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Denver, CO 80222-3406

DATE: February 5, 2016
TO: Transportation Commission
FROM: Greg Diehl, Manager, *Civil Rights & Business Resource Center (CRBRC)*
SUBJECT: February Disadvantaged Business Enterprise (DBE) Committee Meeting

DBE Participation Report

As shown in the attached DBE Monthly Report for Construction Contracts, for the first quarter of the Federal Fiscal Year 2016 (10/1/2015 - 12/31/2015) CDOT is on target to meet its DBE overall annual goal of 12.15% with 12.2% participation. This quarter 64 contracts were awarded to 42 separate DBE firms.

DBE/ESB Supportive Services Update

CDOT delivers its small business supportive services through its Connect2DOT program. The Connect2DOT program provides small business technical assistance, business planning, outreach, and training resources throughout the state to help increase capacity and grow Colorado's underutilized DBE and ESB firms.

Connect2DOT has had a successful and busy first quarter. Attached you will find a comprehensive report of Connect2DOT activities last quarter. Key highlights include:

- From October to December of 2015, program consultants conducted 207 one-on-one consulting sessions with 96 unique customers.
- Connect2DOT hosted two workshops in CDOT Region 4 for businesses interested in government contracting. Region 4 was identified as an area with a significant number of small businesses that are not certified in the DBE and ESB programs and/or actively pursuing CDOT work.
- The CRBRC and Connect2DOT hosted an I-70 East CDOT Small Business Roundtable event at CDOT headquarters in Denver and simultaneously offered it as a webinar. This was the second in a series of webinars for small businesses interested in contracting on the I-70 East project. The topic was understanding small business barriers to contracting on a large project. 62 people attended collectively in-person and online.
- Connect2DOT hosted a resource booth at eight industry events and organized two small business networking events, including a reverse trade fair and networking event for DBE and ESB certified firms interested in opportunities to sub-consult on the upcoming I-70 East project. More than 300 people representing DBE, ESBs, and industry and resource partners attended the networking event.

This quarter, CDOT launched Small Business Collaborative Forums to improve communication and transparency with small business stakeholders. The forums provide a space where small businesses, CDOT staff, and other industry leaders find solutions to issues affecting DBE and ESB utilization and success in the planning, design, construction, and operation of the Colorado transportation system. CDOT hosts separate forum meetings dedicated to construction and professional services.

The first professional service forum meeting was held in January and was offered in both an in-person and webinar format. There were over 59 people in attendance at the in-person meeting and 21 people attended the webinar. To ensure transparency, the forum has a dedicated webpage with meeting agendas, minutes, presentations, handouts, and information, available here: <http://www.connect2dot.org/stay-connected/cdotcf>

The Collaborative Forums will take place in Denver with an option to attend via webinar in order to reach statewide stakeholders. Connect2DOT and the CRBRC are also exploring options to improve small business outreach in rural areas including hosting regional construction roundtables and regional networking events for professional service firms.



Workforce Development Update

The FHWA On-the-Job Training (OJT) Program requires State Transportation Agencies (STAs) to establish apprenticeship and training programs targeted to move women, minorities, and disadvantaged individuals into journey-level positions to ensure that a competent workforce is available to meet highway construction hiring needs, and to address the historical under-representation of these groups in highway construction skilled crafts.

The OJT Supportive Services (OJT/SS) Program was established in Title 23 Code of Federal Regulations (CFR), Part 230) to supplement the OJT program and support the State Agency training programs by providing services to highway construction contractors and assistance to highway construction apprentices and trainees. The primary objectives of OJT/SS are: (1) to increase the overall effectiveness of the State highway agencies' approved training programs; and (2) to seek other ways to increase the training opportunities for women, minorities, and disadvantaged individuals.

CRBRC is currently holding a statewide Civil Rights Summit meeting in February where both programs will be discussed in an effort to revamp the programs.

ADA Transition Plan

CRBRC is partnering with internal and external stakeholders to update to its ADA Transition Plan and to develop a strategic and integrated approach for progressively bringing curb ramps across the state into federal compliance.

Attachments

November 2015 DBE Committee Meeting Minutes

December DBE Participation Report

CDOT DBE/SS (Connect2DOT) Q1 Report



**Transportation Commission of Colorado
DBE Committee Meeting Minutes
November 18, 2015**

- The meeting was called to order at 4pm.
- The following were in attendance:

Commissioner Barry	Commissioner Hofmeister
Commissioner Gilliland	Commissioner Thiebaut
Commissioner Hall	Shailen Bhatt
Herman Stockinger	Josh Laipply
Greg Diehl	Katherine Williams
Megan Coontz McAllister	Jun Arcilla
Cathy Kramer	Darrell Wells

- Approval of Minutes: Commissioner Hofmeister moves to correct the spelling of his name in the meeting minutes. The committee unanimously approved the minutes with the corrected spelling.
- CRBRC Center Update:
 - CDOT's Civil Rights & Business Resource Center (CRBRC) has been realigned to report directly to CDOT's Chief Engineer.
 - CRBRC has been partnering with stakeholders to update its ADA transition Plan
 - More partnership events with Unified Certification Program (UCP) partners, City and County of Denver and RTD. This morning RTD, the City and County of Denver, and CRBRC collaborated on a certification event for DBEs.
 - Question(s): Do subcontractors or prime contractors need to obtain DBE certification?
 - Answer: Both, It does not matter if you are a prime or sub. The DBE program is a federal program for socially and economically disadvantaged firms. The criteria for certification is defined by federal law.
- DBE Participation Report: The year-end DBE report is finished. CDOT exceeded its DBE goal of 10.25%. CDOT had 10.4% DBE participation for the Federal fiscal year. This is the sixth year in row CDOT has met or exceeded the DBE goal. A more aggressive 12.15% has been set for the next fiscal year. CRBRC is re-focusing efforts for small businesses through supportive services, restricted projects, and in preparing small businesses for the I-70 East project. The I-70 East project currently has two project DBE goals: 11.6% for Design and 12.5% for Construction. The project goals, including goal methodology, are currently open for comment.
- Workforce Development:

