

**Transportation Commission of Colorado
Small Business & Diversity Committee Agenda
Wednesday, February 20, 2019
2829 W Howard Place; Auditorium
Denver, Colorado 80204**

**KATHLEEN GILLILAND, Chairwoman
District 5**

**BILL THIEBAUT
District 10**

**HERMAN STOCKINGER
Policy and Government Relations Director/Secretary**

The Chairwoman may change the item sequence or timing

- 1. Call to order**
- 2. *There are no minutes to approve***
- 3. Recent Successes**
- 4. Small Business Programs Under Policy Directive 606.0**
- 5. Connect2DOT and Small Business Capacity Ladder**
- 6. Workforce Development Programs**
- 7. Contract Compliance**
- 8. Adjourn**



DATE: February 8, 2019
TO: Transportation Commission
FROM: Greg Diehl, Director, *Civil Rights & Business Resource Center* (CRBRC)
SUBJECT: February Small Business & Diversity Committee Meeting

Minutes

There are no past minutes to approve.

Recent Successes

CRBRC has been busy developing and implementing civil rights programming and creating associated guidance and education. Below is a list of key highlights for our core program areas over the last six months.

FFY 2018 DBE Utilization was 13.1%, nearly a full percentage point above our target goal of 12.15%. [Attachment I: FFY18 DBE Annual Report]

We **piloted a new contracting structure** for a recent Front Range non-project specific (NPS) procurement for Construction Management/Construction Inspection/Materials Testing services, and saw great success for our small businesses. The top scoring proposal in each contract tier was delivered by a firm with active small business certifications. [Attachment II: CM/CI/MT NPS Pilot Overview]

RISE, CDOT's statewide workforce development program currently has a **40% placement rate at an average starting wage of \$19/hr; 90% of those individuals have retained their positions beyond 60 days.**

CRBRC is in the process of **hosting statewide Compliance Trainings** for Construction Contract Personnel. In each region, we provide a full day of training for Construction Contractors, and a half-day of training for Contract Oversight Personnel. To date, we have trained 110 people in two Regions, and 100% of respondents to our feedback survey rate the training as Excellent or Good. [Note: for more information on the outreach strategies we use to inform industry about these opportunities, please see Attachment III: Outreach Overview, originally provided July 2018 in response to a request from the Committee.]

CDOT **adopted a new spec for On the Job Training (OJT)**, which included a Preapproved Classifications Utilization Plan (PAC-UP) that outlines more than 20 trainee classifications approved by DOL for use on CDOT construction projects. The PAC-UP is free and available to all contractors, which is of particular benefit to our small businesses that may have seen OJT as a barrier to prime contracting in the past. To support use of the PAC-UP, CRBRC created a guidance document and delivered a webinar that is now available on-demand via the Civil Rights website.

CDOT **adopted a new Procedural Directive for Title VI**, documenting CDOT's responsibilities and processes for maintaining compliance with Title VI and ensuring nondiscrimination across programs and activities. PD 604.1 was adopted in August 2018 and CRBRC is collaborating with Employee Development to create an e-learning module that will be required education for all CDOT employees.

Small Business Programs Under Policy Directive 606.0

The adoption of Policy Directive 606.0, Policy on Fostering Small Business Capacity, codified CDOT's commitment to developing small businesses within our industry in the interest of competition and economic sustainability. The Policy was deliberately broad; the goal is to continue to develop supplementary Procedural Directives for supporting programs. Key program development initiatives we are currently pursuing that we hope to roll under PD 606.0 are listed below.

- **Mentor-Protégé**
 - The 2019 Mentor-Protégé program officially kicked off with a very well-attended luncheon in January. Commissioners, CDOT EMT Members, R1HQ Engineers, and representatives from the teams and Steering Committee were in attendance.
 - There are 7 teams in the 2019 cohort; 2 are construction firms and 5 are professional services firms. 3 teams are returning from the 2018 cohort.





