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Annual Goal Manual

version 2



Revised 7/15/2022

Introduction

The Civil Rights & Equal Opportunity Department (CREO) is responsible for the business enterprise programs of the City of Kansas City, Missouri.

The business enterprise programs certify eligible vendors and contractors in the marketplace whose owners have been historically disadvantaged through systemic policies that prevent or exclude them economically or socially (by race and/or sex) or a combination of these. CREO assists certified firms that are available, willing and able to participate on contracts in accordance with the established city procurement policies.

This process is meant to create fairness, access and equity on all contracts within the city limits of Kansas City, Missouri.

Pursuant to City Code Ch. 3, CREO is required to set goals or evaluate certain contracts to ensure that the opportunities include access, equity and inclusion for certified businesses. There are four main programs utilized on city assisted or funded projects:

1. Disadvantaged Business Enterprise/Small Business Enterprise-- required on federal assisted or funded projects.
2. Minority Business Enterprise--required on city assisted or funded contracts or projects. For professional services, any contract that is anticipated to exceed \$160,000. For construction services, any contract that is anticipated to exceed \$300,000.
3. Woman Business Enterprise--required on city assisted or funded contracts or projects. For professional services, any contract that is anticipated to exceed \$160,000. For construction services, any contract that is anticipated to exceed \$300,000.
4. Small Local Business Enterprise--required on contracts below the threshold value for the MBE program and WBE program and where such projects have been evaluated for interest and feasibility.

Purpose of This Manual

This manual is designed to assist the Departments with applying the calculated Annual Goals to routine contracts of the various departments on a contract-by-contract basis. We anticipate that this manual will make the process for developing bid and proposal documents more efficient for our internal staff and allow our citizens to see delivery of city services more expediently. This manual also includes a list of FAQs related to economic equity and inclusion programs.



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Message From The Director

The Civil Rights & Equal Opportunity Department (CREO) is the authority to ensure that fair contracting processes are in place within city administration. As civil and human rights experts, CREO uses its subject matter expertise to analyze contracts through the lens of fairness by ensuring equality, equity, and inclusion are priorities in the city's contracting procedures. CREO is also required to ensure that historically exclusionary tactics that target race and sex are not cloaked in neutral government policies that have a discriminatory effect in the marketplace.

As such, CREO has regularly reviewed each contract from 17 city departments, various divisions, boards, and commissions over the years. This process and methodology proved arduous and impractical. Accordingly, through extensive research, review of law, and policy updates, we have developed this Annual Goal Manual to expedite the process while maintaining efficacy in our responsibility.

We are hopeful that this manual will assist our project and contract managers as they work to effectively and efficiently provide city services and ensure quality infrastructure and economic development within our city.



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**Annual Goals
create efficiency
and expediency for
our citizens**

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City-Wide Annual Goal

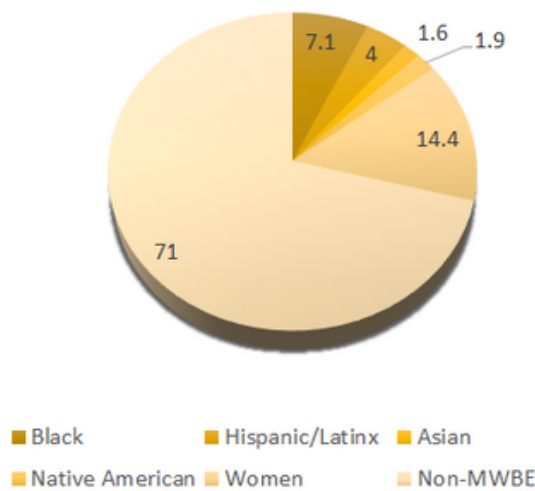
The [City of Kansas City, Missouri Disparity Study 2016](#) (Disparity Study) provided the framework for implementation of the MBE, WBE, and SLBE programs in compliance with Title VI of the Civil Rights Act of 1964. The study provides details of the marketplace by analyzing businesses and marketplace participants by the National American Industry Classification System (NAICS), ethnicity, race and sex.

The Disparity Study results found that the city's contracts should reflect at least 29.1% minority and woman owned business utilization in all sectors, combined. Good faith efforts to achieve the goals are required by all departments and agencies across all sectors.

City-wide goals are broken out by race/ethnicity and sex below. Where available, departments should seek to meet the individual goals by race/ethnicity and sex:

- MBE (Black-owned): 7.1%
- MBE (Hispanic/Latinx-owned): 4%
- MBE (Asian-owned): 1.6%
- MBE (Native-American owned): 1.9%
- WBE (all ethnicities): 14.4%

City-wide Annual Goal % by Race/Ethnicity & Sex



14.7%

Minority Business
Enterprise City-Wide
Annual Goal

14.4%

Woman-Business
Enterprise City-Wide
Annual Goal

Title VI of the Civil Rights Act of 1964, as amended, also requires that these goals not be treated as quotas. Accordingly, the city adopted several measures to ensure that the government interest of remediating economic and social barriers conform to best practices. CREO utilizes the following methodology in determining goals:

- Availability analysis - quantitative formula used to determine certified participants in the marketplace based on NAICS code.
- Historical data - actual qualitative results of performance on similarly-related contracts.
- Feasibility review - whether there is segmentation opportunities to subcontract certain scopes of work based on size and likelihood of Prime self-performance.
- Marketplace evaluation - evaluative measures that ensure Good Faith Efforts are used to solicit all willing contractors. This evaluation is documented in the Contractor Utilization Plan which also serves as the Request for Waiver.