US DOT opened a pilot program for a local hiring preference. CDOT applied, and was approved, for the pilot program for the I-70 East project. An RFP has been developed for a needs assessment to analyze the availability of labor, technical assistance needs, and job readiness in the community. The study will focus on the Environmental Justice area as a targeted primary geographic location as well as a larger secondary area that includes adjacent communities.
- Questions
 - Question: Isn't the new DBE goal too aggressive? We aren't ready for the I-70 East project yet, so shouldn't we wait another two years to establish a goal this aggressive?
 - Answer: The I-70 East project goals were established by the CRBRC conducting a relative availability analysis based upon project estimates provided by an engineering team. The goals are currently open for public comment. The overall CDOT DBE goal does not include I-70 East project dollars. We establish our overall DBE goal through a mathematical process established by regulation. The process includes weighted census numbers with the number of DBE certified firms and a list of other factors that can bring the number up or down. The overall DBE goal doesn't apply individually to each region. We expect higher participation in the metro area and we expect less participation in rural areas.
 - Question: Can you speak to the cost associated with trying to meet project DBE goals. Sometimes it is upwards of 20-30% and it is getting ridiculous.

- Answer: In that case we have a “Good Faith Efforts” process, where a firm that is unable to meet a DBE goal can demonstrate Good Faith Efforts to meet the goal. We are making the goal setting process more transparent so that firms know how to solicit DBE firms and where to go when there is a problem. This ensures that we are all on the same page when we conduct a Good Faith Efforts review.
- Small Business Outreach & Statewide Collaboration: CRBRC has hosted a lot of events this month, including a reverse trade fair and a webinar for the 1-70 East project. The reverse trade fair gave small businesses space to highlight their work to primes. There were over 300 in attendance and we received positive feedback. The webinar gave primes and subs a forum to give input on the goal setting process and discuss DBE barriers to success on large projects.
- Suggestion: Commissioner Gilliland would like to see a small business roundtable event (perhaps a Wednesday morning or late afternoon event so that committee members can attend the meeting).
- Adjournment

DBE MONTHLY REPORT FOR CONSTRUCTION CONTRACTS

Federal Fiscal Year 2016 to Date (10/1/2015 - 12/31/2015)

Federal Dollars Only

	A	B	C	D	E	F	G	H	I
AWARDS/COMMITMENTS MADE DURING THIS REPORTING PERIOD (total contracts and subcontracts awarded or 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
1. Prime contracts awarded this period	\$50,936,510	15	\$323,514	1	\$0	0	\$323,514	1	0.6%
2. Subcontracts awarded/committed this period	\$13,102,653	220	\$5,882,099	63	\$5,053,371	34	\$828,728	29	44.9%
3. TOTAL			\$6,205,613	64	\$5,053,371	34	\$1,152,242	30	12.2%

	A	B	C	D	E	F	G
DBE AWARDS/COMMITMENTS THIS REPORTING PERIOD-BREAKDOWN BY ETHNICITY & GENDER	Black American	Hispanic American	Native American	Asian American	Non-Minority Women	Other (i.e. not of any other group listed here)	TOTALS (for this reporting period only)
4. Total Number of Contracts (Prime and Sub)	4	27	2	0	31	0	64
5. Total Dollar Value	\$148,418	\$3,781,112	\$331,869	\$0	\$1,944,214	\$0	\$6,205,613

	A	B	C	D	E
ACTUAL PAYMENTS ON CONTRACTS COMPLETED THIS REPORTING PERIOD	Number of Prime Contracts Completed	Total Dollar Value of Prime Contracts Completed	DBE Participation Needed to Meet Goal (Dollars)	Total DBE Participation (Dollars)	Percentage of Total DBE Participation
6. Race Conscious	12	\$49,597,811	\$4,806,499	\$6,155,003	12.4%
7. Race Neutral	3	\$2,787,300		\$102,750	3.7%
8. Totals	15	\$52,385,110		\$6,257,753	11.9%

* The 64 prime and subcontracts shown in this column went to 42 individual DBE firms.



FFY SOW 2015 Quarterly Report 1

Performance Period: October 1, 2015-December 31, 2015

Colorado Department of Transportation
Civil Rights & Business Resource Center
4201 East Arkansas Avenue
Denver, CO 80222

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Part 1 – Accomplishments and Performance

The Colorado Department of Transportation (CDOT) is committed to developing and delivering a meaningful Disadvantaged Business Enterprise (DBE) Business Development Program (BDP) through funding support from the Federal Highway Administration (FHWA). CDOT has successfully delivered DBE supportive services through the Connect2DOT program (www.connect2dot.org) for the past three years.

