City Light, providing

consulting services to City Light's facility group. This milestone highlights the power of strategic connections and perseverance in unlocking new opportunities.

- Through strategic collaboration between the Procurement Equity and Supplier Management Advisor and our project manager, **DEI Strategies LLC** secured a pivotal direct-select contract to support the WMBE program. This achievement underscores the company's expertise and commitment to equity-driven initiatives and highlights the power of intentional partnerships in creating meaningful opportunities for diverse suppliers.
- **Troy Consulting LLC** turned a networking opportunity into a game-changing success. After attending our targeted outreach event, 'A Capital Consultant Connection,' last year, the firm connected with City Light project managers—opening the door to new possibilities. As a direct result, Troy Consulting LLC secured a direct-select contract with City Light, demonstrating the power of strategic engagement and positioning the firm for continued growth in the industry

### **c) Outreach Events**

Each year, our organization actively participates in and supports local partners, including the University of Washington-Ascend Program, Tabor 100, Business Impact NW, Northwest Mountain Supplier Diversity Council, National Association of Minority Contractors, Women Business Network, Minority Business Development Agency, Association of Women and Minority Enterprises (AWMB), and Northwest Minority Builders Alliance (NWMBA). Additionally, we continue to engage in key industry events such as Alliance Northwest, the Regional Contracting Forum (an annual Washington State contracting event), the Department of Defense's outreach initiatives, the Regional Reverse Vendor Trade Show (the City of Seattle Vendor Summit), the University of Washington's supplier diversity efforts, the Ascend National Conference, and Tabor 100; this list is not exhaustive.

Through these strategic outreach efforts, we have seen a measurable impact on increasing the participation of WMBE firms in public and private sector contracting opportunities. This year, furthering our commitment to fostering diversity and inclusion, City Light, SPU, SDOT, and FAS will host an annual WMBE-centered event on April 4th at the Langston Hughes Institute. This event will focus on capital consultant services and serve as a critical platform for WMBE firms to connect directly with decision-makers from all City Capital Departments, including project managers, prime consultants, contractors, and the city's WMBE and Equity advisors and procurement staff. By facilitating meaningful engagements with WMBE-Architect and Engineering firms specializing in areas such as surveying, environmental services, construction management, and public outreach consulting, we aim to expand opportunities and strengthen the participation of WMBE firms in city projects

## d) **Challenges**

To drive meaningful change and influence hearts and minds, it is essential to maintain a consistent message and implement policies that align with the program's mission and vision. In a data-driven program, adapting based on insights is critical. The data consistently shows that BIPOC communities, including WMBEs, remain disproportionately impacted. This underscores the urgent need for City Light to address these disparities and advocate for policy shifts at the city level that create equitable opportunities and tangible benefits for the BIPOC community. By leveraging data to inform decisions and drive systemic changes, City Light can play a pivotal role in shaping a more inclusive and equitable future.

## e) **Plan**

- We are committed to fostering inclusiveness and expanding opportunities for WMBE suppliers, employees, and stakeholders. To support this, we host networking events, workshops, and forums that connect WMBE businesses with industry leaders, procurement decision-makers, and peers. These gatherings provide valuable insights, mentorship, and resources for business growth while addressing the unique challenges WMBEs face. Beyond these events, we continuously enhance connectivity through mentorship programs, matchmaking sessions, and supplier roundtables. We aim to strengthen WMBE participation, create contracting opportunities, and drive equitable economic growth. Since last year, City Light has collaborated with SPU, SDOT, FAS, and Parks to host the Capital Consultant Connection Open House. This event connects consultant firms with Seattle's capital department staff, Project Managers, and prime vendors, fostering new business relationships. Over 200 consulting firms, including WMBEs, attended, engaging directly with the City Light Project Managers and decision-makers.
- To support our commitment to fostering an inclusive workplace, we will recognize and spotlight individuals and teams actively contributing to our diversity and inclusion goals. The outstanding contributions will be featured in our newsletter and Kudos Board.
- We are committed to fostering an inclusive and diverse work environment through education and engagement. To support this effort, we are launching a series of training sessions and workshops designed to equip employees, particularly project managers and end users—with a deep understanding of supplier diversity. These sessions will highlight the significance of our WMBE (Women- and Minority-Owned Business Enterprise) program and its alignment with organizational goals. The training will cover critical topics such as unconscious bias, cultural competency, inclusive leadership, and the business case for diversity. Our inaugural WMBE training was conducted on February 19, 2025, and over 40 project managers and decision-makers were invited to participate. This initial session specifically targets those working closely with vendors and suppliers, including WMBEs, ensuring they have the knowledge and tools to drive meaningful

engagement. We plan to expand the WMBE training to a quarterly schedule in Q4, aiming to reach **all staff members**. We foster a more inclusive supply chain and strengthen our commitment to supplier diversity by embedding these principles into our organizational culture.