Department Annual Goal

The Department Directors submitted annual contract plans to the CREO Director pursuant to Ch. 3 of the City Code. The CREO staff performed an analysis by contract type. Contracts that fall outside of the routine contracts for a department should be submitted to CREO for review and analysis. Requests for Waivers are discussed on the following page.

There are some department goals that exceed the City-wide Annual Goal (CWAG) and there are some department goals that go below the CWAG. The goals established are based on several factors concerning feasibility or availability.

Where specific contracts are exempted, a cost benefit analysis was conducted.

Where the goals are SLBE only, the contract history for at least five years showed that the majority of the contracts were performed by SLBE certified firms.

Where there was limited information to determine availability, the Disparity Study was utilized to determine availability. Generally, each city department was reviewed utilizing the following method.

Availability analysis - quantitative formula used to determine certified participants in the marketplace based on NAICS code.

Historical data - actual qualitative results of performance on similarly-related contracts.

Feasibility review - whether there is segmentation opportunities to subcontract certain scopes of work based on size and likelihood of Prime self-performance.

Marketplace evaluation - evaluative measures that ensure Good Faith Efforts are used to solicit all willing contractors. This evaluation is documented in the Contractor Utilization Plan which also serves as the Request for Waiver.

How to Apply Department Annual Goals

The contract goal request process will be managed through Central Procurement (aka General Services/Procurement Division). This process is effective the week of June 20, 2022. After this date, departmental goal request sheets will no longer be submitted to CREO for review.

The appropriate Department Annual Goal (DAG) should be included in all contracts. When conducting pre-bids or proposal meetings, department liaisons should stress the importance of good faith efforts to achieve the goals. The request for waiver process must also be emphasized. Requests for waivers are based on good faith efforts. See FAQs for ordinance required good faith efforts.

IMPORTANT: Any contract that meets the following requirements must still be submitted through CREO for a contract review prior to solicitation: (1) contracts with high-visibility or high public interest, (2) contracts that have significant scopes that require security-clearance (e.g. water treatment plants, airfield construction, etc.) (3) contracts that have known federal funding sources (except Section 3 projects) and SLBE contracts (except those that are designated as SLBE herein (e.g. Water Services Department Engineering Professional Services SLBE and Public Works concrete sidewalk projects.)

NOTE: Revised contract goal request cover sheets will be available on June 21, 2022 through General Services Department/Procurement Division. The Procurement Division will be responsible for ensuring that the appropriate goals (listed in the Appendix) are applied to the contracts.



Measuring Progress

CREO utilizes the B2G diversity management system to monitor and track compliance with individual contract goals, anti-discrimination laws, and contractor payment requirements. Monitoring of individual contracts are done on a monthly basis by CREO staff.

CREO staff notifies Prime contractors of their progress towards meeting economic equity & inclusion goals (aka MBE/WBE goals) on a monthly basis.

CREO will measure performance City-Wide by monitoring individual Department Annual Goals through quarterly audits of the department contracts. CREO staff will work directly with Central Procurement to do the quarterly audits.

Where appropriate, CREO Staff will meet quarterly with the individual department liaisons to determine whether departments are in compliance with the MBE/WBE program requirements in City Code 180535.

During quarterly reviews, CREO will review new and in-progress department contracts, review solicitations, review pay applications, perform commercially useful function analysis, and provide technical assistance to project/contract managers to ensure compliance with the programs.

In the event a department is not in compliance, CREO staff will provide a remediation plan to the Department Director. If the issues are with an individual project/contract, training will be provided to the appropriate staff.



City-wide Progress Tracking

- Quarterly Audits through Central Procurement
- Contract/Project Manager meeting to resolve any discrepancies
- Technical Assistance where needed

Contract Monthly Auditing

- CREO monitors all city and agency contracts monthly for adherence to its Contractor Utilization Plan (CUP) and Commercially Useful Function (CUF)
- CREO monitors contracts for compliance with contractor prompt payment laws
- Technical Assistance provided where needed
- Enforcement as needed

Data / Outcome

- Quarterly progress reports will be provided to City Manager and GSD on progress towards Department Goals, City-Wide Goals, and individual contract goals.



Contractor Utilization Plan

The Contractor Utilization Plan (commonly referenced as CUP) is a document that is submitted to CREO as the last step in the goal setting process.

All CUPs must be submitted through eBuilder to CREO for approval and must include the goal request document that was approved by Central Procurement. CREO does not accept email documents.

CUPs that meet or exceed the economic equity & inclusion goals are approved and docketed for City Council Committee review.

CUPs that are denied will go through the Request for Waiver process. The Request for Waiver process after CUP denial will be subject to a "Good Faith Efforts" analysis. If a GFE analysis is completed and staff denies a request for waiver, the firm may appeal up to the director for approval.

NOTE: Upon appeal, the submitter may provide documentation that includes mitigating factors for director review. More information on Requests for Waiver is in the next section.