- CRBRC is continuing to look for ways to quantitatively evaluate program progress
- This spring we will collaborate with the current Mentor firms to discuss ways to better incentivize Mentors to participate in this program
- Bond Guarantee
 - CRBRC is currently collaborating with Risk Management and Construction Contracts to develop the Procedural Directive for administering the \$2.5M TC approved for the program in July of 2018. The Procedural Directive will cover the due diligence and application process for admitting firms into the program, the funds administration process, and the claims process should that course of action be necessary
- Restricted Contracts
 - On the construction side, this program continues to be supported by the ADA Curb Ramps Program, which requires each Region to advertise at least one project a year up to \$1M that is restricted to bidding by active ESBs. Goals are to increase the breadth of work types (currently limited to flatwork) and the frequency of opportunities (currently limited to one per Region per year).
 - On the professional services side, our recent success with the CM/CI/MT NPS Pilot indicates that we will look for similar opportunities in the future, and continue to improve with each iteration.

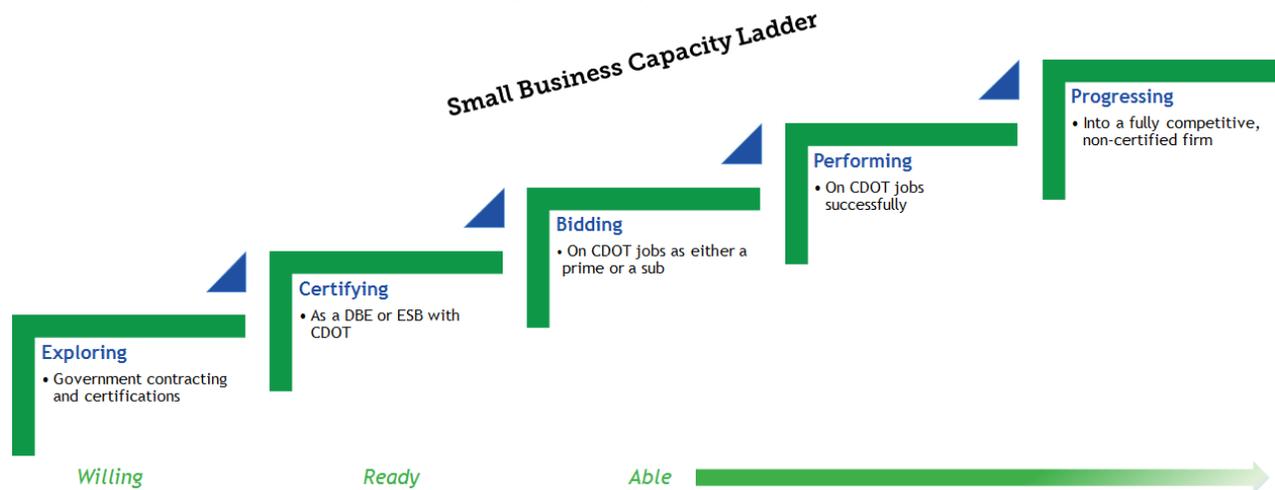
We are also looking into the legal feasibility of a possible bid/point preference program, which would apply a standardized percentage benefit to small businesses during the letting or scoring process. Should initial research indicate value in the possibility, we will develop and present a white paper outlining the concept to the SBD Committee later this year.

Connect2DOT & the Small Business Capacity Ladder

Connect2DOT is beginning to reorganize our programming to help small businesses move up what we call the Capacity Ladder, where the goal is to help businesses mature through our programming and eventually progress out of the certification thresholds. This refocusing can be seen in a few key ways:

- Decreasing the frequency of Exploring and Certifying trainings, where we can rely on partner organizations like MBO, SBDC, PTAC, and City and County of Denver who concentrate on those rungs.
- Increasing the frequency of Bidding and Performing trainings and technical assistance, such as a 3-session Bidding and Estimating Workshop in January, a Proposal Writing Workshop in March, and a proposed Joint Ventures for Small Businesses Workshop in August.
- Beginning to look more at ways to encourage and support firms as they progress out of the programs, such as Executive Panel sessions with recent graduates
- Beginning to look at additional impact metrics and data monitoring to confirm that this shift is helping increase DBE and ESB participation on CDOT contracts