- We encourage project managers and City Light staff to engage WMBE firms in direct select contract opportunities and small purchases (Direct vouchers). We actively promote contracting equity by incorporating at least one quote from a WMBE firm in the procurement process. Direct select or small purchases provide a low-barrier entry point for WMBE firms to access city contracts and procurement opportunities. These contracts may be less competitive and have more straightforward procurement procedures, making it easier for WMBE firms to participate. Here is the 2024 consulting contract expenditure data, highlighting the disproportionate utilization of WMBE firms. The data reveals disparities both in comparison to non-WMBE firms and within the WMBE group itself, showing the uneven distribution of contracts among WMBE vendors:
  - **78.65 %** with non-WMBEs
  - **1.03%** African American-owned businesses
  - **9.61%** with Asian-owned businesses
  - **9.20%** with White women-owned businesses
  - **0.37%** with Hispanic-owned businesses
  - **1.05%** with Native American-owned businesses
- We will continue leveraging data analytics to improve WMBE utilization tracking, strengthening our ability to assess progress and enhance the effectiveness of our WMBE program.
  - Tier 1 WMBEs (direct contractors) will be monitored through an improved Tableau dashboard, providing real-time insights into participation and impact.
  - Tier 2 WMBEs (subcontractors) will be tracked via B2Gnow, ensuring accurate reporting and accountability from prime consultants, with support from project managers and strategic advisors. i.e., include a WMBE advisor in every project's kick-off meeting and share the importance of tracking utilization B2Gnow.

By utilizing data-driven insights, we can identify gaps, measure progress, and implement targeted strategies to increase WMBE participation effectively. These enhancements will drive accountability, transparency, and long-term supplier diversity success.

- City Light will continue working with the FAS to expand and diversify the pool of blanket contract vendors, ensuring equitable opportunities for WMBEs. Blanket contracts account for 19.87% of our department's purchasing expenditure, yet spending remains disproportionately low for the least utilized businesses.

- **1.46%** spent with African American-owned businesses
- **2.69%** % with Asian-owned businesses
- **9.48%** with White women-owned businesses
- **0.65%** with Hispanic-owned businesses
- **4.38%** with Native American-owned businesses
- **8.66%** with white women-owned business

To increase WMBE participation, we must first clarify how many least-utilized businesses hold blanket contracts with the City and ensure this data is shared across all City departments. We can then implement strategic actions to boost WMBE engagement in utility projects and contracts by improving transparency, identifying gaps, and working collaboratively to remove barriers.

- City Light will continue to work on developing partnerships between prime contractors and subcontractors and providing meaningful technical assistance provided by the UW Ascend Program, Tabor 100, and Business Impact Northwest to ensure smaller firms have the capacity needed to collaborate with larger companies.
- Utilizing the OpenGov feature, we will evaluate the effectiveness of our targeted WMBE outreach and meet-and-greet events by tracking attendance, participation in RFPs/RFQs, and the number of WMBE firms awarded contracts

## **PROMPT PAY**

City Light is committed to improving payment processing efficiency, aiming to achieve a 95% payment rate to vendors within 30 days of receiving an accepted and adequately prepared invoice. Over the past three years, we have made steady and meaningful progress in expediting payments to WMBE consultant vendors. In 2022, only 48% of consultant contracts were paid within 30 days. This increased to 62% in 2023 and improved to 63% in 2024. While there is still work to be done, these continuous improvements reflect our dedication to streamlining processes and ensuring more timely payments to WMBE vendors, specifically for consultant contracts. City Light actively reviews procedures to identify and eliminate barriers to timely consultant payments. We are conducting a root cause analysis to understand better and address internal challenges preventing us from achieving our goal of 95% prompt payments.

The three primary factors contributing to delays in WMBE consultant payments are (1) the need for project managers to understand payment procedures better, (2) the challenges WMBE firms face in submitting clear and accurate invoices or documentation, and (3) staffing shortages that impact processing times. By addressing these issues, we aim to streamline payment processes, reduce delays, and ensure more efficient and equitable payment practices.

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

1. To address these challenges, we are committed to clearly outlining payment terms and policies for WMBE vendors, ensuring they know when and how they will be paid. Through the WMBE Procurement Training Initiative, we will educate vendors on payment processing and proper invoice submission, helping them navigate the system more efficiently. A clear understanding of procurement and accounts payable processes is key to improving operations and building strong vendor relationships. Enhance vendor relationship management: The Procurement Equity and Supplier Management Advisor (WMBE Advisor) is the point of contact for WMBE vendors regarding vendor inquiries and provides support related to invoice submission and payment status. Q4
2. Mandatory project manager training focused on invoice accuracy, compliance, and timely submission, enforcing pre-submission checklists and deadline tracking, leveraging automated invoice systems for real-time monitoring, fostering cross-department collaboration to resolve payment bottlenecks, and continuously evaluating training effectiveness through KPIs and consultant feedback, ensuring compliance, vendor trust, and the elimination of delays that impact WMBE consultants and risk financial penalties. Q4
3. The contract and Procurement team is conducting a data-driven invoice assessment to identify the root causes of payment delays for WMBEs and non-WMBEs. They are also implementing process improvements, automation, and training and tracking progress through KPIs to ensure efficiency, compliance, and stronger vendor relationships. We are expanding our efforts to monitor compliance to strengthen accountability and improve payment efficiency. (On-going)
4. In 2023, we launched dashboards to track prompt payment metrics for each flow org across the department. In 2025, we will enhance these dashboards by regularly analyzing consultant contract AP payment data, identifying trends, and addressing potential bottlenecks. This proactive approach will increase visibility, raise awareness, and ensure departments take concrete steps to improve payment timelines and meet prompt payment goals. (On-going)
5. We are strengthening the procurement and accounts payable collaboration to improve payment efficiency and reduce delays. Our contract and procurement team, including the WMBE Advisor, has established strong relationships with key personnel in the accounts payable department to help expedite payments. By maintaining regular communication—through weekly check-ins and ongoing reviews—we proactively identify bottlenecks, address issues promptly, and implement process improvements. This continuous engagement ensures a smoother payment process, enhances service efficiency, and reinforces our commitment to timely vendor payments. (On-going)