Requests for Waiver (RFW)

Whenever a CUP is submitted that does not meet the goals, the CUP is automatically reviewed as a request for waiver. A request for waiver must be supported by documentation of good faith efforts. Good faith efforts are efforts that a bidder, proposer, contractor, or developer actively and aggressively demonstrates in attempting to meet the prescribed goals. Good faith efforts must be demonstrated to be meaningful and not merely formalistic compliance.

The following are the minimum good faith efforts requirements. If there is no opportunity to perform any of the following, the entity submitting the waiver must provide a reason for not documenting or acting upon the good faith efforts requirements below:

(1) Advertised for at least 15 calendar days prior to the bid or proposal due date opportunities to participate in the contract in general circulation media, trade and professional association publications, small and minority business media, and publications of minority and women's business organizations which are included in a list along with their contact information identified on the directory as the list of publications available to publish such advertisements, which list shall be updated by the department no less than every three months, and such 15 calendar days shall be deemed sufficient time to allow MBE and WBE firms to participate effectively. Each advertisement shall contain the information required by subsection 3-441(a)(9); and

(2) Sent written notices at least 15 calendar days prior to the bid or proposal due date containing the information required by subsection 3-441(a)(9), by certified mail, e-mail or facsimile, to at least 80 percent of minority and women's business organizations which are included in a list along with their contact information identified on the directory as the list of organizations available to receive such notices, which list shall be updated by the department no less than every three months, and such 15 calendar days shall be deemed sufficient time to allow MBE and WBE firms to participate effectively; or

(3) Sent written notices, containing the information required by subsection 3-441(a)(9), by certified mail, e-mail or facsimile, to at least 80 percent of MBEs and WBEs listed on the directory certified in the applicable scopes of work for the particular bid soliciting their participation in the Contract at least 15 calendar days prior to the bid or proposal due date and such 15 calendar days shall be deemed sufficient time to allow them to participate effectively; and



Requests for Waiver (RFW) (cont.)

- (4) Attempted to identify portions of the work for qualified MBE and/or WBE participation in order to increase the likelihood of meeting the goals, including breaking down contracts into economically feasible units that take into consideration the capacity of available MBE/WBEs appearing on the directory; and
- (5) At any time prior to submission of the CUP or submittal of a request for modification of a CUP, requested assistance in writing in achieving the MBE/WBE goals from the director and acted on the director's recommendations; and
- (6) Conferred with certified MBEs and WBEs which inquired about or responded to the bid solicitation and explained to such MBEs and WBEs the scope and requirements of the work for which their bids or proposals were solicited, and if not all certified MBEs and WBEs in the particular scopes listed on the directory have inquired about or responded to the bid solicitation for each scope of work, then contact by certified mail, e-mail or telephone the greater of ten or 80% of additional certified MBEs and WBEs in the particular scopes listed on the directory and offer to confer with such MBEs and WBEs for such particular scope of work and request such MBEs and WBEs to submit a proposal; and
- (7) Attempted to negotiate in good faith with certified MBEs and WBEs which responded to the bid solicitation or those certified MBEs and WBEs that were conferred with as contemplated by section 3-441(a)(6), and other qualified MBEs and WBEs, at the option of the bidder, proposer, contractor or developer, as applicable, to perform specific subcontracts, not rejecting them as unqualified without sound reasons based on a thorough investigation of their capabilities by the bidder, proposer, contractor or developer; in the event an MBE or WBE is the low bid, but rejected as unqualified, the bidder, proposer, contractor or developer and the director or board, as applicable, shall provide sound reasons for rejecting such MBE or WBE; and
- (8) Attended pre-bid meetings when such meetings were indicated in the solicitation of bids or otherwise by the bidder, proposer, contractor or developer, as applicable or by the director provided the director provides written direction to the bidder, proposer, contractor or developer at the time the goals are recommended by the director pursuant to section 3-431 to provide for a pre-bid meeting(s); and



Requests for Waiver (RFW) (cont.)

(9) Written notices and advertisements must include the following:

- a. The bid due date;
- b. The name of the project;
- c. The address or general location of the project;
- d. The location of plans and specifications for viewing;
- e. Contact information of the prime contractor or developer, as applicable;
- f. A general description of the scopes of work that are the subject of the solicitation;
- g. The goals established for the applicable contract;

Prevailing Wage

If prevailing wage is applicable, then a statement that all or a portion of the project will be subject to prevailing wage must be included in the advertisements and/or outreach to MBE and WBE firms.

Pre-Bid Meetings

The date and time of any pre-bid meeting(s), if any, that have been scheduled by the bidder, proposer, contractor or developer as of the bid solicitation must be sent to certified contractors in the B2G system and included in any outreach materials regarding the same.

Mitigating Factors

Any entity submitting a request for waiver may include additional information deemed relevant to support the waiver request.



Requests for Waiver (RFW) (cont.)

In the event an entity amends the scopes previously bid or decides to further open bids, and determines that further notice is necessary, the time for giving notices as provided in (1), (2), and (3) above shall be deemed sufficient if given seven business days in advance of the applicable updated bid due.

For city construction contracts only: Within five business days after drawing the bid specifications, the entity (bidder, proposer, etc.) shall have sent certified letters, verifiable e-mails or proof of facsimiles to qualified MBEs and WBEs in the B2G system.