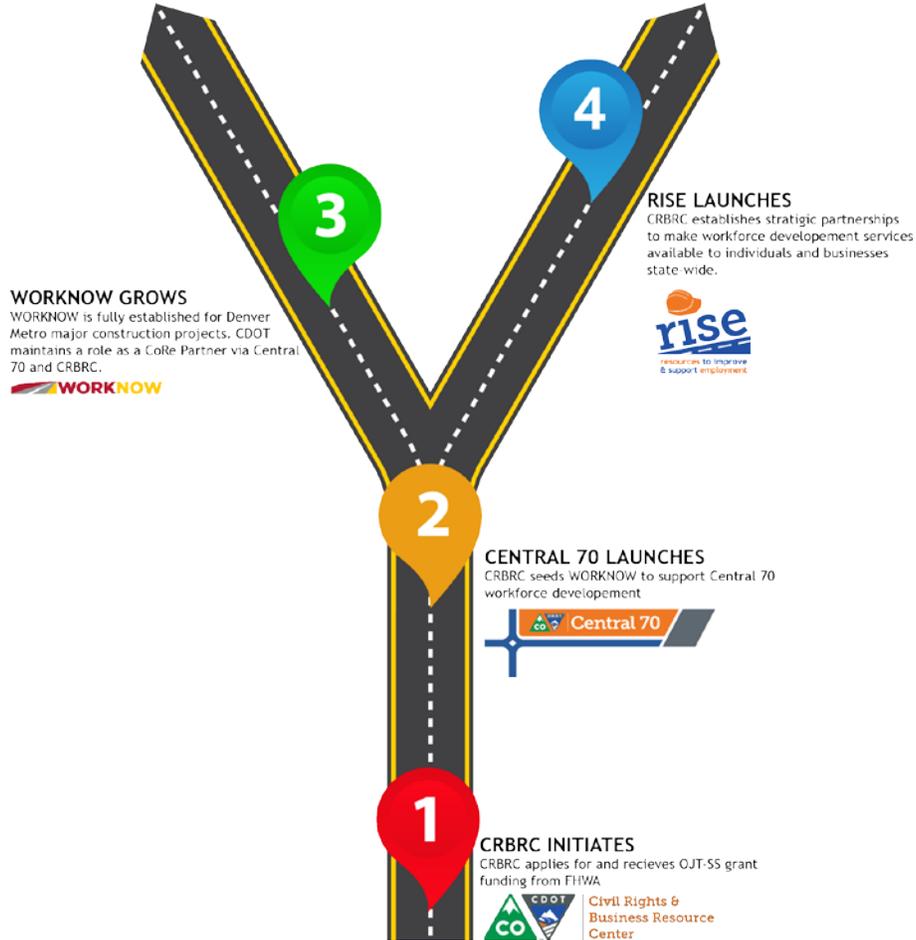
Lastly, our FHWA Regional Office has indicated that FHWA would like to use Connect2DOT’s current impact report as a template for national best practices on DBE Supportive Services program oversight.





Workforce Development Programs

CRBRC has also made extensive progress on Workforce Development initiatives, and is beginning to formally establish programs, compliance processes, and support services across all contracting mechanisms. The approach we have taken with program development has been determined largely by the timeline over which we funded, developed, and launched various elements over the last several years, as seen below.



The WORKNOW collaborative (with support from CDOT’s OJT-SS budget) continues to support the Central70 Project and other Denver Metro Area major projects with remarkable success; as of December 2018, WORKNOW has placed 30 individuals on Central70, and nearly 150 individuals attended the first Central70 job fair.

CDOT’s statewide RISE program is beginning to establish service delivery partners throughout the state, and will soon be issuing an RFP for a Program Management consultant, similar to the Connect2DOT model. We have 15 established partners outside of the Denver Metro Area, who will help us deliver workforce support services to individuals and businesses outside of the WORKNOW service area. RISE will offer an intentional curriculum that enables individuals to progress through supplementary training as they are moving toward journey-level employment. [Attachment V: RISE Curriculum]

RISE will also coordinate directly with Connect2DOT to ensure CDOT’s DBE and ESB business owners are able to leverage RISE services to support their workforce needs.





Contract Compliance

CRBRC has now structured its Compliance Team to parallel CDOT's 3 key contract delivery methods; each SME in these areas has a core focus for the coming months, as outlined below.