## 2025 SEATTLE DEPARTMENT OF HUMAN RESOURCES

### WMBE GOALS AND OUTREACH PLAN

#### 1. Department Representative for 2025:

Angela Kim-Wen

#### 2. 2025 Goal Setting:

2025 SDHR WMBE Use Goals		
2025	Purchasing Goals	Consulting Goals
Percentage	3.0%	20.0%
WMBE spend	\$450,000	\$220,000
Total spend	\$15,000,000	\$1,100,000

#### 3. 2025 Outreach Plan

In 2025, SDHR allocated its consultant contract spending across three key areas: support for City healthcare benefits, process improvements, and training. While our overall budget will increase due to rising costs related to healthcare benefits, a disproportionate share of our spending is tied to these services, where the pool of available suppliers is limited and does not include many WMBE providers. Additionally, the reassignment of the Fire and Police Exams unit to another department, will shift a portion of past WMBE contracting opportunities outside of SDHR, making it more challenging to meet our WMBE goal. However, despite these constraints, we will maintain our WMBE participation goals at the same level as last year and remain committed to seeking WMBE providers whenever possible. Our plans include engaging WMBE suppliers to support leadership coaching for the Department.

To support this commitment, we encourage employees to utilize the Online Business Directory to identify WMBE suppliers. All project managers have completed Race and Social Justice and Racial Equity Toolkit training, reinforcing our organization-wide understanding of the importance of engaging WMBE businesses. Additionally, SDHR has cultivated strong relationships with several WMBE consultants, whom we have engaged repeatedly over the years.

# 2025 WMBE GOALS AND OUTREACH

## 4. Prompt Pay

In 2024, 100% of SDHR payments to consultants were paid within 30 days of invoice receipt. Given our success, we will strive to pay at least 98% of our invoices on time in 2025. This is higher than the aspirational goal of 95% per Executive Order 2019-06: Economic Inclusion and Contracting Equity.



**MEMORANDUM**

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

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

**DATE:** February 19, 2025

**SUBJECT:** SDCI 2025 WMBE Goals and Outreach Plan

The Seattle Department of Construction and Inspections (SDCI) is committed to ending racial disparities in contracting and purchasing. We will strive to improve upon our WMBE utilization rate for purchasing and repeat our rate for consultant contracting from last year. Below, pursuant to the Mayor’s Executive Order and SMC 20.42.60, we have identified SDCI’s 2025 purchasing and consulting goals and annual work plan.

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

**2025 Goals:** SDCI’s 2024 WMBE utilization goals were 29% for purchasing and 48% for consulting. Actual 2024 4<sup>th</sup> quarter utilization rates were 45% for purchasing and 78% for consulting. SDCI’s consulting WMBE utilization rate remains consistently higher due to our commitment to contracting with women and minority-owned businesses and our continued focus on utilizing WMBE Blanket Contract Suppliers opposed to non-WMBE Suppliers. SDCI will maintain previous utilization goals of 29% for purchasing and 48% for consulting in 2025, with a clear focus on once again surpassing those goals. In addition to utilizing WMBE consultants, SDCI annually executes approximately 14 MOA contracts with non-profit community organizations assisting with tenant outreach, education, organizing, and other services targeting underprivileged & immigrant communities. In 2024, these MOA contract payments from SDCI’s Code Compliance program totaled \$3,389,634.63.

Seattle Department of Construction and Inspections WMBE Use Goals and Actuals				
2024	Purchasing Goals	Purchasing Actuals	Consulting Goals	Consulting Actuals
Percentage	29%	45%	48%	78%
WMBE spend	\$327,659.11	\$508,693	\$981,481.92	\$1,585,913
Total spend	\$1,129,859	\$1,129,859	\$2,044,754	\$2,044,754
2025 Seattle Department of Construction and Inspections WMBE Use Goals				
2025	Purchasing Goals		Consulting Goals	
Percentage	29%		48%	
WMBE spend	\$327,659.11		\$981,481.92	
Total spend	\$1,129,859		\$2,044,754	

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

**Outreach Events:** SDCI participated in one FAS sponsored in-person outreach event: the Regional Contracting Forum on 9/2/2024. The SDCI Contracts Lead will continue to work with our Change Team and our Anti-Racist Task Force to create a strategic plan and host and attend virtual events in support of increasing use of WMBE vendors.

**Implementing Prompt Pay:** SDCI has increased efforts to communicate the importance of prompt payment for general goods and non-consultant vendors, as well as for consultants. The majority of our invoices are e-mailed to our [sdci\\_accounts\\_payable@seattle.gov](mailto:sdci_accounts_payable@seattle.gov) in-box. SDCI adheres to using updated contract boilerplate templates that include prompt pay requirements and commits to increasing efforts to release payment within 30 days of a proper invoice. For 2024, SDCI's 4<sup>th</sup> quarter prompt pay percentages were 98% for total contracts paid on time with 2% Total Contracts paid after 30 days of invoice, 2% late for Consultant Roster invoices, and 1% late for Consultant Contracts. SDCI Accounts Payable is diligently working with vendors and consultants to send timely invoices, and with payment authorizers to timely approve and forward invoices in order to meet invoice payment due dates. We continue to promote prompt pay and seek to remedy payments that are not timely. Using Adobe Sign has helped to meet prompt pay initiatives, and we continue to reach-out to regular vendors to encourage registering for ACH payment options as we continue working in a telework environment, in addition to directing SDCI invoice approvers to access Adobe Sign to expedite the payment approval process.