The Connect2DOT program provides technical assistance, business planning, outreach, and training throughout the state through a strategic partnership with the Colorado Small Business Development Center (SBDC) Network. The Colorado SBDC Network is operated by the Governor's Office of Economic Development and International Trade (OEDIT) and is governed by a cooperative agreement with the US Small Business Administration (SBA).

Through a memorandum of understanding with OEDIT, CDOT and the Colorado SBDC's have developed an effective model for delivering supportive services that helps to nurture, increase capacity, and grow Colorado's DBEs and small businesses in highway design and construction. Highlights of achievements during the first quarter of the 2015 federal fiscal year include:

1. **Connect2DOT Activities**

A solid foundation has been developed for the Connect2DOT program and it continues to gain momentum as more SBDC's build sub-programs targeted at small businesses interested in working with CDOT. The Connect2DOT program conducted outreach activities across the state this quarter. There was some slowing down of activities over the holidays when engagement is more difficult.

a. **Workshops & Webinars**

- i. **Making CDOT's OJT Program Work for You Workshop & Networking.** This workshop, held in Alamosa, Colorado, brought together prime and subcontractors to learn about how to effectively leverage and comply with On the Job Training (OJT) requirements on CDOT projects. CDOT Region 5 staff participated in developing and delivering the content. The workshop was followed by a networking session hosted by the San Luis Valley SBDC. Despite proactive outreach efforts via email, press releases, newspaper advertising, and flyers, only nine people attended and all were small business owners. Low attendance in Alamosa has been a trend, and therefore, other locations in Region 5 for training are being explored for future events.
- ii. **CDOT Contracting: Truth or Consequences Workshop.** This workshop, held in Durango, Colorado, covered contract compliance basics for subcontractors working on CDOT projects. CDOT Region 5 staff participated in the presentation and twenty-two attendees received one-on-one consulting.
- iii. **ESB Orientation Webinar.** This is a mandatory one-hour session for small businesses applying for ESB certification with CDOT. Webinars are provided monthly for statewide access. Thirty-two people participated in the webinars this quarter.
- iv. **Subcontracting on the Ramp Up Ridgeway! Project Workshop.** This workshop focused on subcontracting opportunities for an upcoming CDOT/Town of Ridgeway/DORA funded local-agency project. There were twenty-six attendees from the local area, primarily in construction. Staff participated from CDOT headquarters, CDOT Region 5, Town of Ridgeway, and Montrose SBDC.
- v. **Local Agency & Prime Contractor DBE Workshop.** This workshop was targeted to local agency recipients and prime contractors who are responsible for implementing the DBE program on their projects. The workshop gave an overview of the program regulations and involved a sample project exercise. Staff from CDOT Region 5 and headquarters also participated in the presentation for five

attendees. Attendees included LaPlata County employees, Town of Ridgway employees, and one prime contractor.

- vi. **Small Business Certification Workshop.** This workshop was hosted by the Grand Junction SBDC and was the third in a series of events held on the western slope this quarter. Connect2DOT co-presented with PTAC on federal, state, and local certification programs. Twelve people attended representing construction, engineering, and procurement vendors.
- vii. **Doing Business with the Government Workshop.** Two workshops were held in CDOT Region 4 for businesses interested in government contracting. The first was hosted by the Larimer SBDC in Fort Collins and the second was hosted by the Northeast SBDC in Greeley. Connect2DOT co-presented with PTAC on federal government contracting and CDOT contracting and certifications. Seventeen people attended in Fort Collins and twelve people attended in Greeley, representing a variety of industries. Both sessions were followed by a three-hour, one-on-one consulting block. Thirty minute meetings were pre-scheduled and Connect2DOT met with a total of ten individuals.
- viii. **I-70 East Webinar Series: CDOT Small Business Roundtable.** This event was held at CDOT headquarters in Denver and was also simultaneously offered as a webinar. The focus of the roundtable was on the implementation of DBE and ESB programs on the CDOT I-70 East project. This was the second in a series of webinars for small businesses interested in contracting on the I-70 East project. During this roundtable event, CDOT staff was able to share and obtain feedback on the I-70 East goal-setting methodology. It was also used as a forum to understand small business barriers to contracting. Sixty-two people attended collectively in-person and online. Most represented construction and engineering industries, with a small number of procurement vendors and industry partners in attendance.

b. Small Business Networking Events

Registration for small business networking events requires minimal data. Therefore, only basic attendee information is available. Demographic, certification, and industry information is only available if the attendee is also a client that has gone through the intake process. Client data can be made available upon request.

- i. **CDOT I-70 East Project Professional Services Reverse Trade Fair.** Connect2DOT and the CDOT I-70 East project team hosted a reverse trade fair for DBE and Emerging Small Business Enterprise (ESB) certified firms interested in opportunities to sub-consult on the upcoming I-70 East project. A mandatory event pre-meeting was held and was attended by sixty-four people to provide project information, trade fair logistics, and marketing tips. The reverse trade fair was held at the National Western Complex in Denver, with fifty-two attendees staffing forty-two booths. The reverse trade fair event aimed to allow professional services firms an opportunity to meet with short-listed prime developer teams early on in the Request for Proposals (RFP) process to maximize teaming opportunities. The format was well received and Connect2DOT will follow up with DBE/ESB attendees to determine successes resulting from the event.
- ii. **CDOT I-70 East Project Small Business Networking Event.** This event followed the reverse trade fair at the National Western Complex in Denver and was open to all small businesses (professional services, construction, and vendors) interested in subcontracting on the I-70 East Project. It was an open house format with the four short-listed prime teams staffing booths. The CDOT I-70 East project team presented an overview of the project and an open networking session followed the presentation. The objective of the networking event was to allow all small businesses the opportunity to meet with the prime developer teams and begin making connections. More than 300 people representing DBE/ESBs, other subcontractors, and industry and resource partners attended the networking event.

