

**Transportation Commission of Colorado
Disadvantaged Business Enterprises (DBE) Committee Agenda
Wednesday, September 14, 2016
4201 East Arkansas Avenue; Auditorium
Denver, Colorado**

**HEATHER BARRY, Chairwoman
District 4**

**KATHLEEN GILLILAND
District 5**

**Kathy Hall
District 7**

**BILL THIEBAUT
District 10**

**STEVEN HOFMEISTER
District 11**

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

The Chairwoman may change the item sequence or timing

- 1. Call to order**
- 2. Approval of Minutes from June 16, 2016**
- 3. DBE Participation Report**
- 4. Connect2DOT Program Update (Small Business Outreach)**
- 5. Central 70 Workforce Development Update**
- 6. ADA Title II Program Update**
- 7. Public Input/Comments**
- 8. Adjourn**



COLORADO
Transportation Commission

4201 East Arkansas Avenue, Room270
Denver, CO 80222-3406

DATE: September 7, 2016
TO: Transportation Commission
FROM: Greg Diehl, Director, *Civil Rights & Business Resource Center (CRBRC)*
SUBJECT: September Disadvantaged Business Enterprise (DBE) Committee Meeting

Minutes

June DBE Committee Meeting Minutes are attached.

DBE Participation Report

As shown in the attached DBE Participation Report, through June of Federal Fiscal Year 2016 (10/1/2015 - 06/30/2016) CDOT exceeded its DBE overall annual goal of 12.15% with 12.5% in awards to DBEs.

Supportive Services - Connect2DOT Program Update

In response to the committee's request, feedback regarding the Meet and Greet event was distributed via email in August.

CDOT's quarterly FHWA report, which highlights the accomplishments of CDOT's Connect2DOT program, has been included in your packet. As noted in the report, the CRBRC is currently in the process in developing a tailored supportive services program for the Central 70 project. Additionally, CDOT will soon be soliciting for a provider of bonding assistance as part of the OCIP Request for Proposals.

Central 70 Workforce Development Update

The Central 70 team is hosting a workforce roundtable on September 8, 2016. The Community College of Denver will be presenting the local hiring needs assessment findings (hard copies of full study available upon request) and will be discussing sustainable workforce development strategies with various educational agencies, county and city commissioners, as well as local non-profit and community groups. The currently proposed goals for the project are 200,000 hours for the On-The-Job Training program and 760,000 hours for the Local Hiring program.

ADA Transition Plan

CDOT continues to move forward with the ADA Transition Plan. Currently the ADA task force is finalizing a prioritization list of curb ramps from the inventory as well as documenting internal processes related to the new 5-year ADA Curb Ramp Program. FHWA has approved a December timeline for CDOT's ADA Transition Plan submission.

Attachments

June 2016 DBE Committee Meeting Minutes
June 2016 DBE Participation Report
CDOT DBE Supportive Services (FHWA) Report



**Transportation Commission of Colorado
DBE Committee Meeting Minutes
June 16, 2016**

Call to Order: The meeting was called to order at 9:18 am.

Attendance: The following were in attendance:

Commissioner Barry	Commissioner Hofmeister
Commissioner Gilliland	Commissioner Connell
Commissioner Hall	Commissioner Gifford
Joshua Laipply	Johnny Olson
Tony DeVito	Paul Jesaitis
Dave Eller	Anna Mariotti
Greg Diehl	Katherine Williams
Megan Coontz McAllister	Joe Serna

Approval of Minutes: Commissioner Gilliland moved to approve the minutes. The committee unanimously approved the minutes.

Committee Name Change: The committee discussed the change from “DBE Committee” to “Small Business and Diversity Committee.” The name change was originally proposed and agreed to last year. However, CDOT waited to open the rules until additional changes were required.

Disparity Study Question: The CRBRC staff were asked whether CDOT intends to conduct a disparity in the near future. The cost of a disparity study is quite high and CDOT is not required to conduct one for the continued implementation of the DBE program. Instead, every three years, CDOT conducts an analysis of ready and willing DBEs during its triennial goal setting. During the goal setting, CDOT does review the disparity studies that have been conducted in the relevant market area.

Meet and Greet Recap: Commissioner Connell requested a recap of the items raised during the Small Business Meet and Greet so that the Committee could hear what topics were presented to others. Commissioner Gilliland commented that she received good feedback on our programs, we should begin with addressing those items that are low hanging fruit, and overall felt it was good that outreach is encouraging people to speak up. However, she felt the event was too rushed and they needed a longer event. There was a request that the DBE and ESB applications be combined. However, this was evaluated as part of the rewrite of the ESB program and we found that it was not possible. Each application requires unique information that the other does not provide. The CRBRC will distribute a summary of comments from the event.