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

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

**Date:** February 11, 2025

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

**From:** Adiam Emery, Interim Director, Seattle Department of Transportation

**Author:** Christina Guros, Contracting Equity Advisor

**Subject:** 2025 SDOT WMBE Goals and Strategic Outreach Plan

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## Introduction

The Seattle Department of Transportation (SDOT) supports and works to achieve the commitments of Mayor Bruce Harrell's Executive Order 2023-07<sup>1</sup> and the City's pledge to advance contracting equity. In 2024, approximately 17% of SDOT purchasing and 33%<sup>2</sup> of SDOT consulting dollars went to Women and Minority Owned Business Enterprises (WMBEs). This document outlines SDOT's WMBE purchasing and consulting goals for 2025 and our outreach plan. SDOT's plans for WMBE inclusion align with our vision and values.

## SDOT Vision, Mission, and Values

**Vision:** Seattle is an equitable, vibrant, and diverse city where moving around is safe, fair, and sustainable. All people and businesses can access their daily needs and feel connected to their community.

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

SDOT recognizes the history of discriminatory policies and practices toward communities of color that significantly restricted access to City resources and the ongoing role in distributing public funds equitably. Our SDOT Contracting Equity Program is guided by Executive Order 2023-07 and the WMBE Program Policies<sup>3</sup> outlined by Citywide Finance and Administrative Services (FAS), Title VI of the Civil Rights Act of 1964 ("Title VI")<sup>4</sup>, and the Transportation Equity Framework (TEF)<sup>5</sup>. We commit to prioritizing WMBE utilization and building WMBE capacity, which is central to our efforts toward contracting equity and intentional use of SDOT resources.

## Department Representative

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<sup>1</sup> Exec. Order 2023-07, (2023).

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

<sup>2</sup> Current numbers come from SDOT calculations of PeopleSoft and B2Gnow data.

<sup>3</sup> <https://www.seattle.gov/purchasing-and-contracting/social-equity/wmbe>

<sup>4</sup> <https://www.govinfo.gov/app/details/USCODE-2011-title42/USCODE-2011-title42-chap21-subchapV-sec2000d>

<sup>5</sup> <https://www.seattle.gov/transportation/projects-and-programs/programs/transportation-equity-program/equity-workgroup>

The 2025 WMBE goals and outreach plan are the responsibility of SDOT's Contracting Equity Advisor, Christina Guros (christina.guros@seattle.gov), under the supervision of Salma Siddick, Compliance Manager, and Michele Domingo, Director of the Office of Equity and Economic Inclusion (OEEI).

### Goal Setting

In 2025, SDOT will increase our **consulting WMBE goal to 26%** and will lower our **purchasing goal to 18%**. In 2023, SDOT saw a significant reduction in our consultant WMBE spending due to a shift including Office of Waterfront data in Q4. This was an anomaly and will be presented separately going forward.

While our 2024 WMBE spend increased, we approach 2025 with the following factors in mind, some we hope to address through our outreach efforts:

- Our emphasis on our bridge infrastructure, where the Seattle area has lost several qualified WMBE firms to buy-outs and mergers.
- The use of on-call contracts to quickly complete new Levy deliverables; the open nature of on-call contracts traditionally makes it difficult to predict WMBE spend.
- Increased spending on electric vehicle purchases and rentals, decreased updates to blanket contracts, and encouragement to “piggyback” with other agency contracts where WMBEs are not as well represented.
- The requirement of finalizing goals prior to final 2024 WMBE utilization numbers being available.

Consulting and purchasing spend is projected to reach \$68M by 2025. We're partnering with FAS and SDOT divisions to better track contractor and subcontractor spend, while strengthening relationships with WMBE firms and promoting fair, inclusive contracting practices.

2025 SDOT WMBE Use Goals		
2025	Purchasing Goals	Consulting Goals
Percentage	18%	26%
WMBE Spend	\$5,940,000	\$9,100,000
Total Spend	\$33,000,000	\$35,000,000

Voters recently passed the 2024 Seattle Transportation Levy which will represent a significant portion of SDOT consulting and purchasing spending over the next eight years, all of which will be tied to our SDOT annual WMBE goals. In 2025, we are working to establish Contracting Equity Levy Outcomes to confirm progress toward equity in spending Levy funds.

### Outreach Plan

SDOT plans to use both external engagement and internal policy and practice to meet our goals.

#### External Engagement

In 2024, SDOT provided early email notice to WMBE firms for all consultant contracting opportunities, hosted or co-hosted four WMBE outreach events, and participated in 11 external WMBE outreach events. In 2025, we will renew our efforts to:

- Ensure SDOT purchasing bids are shared early with WMBE firms, as done with consulting opportunities.
- Co-host the Capital Consultant Connections event with City Capital Departments, building on 2024's success.
- Host at least two SDOT WMBE outreach events focused on levy-related contracts, including the recent January 2025 bridge planning event.
- Regularly update the website with upcoming consultant contracts.
- Support Seattle City Light's collaboration with UW Foster School of Business to increase minority-owned business participation.
- Implement recommendations from Seattle Public Utility's "Voices of Minority and Women-Owned Businesses" study to reduce barriers for WMBEs.
- Partner with Tabor 100 and Business Impact Northwest to share information and provide timely referrals.

The Transportation Equity Framework (TEF) Tactics that guide these priorities include:

Tactic 17.1: Engage continuously with communities to make them aware of existing and new SDOT resources available to support BIPOC small businesses; provide accessible and culturally relevant information on SDOT services.

Tactic 21.1: Advocate for a coordinated approach and effort across departments on approaching businesses and business leaders; ensure that staff connections are made when transportation-related topics come up.