c. Industry Events

- i. **6th Annual Northwest Colorado Women's Conference.** The Northwest Colorado Women's Conference is an annual SBDC event in Vail, Colorado. The event attracted 270 attendees and involved breakout sessions, keynote presentations, and resource booths. Connect2DOT staffed a booth, gave a presentation on Doing Business with CDOT, and provided one-on-one consulting to six people.
- ii. **ChallengeHER Event for Government Contracting.** This event for female entrepreneurs in Denver was hosted by the SBA. Connect2DOT participated as a resource provider along with CDOT representatives from Procurement and the Civil Rights and Business Resource Center (CRBRC). Approximately 350 people attended from various industries. Connect2DOT staffed two tables and provided twenty-two one-on-one consultations.
- iii. **Government to Business Outreach Event.** Government representatives from CDOT Region 5, U.S. Forest Service, Bureau of Land Management, and City of Montrose provided presentations and a one-on-one consulting at the Montrose SBDC. Despite proactive outreach via press releases, flyers, email, and a newspaper ad, only two people attended. This event occurred the day after the Ridgway Subcontractor Workshop, which may have reduced attendance.
- iv. **Winter Park Resource Roundtable Event.** This event was hosted by the Northwest SBDC in Winter Park and joined government procurement resources from the SBA, Northwest Council of Governments, Colorado Mountain College, and the Grand County Office of Economic Development. The roundtable discussion centered on doing business with government agencies and upcoming local opportunities. The resource fair included booths hosted by agency representatives and area businesses. Twenty-two people attended from a variety of industries. Connect2DOT provided information on highway projects, procurement, and DBE/ESB certification.
- v. **NDCC Construction Forum.** This event was hosted by the North Denver Cornerstone Collaborative and involved resource booths from industry partners and a presentations about upcoming construction in the metro area. Connect2DOT participated with the CDOT I-70 East project team to discuss doing business with CDOT and subcontracting opportunities. Approximately 250 people attended and approximately twenty-five individuals in construction and engineering industries received one-on-one consulting.
- vi. **NASMWDD Event.** This annual event of the National Association of State Minority, Women, and Disadvantaged Business Enterprise Directors was hosted by the Colorado Office of Economic Development in Denver. The NASMWDD event was a two-day conference for DBE program directors across the country, offering workshops, panel discussions, and networking. CDOT participated as a panelist with other local agencies to discuss Colorado small business programs.
- vii. **Government Contracting Conference.** This conference in Colorado Springs was a collaboration between the Pikes Peak National Contract Management Association (NCMA) and PTAC. The conference consisted of 3-4 simultaneous workshop topics for attendees to choose from. Connect2DOT led a workshop on doing business with CDOT, which included a forecast of upcoming CDOT projects in the Front Range. Approximately sixty-five people attended the conference and twelve people, representing small business contractors and local agency representatives, attended a Connec2DOT breakout session.
- viii. **Consulting & Assistance Provided at Short-Listed Prime Developer Team Event.** Connect2DOT assisted in event promotion and outreach for the Front Range Mobility Group's I-70 East outreach event. Connect2DOT also provided one-on-one consulting to DBE/ESB firms attending the event. Approximately fifty people attended.

d. Partnerships with other Programs

- i. **RTD** – Connect2DOT participates on the RTD DBE Advisory Committee (DBEAC) which convenes quarterly. This quarter, the DBEAC meeting was focused on changes to DBE program regulations. CDOT staff presented at the meeting, which was attended by approximately sixty people. Connect2DOT also hosted a resource partner booth and met with approximately twenty-five individuals.
- ii. **PTAC** – Connect2DOT collaborated with PTAC for a variety of workshops and outreach events as described in previous sections of this report. The Colorado SBDC Network has formal partnership with the Colorado PTAC and several offices are co-located across the state.
- iii. **SBTRC** – Connect2DOT assisted the Small Business Transportation Resource Center with promoting two Bonding Education Programs this quarter. Connect2DOT referred clients for the program and at least twelve Connect2DOT clients participated in the program. Connect2DOT meets with the SBTRC regularly to discuss upcoming events and collaborate on a joint training program for the I-70 East project.
- iv. **Contractor Academy** – Connect2DOT participates as a Board Member for the Contractor Academy, which is a 501(c)3 providing educational workshops and training for construction contractors. The board meets bi-monthly to discuss curriculum, program partnerships, funding, sponsorships, scholarships, and events.
- v. **HCC** – Connect2DOT participates with CDOT and other industry partners in the Hispanic Contractor of Colorado Transportation Committee. The committee meets quarterly to discuss topics related to small businesses in the transportation and transit sector. This quarter, CDOT staff provided an overview of the DBE and ESB programs for HCC members.
- vi. **CCA** – Connect2DOT worked with the Colorado Contractors Association to promote workshops and networking sessions for large and small businesses, including the workshops in Alamosa and Durango. CCA was also helpful in identifying prime contractors to participate as guest speakers for the Leading Edge program. CCA is the host organization for the SBTRC.
- vii. **Western CCA** – Connect2DOT worked with the Western CCA to promote the small business workshops/events in Ridgway, Montrose, and Grand Junction. This partnership has not been very active, however, a closer working relationship is being pursued with the new Western CCA director to assist with Connect2DOT outreach and training.
- viii. **Colorado MBDA** – Connect2DOT meets once per quarter with the Minority Business Development Agency (MBDA) to discuss upcoming events and clients. This quarter, the discussion included the I-70 East events, CDOT Supplier Self-Service Portal, changes to the DBE regulations, and introductions for three of their small business clients.
- ix. **Colorado OEDIT Minority Business Office** – Connect2DOT meets once per quarter with the MBO director to discuss cross-promotional opportunities, training, and events. This quarter, the focus of the discussion was on CDOT participation in the NAMSWDD conference, Colorado State Procurement Expo, and Spanish-language certification workshops.
- x. **Colorado State Purchasing Office** – CDOT collaborates frequently with the State Purchasing Office for small businesses that contact the program and provide vendor products/services. This quarter, Connect2DOT and the Colorado State Purchasing Office co-presented on government contracting at various industry events, including the Government Contracting Conference.