A Good Faith Effort analysis may be performed in the following instances:

- (1) in the event a CUP is rejected,
- (2) a request for modification is rejected, or
- (3) at of the completion of the contract

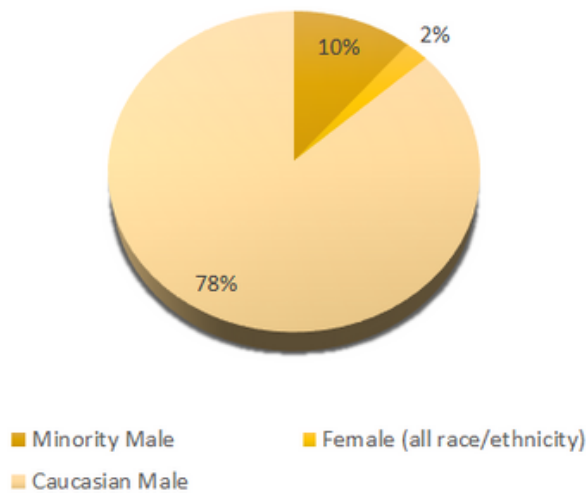
IMPORTANT: Good faith efforts shall be made prior to submission of the CUP to CREO. In the event a CUP/RFW is denied, any efforts made to increase participation of MBEs and WBEs following submission of the CUP will be considered as evidence of good faith efforts to meet the goals.



Construction Employment Program (aka Construction Workforce)

The City of Kansas City, Missouri codified its minority and female workforce program at City Ordinance 130041, as amended. The program requires that all city construction contracts that exceed \$300,000 AND has workforce hours estimated at more than 800 hours, mandate Prime contractors make good faith efforts to employ or maintain minority and female worker hours at minimum percentages. This program is solely related to the employment of minorities and females on construction projects that meet the minimum thresholds.

Construction Employment Program Minimum Goals



10%

Minority Worker Hours Goal

2%

Female Worker Hours Goal

This program is monitored for compliance on a quarterly basis. Monthly reports are generated to track progress towards goals.

Contractors are required to make good faith efforts or request a waiver from the goals after engaging in genuine efforts to hire and/or retain minority and female workers.

It is prohibited for any employer to hire or terminate an employee on the basis of race or sex.

CREO staff is available for technical assistance and holds a monthly workshop on the program requirements.

The construction employment program is not the same as the business enterprise program (aka MBE/WBE). The construction employment program participation does not count towards economic equity & inclusion goals.

The FAQs on the following page address some of the major nuances of the program.



Construction Employment Program FAQs

1) What is the Workforce Ordinance?

The Construction Employment Program (commonly referred to as the “Workforce Ordinance”) (Ordinance 130041) was revised May 2013 by the KCMO City Council. The Construction Employment Program is codified at Ch. 3 § 3-501 thru 3-527. The program was established to encourage the education, hiring and retention of minorities, females and local residents in the construction trades on city assisted, funded or tax-incentivized projects. The Workforce Ordinance addresses the construction hours worked by minorities, females and KCMO residents. The hours worked, not dollars spent, are counted towards the utilization goals of minorities and females on city assisted, funded or tax-incentivized construction projects.

2) When is the Workforce Ordinance applicable to my project?

The Workforce Ordinance applies to any city or tax-incentivized construction project that started after July 1, 2007. The revised Workforce Ordinance (Ordinance 130041) applies to any construction project started after May 1, 2013 and is estimated at over \$300,000 and requiring more than 800 estimated labor hours.

3) What are the goals for the Construction Employment Program (commonly referred to as Workforce goals)?

The Construction Employment Program (commonly referred to as the Workforce Ordinance) has minority and female participation goals. Goals are set by ordinance. The goals are set based on the total number of hours worked on any construction project funded by the City or tax-incentive agency valued at more than \$300,000 and requiring more than 800 labor hours.

The Construction Employment Program goals are 10% minority utilization (of the total workforce hours) and 2% female utilization (of the total workforce hours).

4) How does CREO monitor the Construction Employment Program (commonly referred to as Workforce Ordinance)?

The B2G diversity management online reporting system is utilized by CREO to monitor and audit compliance with the Construction Employment Program (commonly referred to as the Workforce Ordinance). Developers, General Contractors, Prime Contractors and Subcontractors are to report workforce hours on projects that meet the reporting threshold in B2G. CREO will provide technical assistance and training on the system once a project has been awarded. If internet access is limited, alternative reporting methods are available. Please email CREOKC@kcmo.org if you are in need of an alternative method of reporting. Include your name, contact information and project number for a response.

5) How should I submit workforce utilization reports?

Workforce utilization reports are submitted through the B2G online reporting system. CREO will provide technical assistance and training on the system once a project has been awarded. If internet access is limited, alternative reporting methods are available. Please email CREOKC@kcmo.org if you are in need of an alternative method of reporting. Include your name, contact information and project number for a response.

6) When are the workforce utilization reports due?

Workforce utilization reports are due by the 15th of every month following the project award date for the previous month's work. For example, January's workforce report is due February 15th.



Construction Employment Program FAQs

7) If I don't turn in a report on time, what happens?

Failure to report on time may result in noncompliance and default with your city or EDCKC contract. Noncompliance may result in mandatory training, assessment of monetary liquidated damages, or debarment from participating on future city assisted, city funded or tax-incentive projects.

8) What reports does CREO expect each month?

The following reports are expected each month:

PRIME CONTRACTOR/DEVELOPER
Company-Wide hours and Project-Specific hours

SUBCONTRACTOR/SUBTIERS
Project-Specific hours

9) What is the Kansas City Metropolitan Area (KCMA)?