### **Internal Policy and Practice**

In 2023 and 2024, SDOT implemented and bolstered several practices to ensure all SDOT staff with influence on contracts and purchasing consider and prioritize WMBEs in their work. Examples include requiring the WMBE Advisor's signature on consultant contract amendment requests on contracts with WMBE Inclusion Plans, further integrating WMBE Estimates into our SDOT project Spend Plan budgeting process, and completing a full review and update of our B2G Now Subcontractor Payment System. In 2025, we will build on the work:

- Participating in contract kickoff meetings with SDOT staff, contractors, and subcontractors to review WMBE Inclusion Plans and reporting requirements and address inclusion-related issues.
- Developing an Outreach Checklist for SDOT project managers, detailing how they can conduct outreach efforts and available support from the Contracting Equity Advisor.
- Revamping and relaunching WMBE Advocates training to help SDOT employees focus on equity during consultant evaluations.
- Collaborating with SDOT purchasers to align with WMBE policies, access resources like blanket contracts, and address barriers to using WMBE vendors.
- Simplifying outreach and contracting materials through SDOT's Plain Language initiative and sharing with other City Departments.
- Supporting the Mayor's Executive Order 2023-07 by transitioning from the Online Business Directory to OpenGov, updating key documents, and improving reporting systems like the WMBE dashboard and B2G Now Subconsultant Payment System.

The TEF Tactics that guide these priorities include:

Tactic 13.4: Create a foundational practice within SDOT that centers BIPOC firms and community-based organizations throughout the department's contracting equity and engagement activities; identify and implement needed changes to institutional policies that elevate community-based organizations and smaller BIPOC firms.

Tactic 28.4: Provide project managers with a guiding tool and intake process for scoping and crafting contract arrangements and team structures that bring about more equitable outcomes. Automate processes such as new contract requests linking to WMBE outreach tracking.

### **Equity in Infrastructure Project**

In August 2024, Mayor Harrell joined other local agencies and dozens of public and private entities nationwide in signing the Equity in Infrastructure Project<sup>6</sup> (EIP) Pledge. EIP is a national initiative to increase the number, size, and proportion of contracts going to Historically Underutilized Businesses (HUBs) in the infrastructure space. EIP efforts create more competition for public contracts and deliver better value for infrastructure investments while building generational wealth and reducing the racial wealth gap. The City of Seattle commits to reporting on progress toward furthering contracting equity by December 2025. SDOT will support the City's work toward pledge commitments with guidance from FAS.

### **Prompt Pay**

SDOT supports the City's Prompt Pay Initiative, aiming to process 95% of properly prepared invoices within 30 days. Through Q3 2024, SDOT processed 1,005 consultant contract invoices with an 84% prompt payment rate. In Q4 2024, we analyzed payment data to identify challenges in meeting the City's standard. While helpful, this data didn't include payments outside consultant contracts.

We also process payments to smaller WMBE vendors, like translators, through direct invoices and blanket purchasing contracts. However, we can't ensure timely payments for vendors without prompt payment data. To address this, SDOT met with City Finance in 2024 and plans to collaborate in 2025 to create a comprehensive prompt pay dashboard. This tool will track all payment types, helping us improve transparency and boost performance.

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<sup>6</sup> <https://equityininfrastructure.org/>

# Memo

**Date:** February 27, 2025  
**To:** Miguel Beltran, City Contracting Compliance Manager, Purchasing and Contracting  
**From:** Jeremy Doane, Seattle IT Procurement Manager  
**Subject:** 2025 WMBE Goals and Outreach Plan

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

Seattle IT's WMBE representative is Jeremy Doane.

2. **2025 Goal Setting:**

2025 Seattle IT WMBE Use Goals		
2025	Purchasing Goals	Consulting Goals
Percentage	41%	36%
WMBE Spend	\$31,980,000	\$7,200,000
Total Spend	\$78,000,000	\$20,000,000

3. **2025 Outreach Plan:**

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

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

In 2024 we did not host the Seattle IT Vendor Forum due to the hiring freeze. We are excited to be hosting it again in 2025.

Seattle IT's ongoing challenge in outreach is identifying Hispanic-Owned and Black-Owned consulting firms that offer IT services. Last year Seattle IT was working with WMBE leads in FAS and City Light to offer WMBE Meet-and-Greets 3 times per year with the Project Delivery manager and project managers. The target audience for these events is BIPOC/MBE firms. We were unable implement these outreach events as there was turnover with the Project Delivery manager as well as the CTO. It is our intention to restart this effort in 2025.

Finally, Seattle IT would like to utilize Local WMBE Associations such as Tabor 100 and

NWSDC to locate WMBE consulting firms in the IT space.

The big success for Seattle IT in 2024 was continuing to utilize a WMBE firm for the Unified Communications Project. This project will bump up our WMBE purchasing numbers for the next few years. In 2025 we will continue to search for WMBE options in the IT arena.

4. **Prompt Pay:**

Consultant Prompt Pay Actual 2024: 96%

2025 Consultant Prompt Pay Goals	
Consulting Roster	95%

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

- a) On a weekly basis, IT Procurement meets with Accounts Payable to identify any issues that may cause invoices to be paid late.
- b) Implemented process improvements to shorten payment cycle such as utilizing Adobe Sign workflow for invoice routing and approvals.
- c) With staffing back to historical levels, Accounts Payable was able to reach their Prompt Pay goal in 2024.