- Professional Services: to better evaluate DBE participation on Consultant Contracts, CRBRC is inputting past task order data into B2G to analyze past participation trends. Simultaneously, we are in conversations with the Project Delivery Branch regarding changes to how the contractual DBE goal is set on NPS contracts, allowing us to be both more compliant with federal regulations and better serve our statewide DBE community.
- Construction: we are currently seeing a spate of compliance issues related to trucking; the implementation of LCPTracker has allowed us to identify areas where Contractors in the past have not been evaluated for compliance and that is now causing a rush of questions about how CDOT intends to enforce those areas going forward. We are currently building a Trucking Compliance Training that will be held on April 3 in Lakewood and supplemented by a guidance document and on-demand resources where possible.
- Alternative Delivery: CRBRC is collaborating with the Alternative Delivery Unit to build the 550/160 Connection RFP. CRBRC is looking to intentionally participate in this process to create programmatic guidance and templates for future Design/Build RFPs to foster consistent implementation and better compliance practices as CDOT moves toward more Alternative Delivery contracts.



DBE MONTHLY REPORT FOR DESIGN BID BUILD CONSTRUCTION CONTRACTS + DESIGN-BUILD I-25 NORTH PROJECT

Federal Fiscal Year 2018 to Date (10/1/2017 - 9/30/2018)

Federal Dollars Only

	A	B	C	D	E	F	G	H	I
AWARDS/COMMITMENTS MADE DURING THIS REPORTING PERIOD (Total contracts and subcontracts committed during this reporting period)	Total Dollars	Total Number	Total to DBEs (dollars)	Total to DBEs* (number)	Total to DBEs/Race Conscious (dollars)	Total to DBEs/Race Conscious (number)	Total to DBEs/Race Neutral (dollars)	Total to DBEs/Race Neutral (number)	Percentage of total dollars to DBEs
Prime contracts awarded this period	\$367,397,893	55	\$0	0			\$0	0	0.0%
Subcontracts awarded/committed this period	\$178,989,764	1108	\$48,034,122	324	\$39,937,970	158	\$8,096,152	166	26.8%
TOTAL			\$48,034,122	324	\$39,937,970	158	\$8,096,152	166	13.1%

BREAKDOWN BY ETHNICITY & GENDER	A	B	C	D	E	F
	Total to DBE (dollar amount)			Total to DBE (number)		
	Women	Men	Total	Women	Men	Total
Black American	\$20,320	\$1,570,066	\$1,590,386	3	11	14
Hispanic American	\$3,042,375	\$23,444,035	\$26,486,411	26	122	148
Native American	\$0	\$729,897	\$729,897	0	4	4
Asian-Pacific American	\$0	\$549,596	\$549,596	0	4	4
Subcontinent Asian Americans	\$0	\$0	\$0	0	0	0
Non-Minority	\$18,659,491	\$18,341	\$18,677,832	150	4	154
TOTAL	\$21,722,187	\$26,311,935	\$48,034,122	179	145	324

* The 324 prime and subcontracts shown in this column went to 128 individual DBE firms.



Front Range CM/CI/MT NPS

- Question: can we structure these contracts in a way that fosters more competition and ultimately offer taxpayers a better product while also providing an environment that encourages small businesses to compete?



Tiering and ESB Restriction

- 3 Contract Tiers: \$5M (8), \$3M (4), \$1M (4); firms can only propose at one tier
- 2 of the \$1M contracts to be awarded to qualified firms with an active ESB certification



Small Businesses Win Big

- The top scoring proposers in all 3 tiers were certified small businesses
 - \$5M: RJ Pagan (DBE/ESB) | \$3M: GeoCal (DBE/ESB) | \$1M: Vivid (ESB)
- Out of the 16 contracts, 6 were awarded to certified small businesses
- Out of the 16 contracts, 4 were awarded to Mentors in the ESB Mentor-Protgé Program



Next Steps

- Debriefs and further training opportunities for unsuccessful firms
- Connect2DOT to follow up with successful firms to ensure they know what to do next
- Potential future opportunities could be a Statewide MT/Geotechnical this spring and/or a Front Range Traffic Engineering later in the year

Industry Relations: Process and Program Input

The CRBRC participates in a variety of regular trade association meetings to ensure CDOT's contractor and consultant community is aware of Civil Rights requirements and programs and that they have an avenue to provide feedback related to process improvements and program development. Those groups include:

- Colorado Contractors Association (CCA)
- American Council of Engineering Companies, Colorado Chapter (ACEC)
- Hispanic Contractors of Colorado (HCC)
- Black Construction Group (BCG)
- Council of Minority Transportation Officials (COMTO)
- Women's Transportation Seminar (WTS)
- RTD Small/Disadvantaged Business Enterprise Advisory Committee (S/DBEAC)
- City & County of Denver Construction Empowerment Initiative (CEI)

Small Business Relations: Process and Program Input

The CRBRC hosts quarterly Small Business Collaborative Forums, where small businesses are invited to participate in programmatic discussions in a round table setting with CDOT representatives, other small business owners, industry representatives, and prime contractors. Our goal with these Forums is to ensure small businesses have similar opportunities to those CDOT provides for prime contractors to learn about and discuss programs and process changes and improvements. The Forums are divided into two sets, one that focuses on Construction issues, and one that focuses on Professional Services. The schedule for the Forums is:

- **Construction:** Last Monday of March, June, September, first Monday of December, from 3-5pm.
- **Professional Services:** Second Thursday of January, April, July, October, from 9-11am.

All forums are held at CDOT HQ and simulcast via webinar for participants who are outside the Denver metro area or not able to attend in person. More information, upcoming agendas, and past meeting resources can be found at:

<http://codot.gov/business/civilrights/smallbusiness/support/forums>.

Outreach: Awareness and Information

Email Communication: Connect2DOT leads most of CRBRC's outreach initiatives through an e-newsletter distribution list with more than 4,500 subscribers. Connect2DOT issues a monthly newsletter summarizing all upcoming small business events and opportunities, as well as updates about requirements, programs, and processes. Archived versions of the e-newsletter

can be reviewed at www.connect2dot.org/newsletters. Email notifications are also delivered on an as-needed basis to highlight special news and events.

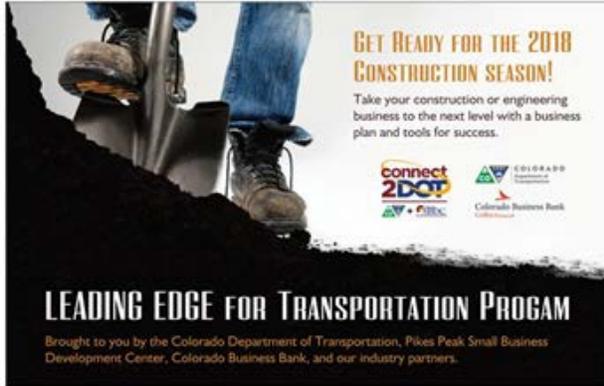
Industry Events: Connect2DOT participates in 3-5 industry events per month and delivers presentations on doing business with CDOT, getting certified, and government marketing, as well as serving as an expert panelist and hosting an information booth. These events occur in all areas of the state. A list of upcoming events where Connect2DOT will have a presence can be found at www.connect2dot.org/event-calendar-list.

CDOT Pre-Proposal Events: Connect2DOT works with the Region Civil Rights Offices to organize pre-proposal small business networking events for design-build and other large CDOT projects. These are often in the format of a prime contractor meet-and-greet or reverse trade fair where small businesses host an information booth for prospective prime contractor teams. Targeted events have been held for projects such as Central 70, E-470, North I-25 Express Lanes, Eisenhower-Johnson Tunnels, US 287, I-76 and US 6. A reverse trade fair is currently being planned for the US 550/US 160 project in Durango on September 12.

Website and Social Media: Connect2DOT manages an informational website at www.connect2dot.org and updates the news and industry event calendar daily. Important announcements and events are channeled through social media outlets including LinkedIn and the Connect2DOT Facebook page at www.facebook.com/Connect2dot.

Bid Matching Service: Connect2DOT maintains an automated Bid Matching Service that delivers weekly email notifications to more than 1350 opt-in subscribers. Emails are segmented by NAICS (type of work) and provide a list of all newly advertised CDOT construction projects that include that type of work. This free “push” service keeps large and small businesses aware of bid opportunities, including ESB Restricted projects. Registration can be found at [/www.connect2dot.org/website/bid-match-signup](http://www.connect2dot.org/website/bid-match-signup).