The KCMA is a two-state area and is defined as:

Cass County, Missouri; Clay County, Missouri; Jackson County, Missouri; Platte County, Missouri; Johnson County, Kansas; Leavenworth County, Kansas; and Wyandotte County, Kansas.

10) Do we need to put all work done by our companies on the report?

No. You only need to include construction work for the KCMA. Office work and other jobs that don't take place on the construction job site do not need to be tracked.

11) What do I do if I have no work for a particular month?

Primes and Subcontractors must submit a workforce utilization report every month a project is active and they are an active participant on the project even when there is no work.

To complete a "No Work" audit, simply click the button in the B2GNow system that is labeled "No Work". This will populate the fields with "0"s and allow CREO to provide accurate updates.

If you are a subcontractor and have completed your scope of work for the project, click the link in the B2GNow system that is labeled "Final Audit" to close remaining audits.

12) Who can I contact with further questions regarding workforce utilization reports?

Please contact 816-513-1836 and request the Contract Compliance and Labor Standards Enforcement Division (CCLS).

13) Is training available for Workforce reporting?

Yes, please contact the Ombudsman to schedule training. You may call 816-513-1836 or email CREOKC@kcmo.org

14) I have a minority female working on site. Can I count her for both minority and female?

No. Minority hours include only males that are historically identified as Black, Asian, Hispanic/Latinx, Native American, and Pacific Islander hours. Females include all female hours irrespective of race/ethnicity.



Economic Equity & Inclusion (EEI) FAQs

(1) What reporting is required to be in compliance with the economic equity & inclusion goals?

Payment reporting (Compliance Audits) is required to be completed by the Prime & Subcontractors. The Prime must report any and all money that changed hands during the month of the audit. The Subcontractors must confirm payment was in fact received. Compliance Audit reports are due by the 15th of every month following the project award date for the previous month's work. For example, January's workforce report is due February 15th.

(2) Can I use one certified firm for both MBE & WBE for credit?

They cannot count towards both. However, if they have separate contracts for different scopes, you can put one as MBE and one as WBE. We do NOT encourage this unless there is a legitimate business reason to do so.

(3) Can I use a second tier subcontractor for MBE/WBE credit if the first tier subcontractor is not certified?

Yes, but credit can only be counted for the work the certified second tier subcontractor completed. You cannot receive credit for the work the non-certified first tier subcontractor completed.

(4) If I have a certified first tier subcontractor and they sub work out to a non-certified subcontractor, do I receive credit for both since the non-certified subcontractor is working under a certified subcontractor?

No, credit can only be counted for the work the certified first tier subcontractor completed. Anything subcontracted to a non-certified firm does not count towards credit.

(5) I want to add a certified firm to my Contractor Utilization Plan, how do I do that?

If you are solely adding an MBE/WBE subcontractor to the contract and are not changing anything else in the contract i.e removing MBE/WBE subcontractors, substituting MBE/WBE subcontractors, asking for a reduction in goals, or any other modification. That request needs to be made in B2G. Below are instructions on how to do so:

Log into B2G --> select contracts on your dashboard --> click view on the contract you want to add the subcontractor to --> select the subcontractors tab at the top --> on the next page it will say "Add 1st Tier subcontractor" on the right side --> complete information, make sure to attach a Letter of Intent, and submit.

Once the request is made, a Compliance Officer will receive a notification. After it has been reviewed, you will receive a notification of the approval/denial.

(6) I think the goals are set too high. The Prime Contractor won't be able to meet the goals. Can CREO re-evaluate the goal request?

As a reminder, goals are not quotas. The Prime Contractor will need to demonstrate Good Faith Efforts if goals cannot be achieved. Code of Ordinances Chapter 3, Section 3-441 outlines the Standards to Determine Good Faith Efforts.

(7) What is the dollar amount threshold for SLBE?

SLBE applies to construction contracts less than \$300,000. SLBE applies to non-construction contracts less than \$160,000.

(8) What is the dollar amount threshold for Goals?

Goals apply to construction contracts more than \$300,000. SLBE applies to non-construction contracts more than \$160,000.

(9) My Department doesn't use eBuilder, how do I submit projects for review to CREO?

Go to this link: <https://kcmo.sharepoint.com/sites/CREO> and click CREO Document Submittal. Answer the questions, upload your documents, and submit.



Appendix



Aviation Department

The following are the goals assigned to the Aviation Department (by type) in accordance with the City Code and federal regulations. This manual does not include DBE or ACDBE plans, which is required by federal regulations every three (3) years. Please refer to the transportation goals manual.

The following MBE/WBE goals should be applied to all contracts except where individual contracts may require more specific goal processing or where federal regulations apply:

01. Proprietary/Purchase Only (no install available)

These contracts are exempted from contract goals based on availability analysis, historical data and feasibility of subcontract opportunities.

02. Construction

MBE: 15% WBE: 15%

03. Design

MBE: 13% WBE: 13%

04. Facility Renovation/Tenant Upgrades/Maintenance

MBE: 11% WBE: 11%

05. Design/ Build

MBE: 11% WBE: 11%

06. Other Professional Services

MBE: 10% WBE: 10%



City Planning & Development Department

The following are the goals assigned to the City Planning & Development Department (by type) in accordance with the City Code.