# Memo

**Date:** February 27, 2025  
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# The Seattle Public Library

## MEMORANDUM

February 21, 2025

To: Presley Palmer, FAS Purchasing and Contracting Division Director  
Miguel Beltran, City Contract Compliance Manager, City Purchasing and Contracting Services

From: Tom Fay, Executive Director & Chief Librarian  
Rob Gannon, Administrative Services Director  
Jay Donahue, Capital Finance & Interagency Relations Manager

Cc: Shawne Anderson, Procurement Specialist/Senior Buyer, WMBE representative

Subject: **The Seattle Public Library's 2025 WMBE Plan**

This memo outlines The Seattle Public Library's 2024 WMBE results and 2025 WMBE plan. It highlights the Library's continued efforts to increase participation of women and minority owned businesses in Library contracts.

### **Department Representative:**

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

Seattle Public Library 2024 WMBE Use Goals and Actuals				
2024	Purchasing Goals	Purchasing Actuals	Consulting Goals	Consulting Actuals
Percentage	20%	14%	15%	21%
WMBE Spend	\$840,000	\$527,788	\$150,000	\$308,032
Total Spend	\$4,200,000	\$3,836,720	\$1,000,000	\$1,467,083
Seattle Public Library 2025 WMBE Use Goals				
2025	Purchasing Goals		Consulting Goals	
Percentage	20%		17%	
WMBE Spend	\$800,000		\$204,000	
Total Spend	\$4,000,000		\$1,200,000	

### **2025 Goals**

#### *2025 discretionary purchasing goal: 20%*

It is difficult to predict the Library's 2025 discretionary purchasing expenditures because the level of actual spending has varied widely during the past several years. Last year's discretionary purchasing expenditures (\$3.8 million) decreased significantly from the Library's 2024 discretionary purchasing projection of \$4.2 million. We estimate the 2025 total discretionary purchasing expenditures at \$4 million, thus the WMBE goal of 20% of total discretionary purchases would result in approximately \$840,000 in WMBE purchases.

2025 consultant contract goal: 17%

The Library's use of consultants is particularly variable, so predictions of expenditures are somewhat speculative. Additionally, some of the Library's vendors are specialized capital projects consultants; our latitude is somewhat constrained by fewer consulting choices. In 2024, the Library estimated \$1,000,000 in total consulting expenditures; the 2024 actuals were somewhat higher at \$1,467,083. We have adjusted our projection upwards to \$1,200,000 for total consultant contract expenditures in 2025. At that level of activity, the 2025 consultant contract goal of 17% would result in approximately \$204,000 in WMBE consultant expenditures.

## **2024 Results**

### WMBE Consultants

The Library's 2024 goal for WMBE consulting was 15% (\$150,000 of \$1,000,000 total projected expenditures); the Library's 2024 total of 21% exceeded this goal (\$308,032 in actual WMBE consultant expenditures of the \$1,467,083 total consultant expenditures). Note also that at least three of the top ten consultants (by expenditure, highlighted in the table below) are very likely WMBE vendors but were not registered with the City or in the City's database (or are not included due to their non-profit status), and thus were not counted toward the Library's published WMBE total. If the highlighted vendors below had been counted toward the Library's WMBE consulting total, the Library would have more than doubled its WMBE consulting goals (actual revised WMBE expenditures would have been \$513,489 for a WMBE consultant utilization percentage of 35%).

Name	Gov Class	Rev Gov Class	Doc Type Descr	Sum of Amou
DENISE LOUIE EDUCATION CTR	(blank)	WMBE	CONSULTANT CONTRACTS	\$84,163.59
ANTHRO-TECH INC	WBE		CONSULTANT CONTRACTS	\$74,496.00
LITERACY SOURCE	(blank)		CONSULTANT CONTRACTS	\$71,837.50
VILLA COMUNITARIA	(blank)	WMBE	CONSULTANT CONTRACTS	\$68,793.25
JOHNSON BARROW INC	(blank)		CONSULTANT CONTRACTS	\$61,788.28
SIEMENS INDUSTRY INC	(blank)		CONSULTANT CONTRACTS	\$54,772.20
CRITICAL INSIGHT INC	(blank)		CONSULTANT CONTRACTS	\$53,762.52
WA NA WARI SEATTLE LLC	(blank)	WMBE	CONSULTANT CONTRACTS	\$52,500.00
TEAM READ	(blank)		CONSULTANT CONTRACTS	\$50,500.00
INTERFAITH WORKING GROUP	(blank)		CONSULTANT CONTRACTS	\$40,000.00

### WMBE Purchasing

The Library's 2024 WMBE goal for discretionary purchasing expenditures was 20% (\$840,000) based on a projected total discretionary purchasing spend of \$4.2 million. The final 2024 totals show a decrease in both overall purchases (\$3,836,720, down from \$4,305,935 in 2023) and WMBE purchases (\$527,788, down from \$982,494 in 2023) for a 14% WMBE purchasing percentage. In 2024, the top four vendors comprised nearly a quarter (\$891,107 or 23%) of the Library's total discretionary purchases (\$3,836,720). Highlighted in the abbreviated table below, those top four Library vendors by payment were Blanket Contract vendors. The City selects the Blanket Contract vendor list from which departments can choose, and total non-WMBE Blanket Contract vendors accounted for a third (\$1,260,832 or 33%) of all Library discretionary purchases.