- xi. **ACEC of Colorado** – Connect2DOT meets with the ACEC director on a regular basis and cross-promotes training and events. This quarter, topics of discussion have included providing a workshop on CDOT consultant prequalification and Master Price Agreements, as well as the launch of CDOT's Small Business Collaborative Forums.
- xii. **Black Construction Group** – This is a special interest group of the Black Chamber of Commerce. Connect2DOT attended a member meeting and met with the Black Chamber of Commerce director. Connect2DOT also cross-promotes events and workshops when applicable to the industry.

e. SBDC Activities

- i. **Denver SBDC** – The Denver SBDC is finalizing logistics to offer a spring Leading Edge program and has started recruitment efforts.
- ii. **Pikes Peak SBDC** – The Pikes Peak SBDC is currently offering the Leading Edge program. This program includes business plan reviews and a bi-annual follow-up with graduates.
- iii. **Northwest SBDC** – The Northwest SBDC is coordinating a three-day "road show" in the north central part of the Colorado. The "road show" will include the CDOT Contract Management and Compliance Workshop in Glenwood Springs, SBTRC Prime Connections event in Vail, and a Construction Forum & Panel in Craig. One-on-one consulting will be available at all events.
- iv. **Southern SBDC** – The Southern SBDC is coordinating the annual Government Procurement Fair to be held in April of 2016 in Pueblo, Colorado. The Government Procurement Fair will consist of a panel presentation, breakout sessions, and resource booths. CDOT staff from Procurement, Region 2, Region 5, and headquarters will participate in the panel presentation, breakout sessions, resource booths, and one-on-one consulting.
- v. **Aurora SBDC** – All allocated funds for the Aurora SBDC have been used for one-on-one consulting. The Aurora SBDC requested additional funding for consulting with Connect2DOT clients. The Aurora SBDC is currently developing a proposal for estimated hours through the end of the state fiscal year (June 2016). This proposal will be analyzed along with client impact and other SBDC expenditures to determine an additional allocation, if any.
- vi. **Boulder SBDC** – Boulder SBDC is developing an engineering workshop track to be delivered in April of 2016 that will consist of the following topics: Marketing & Business Development, Optimizing Indirect Cost Rates, CDOT Consultant Prequalification, and Master Pricing Agreement (MPA). The Government Contracting Fair has been postponed until next year due to conflict with other events in March. Connect2DOT sponsorship and participation will be redirected to the Engineering Track and one-on-one consulting.
- vii. **Southwest SBDC** – The Southwest SBDC will manage registration and outreach for the CDOT Contract Management & Compliance Workshop in April. Cortez Chamber of Commerce has requested an Intro to Contracting workshop with CDOT, which will be offered the day after the Contract Management & Compliance Workshop in April.
- viii. **Northeast SBDC** – The Northeast SBDC conducted a webinar training on DBE and ESB certification for SBDC consultants last quarter. As a follow up, one of the consultants is working on translating the presentation into Spanish and scheduling workshops in CDOT Region 4.
- ix. **San Luis Valley SBDC** – The San Luis Valley SBDC does not anticipate additional events at this time because of a low turnout at the workshop and networking event the San Luis Valley SBDC hosted in October.

- x. **Grand Junction SBDC** – The Grand Junction SBDC conducted outreach for the Small Business Certifications workshop this quarter. Last year, the Grand Junction SBDC hosted the CDOT Contract Management & Compliance Workshop, which the SBDC had planned to host again this year. However, CDOT moved the location to Glenwood Springs which falls in the jurisdiction of the Northwest SBDC. Therefore, Grand Junction has focused expanding consulting services.
- xi. **West Central SBDC** – The West Central SBDC hosted and helped coordinate the western slope “road trip” through Ridgway and Montrose. The director of the Montrose (satellite) SBDC office was instrumental in working with the Town of Ridgway for the contractor event. The West Central SBDC has a local Connect2DOT consultant who frequently assists with DBE certification and is responsible for the majority of the one-on-one consulting sessions with Connect2DOT clients between Gunnison and Montrose.
- xii. **Southeast SBDC** – The Southeast SBDC is focused on expanding small business outreach and consulting services. There is a low number of contractors in the Lamar Valley of Colorado and past efforts to conduct workshops resulted in very low turnout.

f. Consulting

There are currently more than 225 business consultants in the SBDC network, 25 of which have specific technical expertise for Connect2DOT clients. This quarter, program consultants conducted 207 one-on-one consulting sessions with 96 unique customers. There were a total of 273 hours in direct contact and preparation (file review, notes, research) spent with clients. See Appendix for client demographics and the business information of clients served.