01. Professional Services

MBE: 14% WBE: 14%

02. Construction

MBE: 15% WBE: 15%

03. Design

MBE: 13% WBE: 13%

04. Design/Build

MBE: 11% WBE: 11%



City Manager's Office

The following are the goals assigned to the City Manager's Office (by type) in accordance with the City Code. For all other contracts, the City Manager's Office should make a submission to CREO for analysis.

01. Cooperative Agreements

These contracts are exempted from contract goals based on availability analysis, historical data and feasibility of subcontract opportunities. However, all Cooperative Agreements must pass the requirements of Ch. 3 on to any subcontractors for cooperative agreements contemplating construction services or professional services that meet or exceed the value thresholds of the program.

02. Economic Development

*See EDCKC

03. Professional Services

MBE: 14% WBE: 14%

04. Construction Services

MBE:15 % WBE: 15%

05. Other Goods/Services

*use General Services



Civil Rights & Equal Opportunity Department

The following are the goals assigned to the Civil Rights & Equal Opportunity Department (by type) in accordance with the City Code. For all other contracts, CREO must perform an availability analysis and determine feasibility and historical data on a contract-by-contract basis.

01. Cooperative Agreements

These contracts are exempted from contract goals based on availability analysis, historical data and feasibility of subcontract opportunities. However, all Cooperative Agreements must pass the requirements of Ch. 3 on to any subcontractors for cooperative agreements contemplating construction services or professional services that meet or exceed the value thresholds of the program.

02. Professional Services

MBE: 14% WBE: 14%

03. Construction Services

MBE: 15 % WBE: 15%

04. Other Goods/Services

*use General Services



Conventions & Entertainment Department

The following are the goals assigned to the Conventions & Entertainment Department (by type) in accordance with the City Code. For all other contracts, the Conventions & Entertainment Department should make a submission to CREO for analysis.

01. Revenue Sharing

These contracts are exempted from contract goals based on availability analysis, historical data and feasibility of subcontract opportunities.

02. Labor & Event Staffing

MBE: 15% WBE: 15%

03. Equipment Purchase plus Install (proprietary)

These contracts shall include language that encourages good faith efforts to attain participation. A CUP will be required upon selection to ensure that where available marketplace participants are available, a good faith effort to be inclusive has been made.

04. Facility Renovation/Tenant Upgrades/Maintenance

MBE: 11% WBE: 11%

05. General Services/Professional Services

MBE: 13% WBE: 13%

06. Construction Services

MBE: 10% WBE: 10%



Economic Development Corporation

The following are the goals assigned to EDCKC (by type) in accordance with the City Code. For all other contracts, the project/contract manager should make a submission to CREO for analysis. These goals apply to all agency projects (LCRA, PIEA, TIF) that are for residential and building construction and appurtenant infrastructure.

01. Revenue Sharing

These contracts are exempted from contract goals based on availability analysis, historical data and feasibility of subcontract opportunities.

02. Professional Services

MBE: 14% WBE: 14%

03. Equipment Purchase plus Install (proprietary)

These contracts shall include language that encourages good faith efforts to attain participation. A CUP will be required upon selection to ensure that where available marketplace participants are available, a good faith effort to be inclusive has been made.

04. EDCKC Facility Renovation/Tenant Upgrades

MBE: 15% WBE: 15%

05. Construction Services

MBE: 15% WBE: 15%



Finance Department

The following are the goals assigned to the Finance Department (by type) in accordance with the City Code. For all other contracts, the Finance Department should make a submission to CREO for an availability analysis, determination of feasibility to subcontract, and review of historical data on a contract-by-contract basis.

01. Auditing

MBE: 20% WBE: 0%

02. Financial Advisory

MBE: 20% WBE: 0%

03. Bond Counsel

MBE: 10% WBE: 5%

04. General Services/Professional Services

*use General Services Department goals

05. Construction Services

*use General Services Department goals



Fire Department (KCFD)

The following are the goals assigned to the Fire Department (by type) in accordance with the City Code. For all other contracts, the Fire Department should make a submission to CREO for an availability analysis, determination of feasibility to subcontract, and review of historical data on a contract-by-contract basis.

01. Professional Services

MBE: 14% WBE: 14%

02. Consulting Services

MBE:14% WBE: 14%

03. Construction Services

*use General Services Department goals

04. Other Goods/Services

*use General Services Department goals



General Services

The following are the goals assigned to the General Services Department (by type) in accordance with the City Code. This only applies to the General Services Department-solicited contracts, not those that are solicited on behalf of other city departments. Please refer to the individual department goal in this manual.

01. Purchase Only Contracts

These contracts are exempted from contract goals based on availability analysis, historical data and feasibility of subcontract opportunities.

02. Purchase plus Install (nonproprietary)

MBE: 14% WBE: 14%

NOTE: Where the contract will only allow one installer, a request for waiver will be approved with documented good faith efforts. See Request for Waiver section for more information.

03. Purchase plus Install (proprietary)

These contracts shall include language that encourages good faith efforts to attain participation where available. No goals are set for these contracts due to proprietary concerns.