Additional reasons why the Library fell short of their target WMBE purchasing percentage include the fact that many capital project contractors who are not on the City's Blanket Contract are often selected through public bid, where the Library has little choice but to accept the lowest qualified bidder. Further, as with consulting vendors, some purchasing vendors offer specialized services (such as Johnson Controls or Lyngsoe) that may not be comparably available from a WMBE vendor, thus further limiting the Library's discretionary purchasing options. Finally, as in past years, WMBE non-registration is likely an issue for purchasing vendors as well consultants, so the Library's use of WMBE vendors for discretionary purchases could be underrepresented.

Name	Gov Class	Doc Type Descr	Sum of Amou
CDW LLC	(blank)	BLANKET CONTRACTS	\$373,355.42
WALTER E NELSON CO OF WESTERN V	(blank)	BLANKET CONTRACTS	\$199,665.16
COPIERS NORTHWEST	(blank)	BLANKET CONTRACTS	\$178,355.91
JAYMARC INVESTMENTS INC	(blank)	BLANKET CONTRACTS	\$139,730.75
JOHNSON CONTROLS INC	(blank)	DEPARTMENTAL PURCHASE ORDERS	\$123,444.86
AMAZON CAPITAL SERVICES INC	(blank)	DIRECT VOUCHER	\$97,485.36
LYNGSOE SYSTEMS INC	(blank)	DEPARTMENTAL PURCHASE ORDERS	\$88,689.06
MAIROS INC	MWBE	BLANKET CONTRACTS	\$65,516.59
TODAYS BUSINESS SOLUTIONS	(blank)	DEPARTMENTAL PURCHASE ORDERS	\$62,822.59
SWIFTY PRINTING & DIGITAL IMAGIN	MBE	BLANKET CONTRACTS	\$59,290.52

### **Outreach & Outreach Plans:**

The Library will directly solicit bid responses from known WMBE firms. Shawne Anderson, the Library's WMBE representative (also the Procurement Specialist/Senior Buyer) performs outreach to WMBE vendors when purchase orders/contracts initially come through, and also after the fact. As there are still unregistered vendors we will attempt to follow-up with several of the potential non-registered WMBE vendors and encourage them to register. The Procurement Specialist/Senior Buyer can provide information to vendor fair participants about the opportunities for participation in upcoming projects and meeting material supply needs of the Library. Library Public Services staff have also participated in WMBE trade shows and events. Additionally, the Library posts construction bid plan information to the city's E-Bid site and advertises in the Daily Journal of Commerce.

### **Prompt Pay Compliance:**

It is the Library's goal to pay every undisputed, properly prepared invoice within 30 days of receipt. The Library will continue to pursue the goal of pay every undisputed, properly prepared invoice within 30 days of receipt.

### **Library Resources for Small Businesses:**

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



**Date**

February 18, 2025

To: Miguel Beltran, Finance and Administrative Services

From: Andrew Lee, General Manager / CEO  
Danielle Purnell, Director of Corporate Policy and Planning

Subject: 2025 WMBE Goals and Strategic Outreach Plan – Seattle Public Utilities

**About Seattle Public Utilities (SPU)**

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

**WMBE Representative**

At SPU, this work is currently carried out by staff in the Utility’s Contracts and Procurement Division, Corporate Policy and Planning Division, and equity advisors and branch equity team members across the Utility. The Contracts and Procurement Division and the Equitable Opportunities Advisor support one another in this work.

**Goal Setting**

For 2025, SPU proposes setting its purchasing goal at 23% and consultant contracting goal at 27%.

2025 SPU WMBE Utilization Goals		
	Purchasing Goal	Consulting Goal
Percentage	23%	27%
WMBE Spend	\$17,250,000	\$10,800,000
Total Spend	\$75,000,000	\$40,000,000

Over the last eight years:

- SPU’s actual purchasing WMBE utilization has increased 8%
- Actual consultant contracting WMBE utilization has increased 18%, and
- Actual dollars paid to WMBE firms has increased 186%, from \$11.6M to \$33.2M.

## 2025 Outreach Plan

In 2025, SPU will refine its approach to engaging underutilized WMBE firms, particularly BIPOC/MBE businesses, while advancing strategic initiatives to promote equitable economic growth. To support these efforts, SPU will enhance connectivity through virtual platforms and in-person engagement opportunities, in partnership with the following strategies and tactics:

- Cohost the **City of Seattle Capital Consultant Connection Open House** - An opportunity for consultants to network and introduce themselves to City of Seattle capital project and program managers and prime consultants and connect with business support services.
- Actively participate in City and regional **Contracting and Procurement Events**.
- Develop and refine SPU’s **Procurement Forecasting Tool** – An online tool for gathering and communicating future contracting opportunities.
- Further develop SPU’s **Contracting Website** – A resource for WMBE firms to access information on procurement processes, future contracting opportunities, and connect to staff.
- Elevate communication between contract managers and prime consulting firms to develop and sustain robust and thoughtful **WMBE Inclusion Plans**.
- Implement **Equity in Contracting Program** strategies– The development and implementation of actionable strategies from the **Doing Business with the City of Seattle** survey and companion **Voices of Minority and Women-Owned Businesses** report, including a response and communication plan, and tracking and celebrating outcomes and accomplishments.
- Assess the **Geographic Distribution of SPU’s Investments in WMBE firms** across Seattle to identify impact areas and inform equitable investment strategies.
- Conduct a **WMBE Economic Impact Assessment (EIA)** to evaluate how SPU contracts and procurement activities contribute to job creation, business growth, and investment within WMBE firms.
- Explore the creation of **WMBE Workforce Pathways and Industry Awareness** campaign by identifying WMBE firms engaged in SPU contracts and connect them to workforce development opportunities, with a focus on youth engagement.