2. LEADING EDGE™ for Transportation

The LEADING EDGE for Transportation course is a ten-week class tailored to business owners who specialize in design or construction services in the transportation industry. The course builds on the award-winning LEADING EDGE curriculum and was customized by industry experts to help small businesses determine the best growth strategy for their business and successfully perform on projects with CDOT and other USDOT-funded contracts. This is part of the CDOT BDP requirement and participants graduate by completing an actionable, approved business development plan.

a. Training.

- i. **LEAD Center** – The Connect2DOT Program Manager participated in a Leading Edge Certification training session with SBDC Directors. The format included presentations on the curriculum and processes used by individual centers. Connect2DOT provided an overview of the Leading Edge for Transportation program and statewide program implementation.

b. Leading Edge for Transportation Programs.

- i. **Denver Metro SBDC** – The first Leading Edge for Transportation program was held in the spring of 2015. There are currently eleven graduates of the program, each having an approved business plan. Business plan reviews were conducted by course facilitators during the program, six months after graduation, and business plan reviews will be conducted again in one year. The next Leading Edge for Transportation program is planned to start in March 2016. Logistics, facilitators, guest speakers, and meeting space was secured this quarter. Promotion and registration will begin in January.
- ii. **Pikes Peak SBDC** – The second Leading Edge for Transportation program kicked off in Colorado Springs on November 2, 2015 and will go through the end of January 2016 (which included holiday breaks). The class has nine participants representing six businesses (3 DBE, 1 ESB, 2 in the certification process). Business plans are in final review. A select

number of business plans from the two classes were chosen to be in the SBDC statewide business plan competition.

- iii. **I-70 East Project** – Connect2DOT is collaborating with the Small Business Transportation Resource Centers to determine if the Leading Edge and Bonding Education Program (BEP) curriculum can be customized into a single program for subcontractors on the I-70 East project.
- c. **Recruitment Efforts.** Each SBDC hosting the program manages logistics, registration, and regional outreach. This quarter, Connect2DOT constructed a mailing list from ReferenceUSA of small businesses with relevant NAICS in a 50-mile radius of Colorado Springs. Postcards were mailed to over 1600 companies. Email invitations and notices in eNewsletters were also delivered. Flyers were provided to partner organizations to distribute to client databases. The SBDC also conducted two open house sessions prior to the class with an 80% conversion rate.
- d. **Recommended Program Changes (If any)** – No program changes are recommended at this time. Past participant surveys were positive for the program and presenters.

3. Outreach

A variety of outreach methods are used to promote the Connect2DOT program. These outreach activities are generally focused on one of the following objectives: branding/program recognition, event/workshop promotion, client recruitment, and client retention. The Lead Center coordinates with individual SBDC's to conduct outreach.

- a. **Marketing-** Connect2DOT promotes programs through regular marketing. Marketing efforts this quarter include:
 - i. Postcard mailers, email invitations, flyers, and press releases for the Leading Edge program in Colorado Springs;
 - ii. Flyers, press releases, email invitations, and newspaper ads were sent for the Ridgway, Montrose and Grand Junction workshops and events;
 - iii. Flyers, press releases, and email invitations were sent for the I-70 East project events;
 - iv. Flyers, press releases and newspaper ads were sent to promote Alamosa and Durango workshops;
 - v. Flyers and email invitations were sent to promote the Fort Collins and Greeley workshops;
 - vi. Flyers, email invitations, and project website content were sent to promote for the CDOT I-25 Pre-Bid and Small Business Networking event in January;
 - vii. Flyers and email invitations were sent for the CDOT Contract Management & Compliance workshops in Denver, Glenwood Springs, and Durango in February, March, and April respectively. A postcard mailer will also be sent in January; and
 - viii. A direct calling and email campaign was initiated to improve outreach to small businesses in the Boulder SBDC service area.
- b. **eNewsletter** – Connect2DOT delivers a monthly email newsletter that contains relevant news and information for contractors across the state. This quarter, newsletters were delivered to over 3300 subscribers in October, November, and December. Opt-in subscription is managed on the Connect2DOT website and this list is uploaded to Constant Contact along with the DBE and ESB directory lists each month prior to delivery.
- c. **Website** – Connect2DOT.org is updated 2-3 times per week with event information and other content relevant to the contracting community. The Connect2DOT Program Manager collects information from online sources, industry partners, prime contractors, and CDOT for updates.
- d. **Bid Matching Service** – Connect2DOT updated the CDOT Item Code/NAICS crosswalk to include those items codes used in CDOT project ads that did not have an associated NAICS.

4. Bid Express

Connect2DOT manages the application process, compliance with usage terms, and client account reviews for CDOT's Sponsored BidX Accounts. Applications are reviewed when they are received and approved or denied based upon eligibility. Compliance is conducted quarterly and emails sent to account holders that have not logged in during the quarter. Account reviews are conducted as needed to determine how account holders are using the system.

- a. **Accounts** – There are currently 45 active account holders (DBE/ESB certified). An email will be sent to all account holders in January letting them know that the annual term expiration is on February 29 and they must re-apply in order to maintain their account. These numbers will be evaluated to make a decision on how many accounts to keep under the contract with InfoTech.
- b. **Survey Results** – Only one survey was received from account holders. Connect2DOT is looking into an alternate method to gather information about how the system is being used by account holders. One method will be to create a renewal application.