04. Facility Renovation/Tenant Upgrades

MBE: 15% WBE: 15%

05. Professional Services

MBE: 15% WBE: 15%

06. Construction Services

MBE: 15% WBE: 15%

07. Facilities Maintenance/Repair

MBE: 10% WBE: 10%

08. Other Goods & Services

MBE: 11% WBE: 11%



Health Department

The following are the goals assigned to the Health Department (by type) in accordance with the City Code. For all other contracts, the Health Department should make a submission to CREO for an availability analysis, determination of feasibility to subcontract, and review of historical data on a contract-by-contract basis.

01. Professional Services

MBE: 14% WBE: 14%

02. Consulting Services

MBE:14% WBE: 14%

03. Construction Services

MBE: 15% WBE: 15%

04. Other Goods/Services

*use General Services Department goals

Housing & Community Development Department

The following are the goals assigned to the Housing & Community Development Department (by type) in accordance with the City Code and federal regulations. This manual does not include DBE or Section 3 plans which are required by federal regulations. Per federal regulation, a separate analysis is made project-by-project at the time the development/project plan is approved.

These MBE/WBE goals should be applied to all contracts except where individual contracts may require more specific goal processing or where the contract requires multiple program application (e.g. DBE, Section 3, MBE/WBE).

01. CDBG/HOME/HUD assisted

Section 3 applies to these contracts in their totality.

02. Construction

MBE: 15% WBE: 15%

03. Design/Consulting

MBE: 13% WBE: 13%

04. Facility Renovation/Tenant Upgrades/Maintenance

MBE: 11% WBE: 11%

05. Professional Services

MBE: 14% WBE: 14%



Human Resources Department

The following are the goals assigned to the Human Resources Department (by type) in accordance with the City Code. For all other contracts, the Human Resources Department should make a submission to CREO for an availability analysis, determination of feasibility to subcontract, and review of historical data on a contract-by-contract basis.

01. Professional Services

MBE: 14% WBE: 14%

02. Construction

MBE: 15% WBE: 15%

03. Facility Renovation/Tenant Upgrades/Maintenance

MBE: 11% WBE: 11%

04. Other Goods/Services

*use General Services Department goals



Law Department

The following are the goals assigned to the Law Department (by type) in accordance with the City Code. For all other contracts, the Law Department should make a submission to CREO for an availability analysis, determination of feasibility to subcontract, and review of historical data on a contract-by-contract basis.

01. Other Professional Services

MBE: 14% WBE: 14%

02. Legal Consultants & Document Review

MBE: 15% WBE: 15%

03. Process Servers

These contracts are exempted from contract goals because there are no available MBE or WBE firms available to perform these services.

04. Outside Counsel for Specialized Litigation

These contracts are exempted from contract goals based on availability analysis, historical data and feasibility of subcontract opportunities.



Neighborhood Services Department

The following are the goals assigned to the Neighborhood Services Department (by type) in accordance with the City Code. For all other contracts, the Neighborhood Services Department should make a submission to CREO for an availability analysis, determination of feasibility to subcontract, and review of historical data on a contract-by-contract basis.

01. Professional Services

MBE: 14% WBE: 14%

02. Design Services

MBE:14% WBE: 14%

03. Consulting Services

MBE: 15% WBE: 15%

04. Construction

MBE: 15% WBE: 15%



Parks & Recreation Department

The following are the goals assigned to the Parks & Recreation Department (by type) in accordance with the City Code. For all other contracts, the Parks & Recreation Department should make a submission to CREO for an availability analysis, determination of feasibility to subcontract, and review of historical data on a contract-by-contract basis.

01. Professional Services

MBE: 14% WBE: 14%

02. Design Services

MBE:14% WBE: 14%

03. Consulting Services

MBE: 15% WBE: 15%

04. Construction

MBE: 15% WBE: 15%

05. Playgrounds & Athletic Fields

MBE: 15% WBE: 15%

06. Swimming Pool Construction & Installation

These contracts are exempted from contract goals because there are no available MBE or WBE firms available to perform these services.



Police Department (KCPD)

The following are the goals assigned to the Police Department (by type) in accordance with the City Code. For all other contracts, the Police Department should make a submission to CREO for an availability analysis, determination of feasibility to subcontract, and review of historical data on a contract-by-contract basis.

01. Professional Services

MBE: 14% WBE: 14%

02. Design Services

MBE:14% WBE: 14%

03. Consulting Services

MBE: 15% WBE: 15%

04. Construction

MBE: 15% WBE: 15%

05. Psychologists

The police department shall (1) encourage eligible businesses or entities performing these services to apply to CREO, the Kansas Department of Transportation (KDOT) or Missouri Department of Transportation (MODOT) for certification; and (2) submit to CREO its interest in a Police Department contract; and (3) to seek pre-qualification with the General Services Department (if applicable).



Public Works Department

The following are the goals assigned to the Public Works Department (by type) in accordance with the City Code. For all other contracts, the Public Works Department should make a submission to CREO for analysis.

01. Emergency Repair

These contracts are exempted from contract goals based on feasibility analysis of subcontracting opportunities.

02. Design/Build (General)

MBE: 14% WBE: 14%

03. Construction (General)

MBE: 15% WBE: 14%

04. Street Overlay

MBE: 10% WBE: 10%

05. Sidewalks (non-SLBE)

MBE: 15% WBE: 15%

06. Street Reconstruction

MBE: 10% WBE: 10%

07. Sidewalks >\$300,000

Limited to Small Local Business Enterprise program solicitation.