Marketing: Traditional marketing including flyers, postcard mailers, newspaper listings, and radio are used to promote workshops and events to local communities across the state. Connect2DOT leverages the regional knowledge and presence of the 14 SBDC’s to determine the best communication channels to reach local small businesses. Each SBDC develops a tailored outreach plan in cooperation with Connect2DOT to support their annual program plans.



Outreach: Small Business Development

CDOT's partnership with the Colorado SBDC Network ensures local reach in rural communities across the state. Centers are typically hosted by a community college, chamber of commerce, or business incubator. Connect2DOT maintains regular communication with these partner organizations and leverages their communication channels to reach a wide business audience.

Connect2DOT serves on the Board of Directors for COMTO Colorado and HCC Contractor Academy to ensure cooperative initiatives. In addition to regular meeting attendance with key stakeholder groups, Connect2DOT provides substantive outreach through collaboration with other state entities and groups, including:

- American Institute of Architects (AIA) Colorado
- American Subcontractors Association (ASA)
- Associated Builders and Contractors (ABC), Rocky Mountain Chapter
- Associated General Contractors of Colorado (AGC)
- Associated Landscape Contractors of Colorado
- City and County of Denver Division of Small Business Opportunity (DSBO)
- Colorado Association of Black Professional Engineers and Scientists (CABPES)
- Colorado Asphalt Pavement Association (CAPA)
- Colorado Association of Transit Agencies (CASTA)
- Colorado Minority Enterprise & Educational Development (MEED)
- Colorado Minority Business Office (MBO)
- Colorado Office of Economic Development (OEDIT)
- Colorado Procurement Technical Assistance Center (PTAC) of Colorado
- Colorado Small Business Development Center Network (SBDC)
- Colorado Women's Chamber of Commerce
- DEN Commerce Hub
- Design Build Institute of America (DBIA)
- Grand County Builders Association
- Grand Junction Business Incubator
- Institute of Transportation Engineers (ITE)
- Mi Casa Resource Center for Women
- Minority Business Advisory Council

- Minority Business Development Agency (MBDA)
- Mountain Plains Minority Supplier Development Council (MPMSDC)
- Rocky Mountain Masonry Institute (RMMI)
- RTD Civil Rights Office
- Small Business Majority
- The Opportunity Council
- TiE Rockies
- USDOT West Central Small Business Transportation Resource Center
- Western Colorado Contractors Association (WCCA)

In addition to local area Chambers of Commerce, Connect2DOT partners with the following targeted associations:

- Asian Chamber of Commerce
- Colorado Black Chamber of Commerce
- Colorado Women's Chamber of Commerce
- Denver Hispanic Chamber of Commerce
- Rocky Mountain Indian Chamber of Commerce

RISE Curriculum Plan

Block 1: Construction Basics (classroom)

- 1 Hour Orientation which identifies typical employment opportunities , benefits and career paths
- OSHA 10
- CPR/First Aid
- Construction Math (estimating, measuring, conversion)
- Power Tool Use and Safety
- Q&A Opportunity with Current Workforce Member

Block 1: Construction Basics (on demand)

- Video Orientation which identifies typical employment opportunities , benefits and career paths
- OSHA 10
- CPR/First Aid
- Construction Math (estimating, measuring, conversion)
- English for Construction (optional - intended for Spanish speakers)
- Virtual Q&A Opportunity with Current Workforce Member

Block 2: Labor Basics

- Flagging
- Confined Space
- Plan Reading
- Erosion Control

Block 3: Capstone

Heavy Equipment Operation

- Orientation & Introduction
 - Simulator Time
 - Field Time on machines
- * No more than 3:1 Student to Equipment Ratio
- * Includes at least one day of actual field time

Form Work

- Orientation & Introduction
- Basics, Safety & Tools
- Flatwork (paving, sidewalk)
- Vertical Framework
- Some curb & gutter

Iron Work

- Orientation & Introduction
 - Basic Safety, Tools, & Materials
 - Cutting, Tying, & Bending Practice
 - Basic Welding
 - Rebar
- * Class does not include Pipework

CDL Class A & B Scholarships available for those interested in a license for the purpose of working in the construction industry.