5. Statewide DBE & Small Business Conference

CDOT requested additional program funding in the current year SOW to include an annual conference tailored to DBE contractors. Although the additional funding was not granted, CDOT is collaborating with local agency partners, RTD and City and County of Denver to plan the conference. An initial meeting was held this quarter to discuss concept and approach. A follow up meeting is expected to happen in the next quarter.

6. Program Management and Expansion

a. Success stories –

- i. B&B Diversified Materials has been a DBE certified firm in Colorado since 2013. Since 2013, B&B Diversified Materials has grown extensively and on October 5, 2015, the company graduated from the DBE program.
- ii. Cruz Construction has been a certified DBE firm in Colorado since 2010. This quarter, Cruz Construction was awarded a \$1 million prime contract for guardrail installation on I-70.
- iii. Chacon's Construction and Transport has been a Colorado certified DBE since 2013. Staff from Chacon's Construction and Transport completed the Leading Edge for Transportation program and were able to secure \$100,000 in financing by working with a Chase Bank representative who attended a Leading Edge workshop as a guest speaker.
- iv. James Martinez is the President of the Colorado DBE certified firm Martinez Associates, Inc. and completed the Leading Edge for Transportation program to help him grow his business. Here is what Mr. Martinez said about the program: "the Leading Edge course was an incredible learning experience. It's been a while since I've felt my brain soak up so much information. I entered knowing little about the course, but left with crucial concepts in place. I also feel I have the tools/resources to grow and expand my company in the private and transportation sectors. I would actually take this entire class again, that's how good it was."

b. Challenges & Solutions –

i. Consultant Expertise & Scheduling.

Challenge: There continues to be a lack of CDOT-specific expertise in the consultant pool and therefore most client referrals go to the Program Manager. Many of the retired CDOT recruits understand CDOT process, but not small business issues. On the other hand, many SBDC consultants understand small business issues but not CDOT specific process. Also, the SBDC's rely primarily on the Program Manager to conduct all workshops and provide subject matter expertise. This is not a scalable model and sometimes causes a bottleneck with scheduling issues for consulting, training, and events.

Solution: The Connect2DOT Program Manager conducted three internal webinars on doing business with CDOT, DBE/ESB certifications, and the online DBE/ESB application and renewal process. The Program Manager also worked individually with consultants to provide advice for specific clients and review client materials. The Program Manager is working with all SBDC's to schedule "road trips" during the next two quarters to coordinate travel schedule and availability.

ii. Client Data.

Challenge: Quantitative reporting on program activities and client data has been a challenge because of the limitations of the reporting function in CenterIC, the centralized SBDC database.

Solution: CenterIC implemented a Beta reporting tool that is more robust and accurate. Connect2DOT staff is now able to create customized reports with detailed information. While most of the information is now accessible, additional procedures must be put in place to ensure data is being captured consistently. This includes Connect2DOT related customer data (e.g. DBE/ESB certified, prequalified, and owner race/ethnicity), as well as impact data (e.g. bidding activity, and certification).

c. Recommendations for Improvement –

i. Improving Data Tracking. CDOT has been exploring tools and technology to assist with data collection for client impact and outcomes. Specifically, CDOT hopes to track information about consultant contracts, such as prompt pay and subconsultant awards. CDOT hopes to amalgamate supportive service data with award, prequalification, and certification data to help target particular areas of supportive service needs.

ii. Improving Communication & Transparency. CDOT is launching Small Business Collaborative Forums to ensure that CDOT has effective communication with small business stakeholders. The forums provide a space where small businesses, CDOT staff, and other industry leaders find solutions to issues affecting DBE and ESB utilization and success in the planning, design, construction, and operation of the Colorado transportation system. CDOT will host separate Small Business Collaborative Forum meetings dedicated to construction and professional services. The first professional service forum meeting will be held in January. To ensure transparency, the forum has a dedicated webpage with meeting agendas, minutes, presentations, handouts, and information, available here: <http://www.connect2dot.org/stay-connected/cdotcf>

iii. Online Orientation & Trainings. CDOT has recently published draft changes to DBE/ESB requirements for consultant contracts. These new changes have increased interest in ESB certification. Currently, the ESB orientation is a requirement to certification and is hosted via a live online webinar once every month. An automated online ESB orientation offering

(including an orientation in Spanish) would increase orientation offerings and accessibility, and accordingly, CDOT is exploring how to implement an online orientation platform.

- iv. **Targeted Regional Outreach.** CDOT is exploring options to improve small business outreach outside the Denver metro area. CDOT is considering the possibility of hosting regional construction roundtables in November and regional networking events for professional service firms.

Part 2 - Budget Summary

The contracted budget to fully implement CDOT's FFY 2015 DBE Supportive Services is \$362,860. CDOT was awarded \$179,960 from FHWA and received an additional \$182,900 of funding provided by the state of Colorado and in-kind funding provided by the Colorado SBDC Network. As of December 30, 2015, Connect2DOT has spent \$60,754 of FHWA and state funds.