Waivers of the SLBE program requirements are considered on a case-by-case basis. Request for exemption must be submitted to CREO through eBuilder.

08. Streetlighting

MBE: 15% WBE: 15%



Water Services Department

The following are the goals assigned to the Water Services Department (by type) in accordance with the City Code. For all other contracts, the Water Services Department should make a submission to CREO for analysis.

01. Emergency Repair

These contracts are exempted from contract goals based on feasibility analysis of subcontracting opportunities.

02. Design/Build (General)

MBE: 14% WBE: 14%

03. Construction (General)

MBE: 15% WBE: 14%

04. Water Facilities

MBE: 11% WBE: 11%

05. Green Infrastructure

MBE: 13% WBE: 13%

06. Sewer Rehabilitation

MBE: 10% WBE: 10%

07. Overflow Control (General)

MBE: 11% WBE: 11%

08. Water Mains

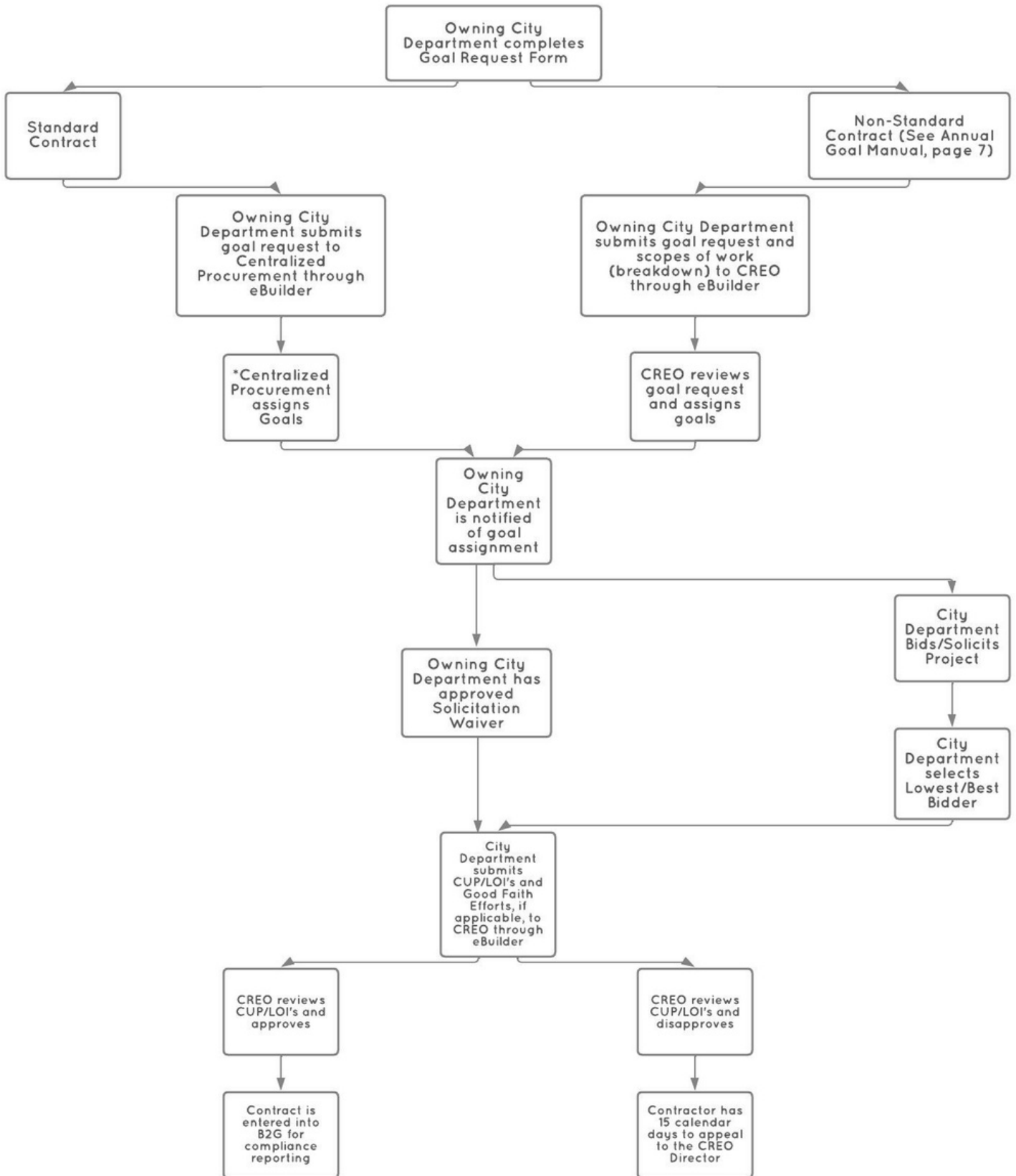
MBE: 11% WBE: 11%

09. Smart Sewer Program

MBE: 20% WBE: 20%



Process Flow



Refer to Annual Goal Manual for goals by contract type per Department.

If a project is exempted per the Annual Goal Manual, submit a copy of the goal request form signed by Centralized Procurement to CREO to enter into B2G for tracking purposes.

*Centralized Procurement reviews the Annual Goal Manual and applies goals based on the established goals in the Annual Goal Manual. Centralized Procurement does not analyze the goal requests.



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Senior Civil Rights Specialist

Gabriel Kuer
Civil Rights Specialist

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