## Prompt Pay

SPU is committed to the City’s Prompt Pay Initiative. The City has an established performance standard of 95% compliance for payment of prime contractors within 30 days of an accepted and properly prepared invoice. In 2024, SPU achieved a prompt pay rate of 97%.

# Office of Sustainability & Environment

## 2025 Annual WMBE Plan

### 1. Department Representative

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

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

### 2. 2024 Performance and 2025 Goal Setting

OSE 2023 WMBE GOALS & ACTUALS				
2024	Purchasing Goal	Purchasing Actuals	Consulting Goals	Consulting Actuals
Percentage	5%	2%	30%	32%
WMBE \$	\$250,000	\$97,497	\$750,000	\$1,413,435
<b>Total \$</b>	<b>\$5,000,000</b>	<b>\$5,079,569</b>	<b>\$2,500,000</b>	<b>\$4,419,802</b>
OSE 2024 WMBE USE GOALS				
2025	Purchasing Goal	Purchasing Actuals	Consulting Goals	Consulting Actuals
Percentage	5%		35%	
WMBE \$	\$250,000		\$875,000	
<b>Total \$</b>	<b>\$5,000,000</b>		<b>\$2,500,000</b>	

Consultant Spending: In 2024, OSE exceeded its Consultant Contract WMBE goal of 30%, achieving 32% consultant spend with WMBEs (the highest utilization for the department dating back to 2010). However, this is an under count of OSE’s actual investment in WMBE’s due to some vendors who would qualify as WMBE’s but are not officially registered. In addition, WMBE consultant spend data does not capture OSE's spend with nonprofit organizations, most of which are led by or serve people of color.

Purchasing Spending: While OSE fell short of its WMBE purchasing goal, the data does not present a complete picture of OSE’s purchasing decisions. Nearly \$5m of OSE’s annual purchasing spend is with Solutran, a non-WMBE technology vendor that processes the Fresh Bucks electronic benefit program. Nearly all of the \$5m spend to Solutran is passed through to low-income Seattle residents as a spendable benefit to purchase healthy foods. Excluding this vendor from the analysis increased OSE’s 2024 WMBE purchasing to 45%.

#### *Spending Goals for 2025*

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

### **3. 2024 Outreach Plan**

In 2025, OSE will continue our emphasis on working with non-profits and BIPOC-focused community organizations as we implement community led climate justice investments. Most of OSE's funding will primarily support BIPOC-led organizations and/or provide direct benefit in the community. In addition to direct community investments, OSE will assess current practices used for informal selections and direct purchases to identify opportunities to support WMBE goals.

#### *Programmatic Goal Setting*

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

#### *Internal Processes*

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

OSE's WMBE representative will also develop resources to support program managers making purchasing decisions. In 2023 and 2024, OSE onboarded many new staff members who are continuing to learn about contracting and procurement strategies and ways to identify WMBE vendors. OSE's RSJ Change Team is interested in engaging with this work and will be partners in developing these supports.

### **4. Consultant Prompt Pay**

OSE will continue to work to achieve the goal to pay all consultant invoices within 30 days, and thereby meet the City goal of 95%. In 2024, we achieved 85% out of 702 consultant contract invoices. OSE is continuing to adapt invoice processing to accommodate the increased invoice volume flowing through the department (the number of invoices jumped nearly 50% between 2023 and 2024). OSE is poised to achieve the 95% prompt pay goal in 2025 as we implement process improvements to decrease processing time within the department.

## MEMO

**Date:** February 14, 2025  
**To:** Miguel Beltran, FAS  
**From:** Kyle Butler, Finance Manager and OWCP WMBE Representative  
**Cc:** Angela Brady, Acting Director, OWCP  
  
**Re:** 2025 WMBE Goals and Outreach plan

### Office of the Waterfront and Civic Projects (OWCP)

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

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

### OWCP Procurement Needs

OWCP has completed all its major consultant procurement for the Waterfront program and no new major consultant contracts are anticipated in the future. Our purchasing activities are relatively small in scale compared to our capital contracts and are related to miscellaneous items needed to support the Waterfront construction.

### OWCP Representative for 2025: Kyle Butler

### 2024 Performance and 2025 Look-ahead

As in previous years, the bulk of the consultant work conducted by the Office of the Waterfront and Civic Projects was completed through contracts with non-WMBE prime consultants, with significant WMBE subcontracting goals. In 2024 OWCP was able to exceed its subcontracting consulting goal of 18% with actuals of 23.8% (with \$3.8M total WMBE spending out of \$16M in consultant spending). This total exceeded WMBE goals by 5.8% (\$0.9M).

Overall purchasing performance was 17% WMBE out of \$37k in purchasing spending, which fell one percentage point short of the 2024 goal of 18%.

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

2024	Purchasing Goals	Purchasing Actuals	Consulting Goals	Consulting Actuals
Percentage	18%	17%	18%	23.8%
WMBE spend	\$6,660	\$6,137	\$2,880,000	\$3,795,229
Total spend	\$37,000	\$36,929	\$16,000,000	\$15,968,265

2025 WMBE Use Goals		
2024	Purchasing Goals	Consulting Goals
Percentage	18%	18%
WMBE Spend	\$6,300	\$1,800,000
Total Spend	\$35,000	\$10,000,000

### 2025 Outreach Plan

OWCP has completed all its major consultant procurement activities and anticipates no significant new consultant contracts in 2025. Procurement has shifted primarily to the public works/construction arena.

In 2025, OWCP's Waterfront construction projects are already fully contracted, with WMBE goals in place.

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

### Prompt pay

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