Appendix

Grand Total

Distinct Customers 96

Total Records 96

Race		Hispanic		Gender		Disability		Veteran		Military Status	
Asian	4 4.2%	Not Set	0 0.0%	Not Set	0 0.0%	Not Set	0 0.0%	Not Set	0 0.0%	Not Military/Not Active	94 97.9%
Black	22 22.9%	No	69 71.9%	Male	56 58.3%	No	86 89.6%	Non-Veteran	74 77.1%	Reserve/National Guard	2 2.1%
White	61 63.5%	Yes	26 27.1%	Female	40 41.7%	Yes	8 8.3%	Veteran	8 8.3%	On Active Duty	0 0.0%
Native American	4 4.2%	No Reply	1 1.0%	No Reply	0 0.0%	No Reply	2 2.1%	Srv-Cnctd Dsbl'd Vet.	8 8.3%		
Pacific	2 2.1%							No Reply	6 6.3%		
No Reply	6 6.3%										

Customer Type	
Lead Representative	96 100.0%
Member	0 0.0%

Business Status	
Not Yet in Business	9 9.4%
In Business	86 89.6%
In Business A	1 1.0%
In Business B	0 0.0%
In Business C	0 0.0%
Closed Business	0 0.0%
Sold Business	0 0.0%

Business Type	
Not Set	7 7.3%
11 Agriculture, Forestry, Fishing and Hunting	0 0.0%
21 Mining	0 0.0%
22 Utilities	0 0.0%
23 Construction	35 36.5%
31 Manufacturing	3 3.1%
42 Wholesale Trade	2 2.1%
44 Retail Trade	1 1.0%
48 Transportation and Warehousing	5 5.2%
51 Information	0 0.0%
52 Finance and Insurance	1 1.0%
53 Real Estate and Rental and Leasing	0 0.0%
54 Professional, Scientific, Technical Services	19 19.8%
55 Management of Companies and Enterprises	0 0.0%
56 Administrative and Support	1 1.0%
61 Educational Services	0 0.0%
62 Health Care and Social Assistance	3 3.1%
71 Arts, Entertainment, and Recreation	0 0.0%
72 Accommodation and Food Services	1 1.0%
81 Other Services (except Public Administration)	18 18.8%
92 Public Administration	0 0.0%

Business Organization	
Not Set	7 7.3%
Sole Proprietorship	6 6.3%
Partnership	4 4.2%
Corporation	13 13.5%
Undecided	0 0.0%
S Corporation	15 15.6%
LLC	51 53.1%
Non-Profit 501c3	0 0.0%

Female Ownership	
Not Set	8 8.3%
0%	46 47.9%
0 < and < 50%	1 1.0%
50%	4 4.2%
50 < and < 100%	14 14.6%
100%	23 24.0%

Status	
Business Online	12 12.5%
Home Based	39 40.6%
8a Certified	6 6.3%
DBE Certified	26 27.1%
ESB Certified	9 9.4%
MBE Certified	4 4.2%
HubZone Certified	1 1.0%
TBD1	0 0.0%
Energy	2 2.1%
Creative Industry	2 2.1%
Bioscience	0 0.0%
Information Technology	3 3.1%
Aerospace	0 0.0%
Emerging Industry	1 1.0%
Biz Hub	4 4.2%
	9 9.4%
Employees Full	452
Employees Part	110
Annual Sales \$	\$36,417,263
Annual P/L \$	\$3,929,923
Exporting	1 1.0%
Export Employees	1
Export Sales	\$50,000

	Distinct Customers	Sessions	Contact	Prep	Total
CO Adams	8	16	18.75	6.25	25.00
	Distinct Customers	Sessions	Contact	Prep	Total
CO Arapahoe	14	49	80.00	21.50	101.50
	Distinct Customers	Sessions	Contact	Prep	Total
CO Boulder	1	1	1.00	0.00	1.00
	Distinct Customers	Sessions	Contact	Prep	Total
CO Conejos	1	1	2.00	2.00	4.00
	Distinct Customers	Sessions	Contact	Prep	Total
CO Delta	1	2	1.50	1.00	2.50
	Distinct Customers	Sessions	Contact	Prep	Total
CO Denver	15	27	44.00	9.25	53.25
	Distinct Customers	Sessions	Contact	Prep	Total
CO Douglas	4	7	11.50	2.25	13.75
	Distinct Customers	Sessions	Contact	Prep	Total
CO Eagle	1	3	2.25	0.75	3.00
	Distinct Customers	Sessions	Contact	Prep	Total
CO El Paso	8	25	24.25	12.75	37.00
	Distinct Customers	Sessions	Contact	Prep	Total
CO Garfield	1	2	4.00	1.00	5.00
	Distinct Customers	Sessions	Contact	Prep	Total
CO Jefferson	4	9	12.25	2.75	15.00
	Distinct Customers	Sessions	Contact	Prep	Total
CO Larimer	3	3	2.75	1.00	3.75
	Distinct Customers	Sessions	Contact	Prep	Total
CO Mesa	6	8	9.00	4.25	13.25
	Distinct Customers	Sessions	Contact	Prep	Total
CO Montrose	3	10	16.75	0.00	16.75

	Distinct Customers	Sessions	Contact	Prep	Total
<i>CO Ouray</i>	1	5	16.50	0.00	16.50
<i>CO Pueblo</i>	16	32	39.10	13.10	52.20
<i>CO Summit</i>	1	1	1.00	0.00	1.00
<i>CO Weld</i>	4	6	5.00	3.25	8.25
	Distinct Customers	Sessions	Contact	Prep	Total (C+P)
	92	207	291.60	81.10	372.70