OJT Goal Update: The On the Job Training Goal for CDOT is \$50,000. CDOT is half way there and therefore appears to be on schedule for the federal fiscal year.

DBE Participation Report: As shown in the DBE Semi Annual Report for the first half of Federal Fiscal Year 2016 (10/1/2015 - 03/31/2016) CDOT is slightly behind its DBE overall annual goal of 12.15% with 11.9% in awards to DBEs. However, it is expected that CDOT will increase its participation during the construction season.

Adjournment

DBE MONTHLY REPORT FOR CONSTRUCTION CONTRACTS

Federal Fiscal Year 2016 to Date (10/1/2015 - 6/30/2016)

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	\$373,055,474	84	\$1,054,023	2	\$0	0	\$1,054,023	2	0.3%
2. Subcontracts awarded/committed this period	\$135,382,887	1163	\$45,746,913	363	\$33,927,801	222	\$11,819,112	141	33.8%
3. TOTAL			\$46,800,936	365	\$33,927,801	222	\$12,873,135	143	12.5%

	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)	23	149	15	1	169	7	364
5. Total Dollar Value	\$1,757,750	\$24,210,223	\$3,135,629	\$56,623	\$16,892,336	\$640,746	\$46,693,309

	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	56	\$250,099,142	\$23,737,275	\$33,526,100	13.4%
7. Race Neutral	11	\$15,701,377		\$970,724	6.2%
8. Totals	67	\$265,800,519		\$34,496,823	13.0%

* The 365 prime and subcontracts shown in this column went to 111 individual DBE firms.



FFY SOW 2016 Quarterly Report 3

Performance Period: April 1, 2016-June 30, 2016

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 third quarter of the 2015 federal fiscal year include:

a. **Connect2DOT Activities**

A solid foundation has been developed for the Connect2DOT program and it continues to gain momentum. The Connect2DOT program conducted outreach, training and one-on-one consulting activities across the state this quarter.

a. **Workshops & Webinars**

- i. **ESB Orientation Webinars.** This is a mandatory one-hour session held monthly for small businesses applying for ESB certification with CDOT. Connect2DOT conducted three webinars this quarter with a total of 37 interested small businesses and provided follow up assistance for application submittals.
- ii. **CDOT Contract Management and Compliance Workshop.** This was a full day workshop held for prime and subcontractors working on CDOT highway construction contracts. It covered topics related to compliance with the regulations outlined in FHWA Form 1273. CDOT Civil Rights staff presented as subject matter experts and Connect2DOT assisted with registration, logistics, and catering. This quarter, a workshop was held in Durango on April 20, 2016 for 23 attendees.
- iii. **Professional Services Training Track: Marketing & Business Development for Engineers.** This was the first in a series of three interactive workshops designed specifically for Professional Services firms. The workshop was held on April 28, 2016 at the Boulder SBDC and led by a Vice President of AECOM. The workshop was sold out, with 25 attendees. It provided information about how to target business development activities, market to prime consultants, communicate a value proposition, create a meaningful Statement of Qualifications, and build successful business relationships.
- iv. **Professional Services Training Track: Maximizing Indirect Cost Recovery.** This was the second in a series of workshops designed specifically for Professional Services firms. The workshop was held on May 26, 2016 at the Boulder SBDC and led by Markham & Associates, P.C. The workshop was sold out, with 25 attendees. It provided details of Indirect Cost Rates (IDCs) and policies including types of IDC bases and rates, components and calculation of an IDC rate, determining the appropriate rate that should be used on a project, allowable and unallowable costs, and common questions and potential pitfalls related to IDC once a project is awarded.
- v. **Professional Services Training Track: CDOT Consultant Prequalification and Master Price Agreement (MPA).** This was the third in a series of workshops designed specifically for

Professional Services firms. The workshop was held on June 23, 2016 at the Boulder SBDC and led by CDOT staff from Engineering Contracts and Audit. The workshop was sold out, with 25 attendees. The Prequalification team gave a demo of how to use the Supplier Self-Service (SuSS) portal to complete the technical prequalification application. They provided information on how to navigate and complete the forms. The Audit team walked through the requirements for financial prequalification and obtaining a mandatory MPA to contract with CDOT as a consultant. The CDOT Department Manager also answered questions and provided information on the process.

- vi. **Doing Business with the Government.** This workshop was hosted by the East Colorado SBDC in Greeley on May 31, 2016. It was led by Connect2DOT and the Procurement Technical Assistance Center (PTAC). It covered the basics of getting started in government contracting and an overview of contracting with CDOT. It also covered small business certification programs at the federal and state level. A total of 11 people attended. Four of the attendees pursued one-on-one consulting services from Connect2DOT.
- vii. **CDOT Small Business Certifications.** This workshop was held on June 1, 2016 at the Boulder SBDC. It was intended to be complimentary to the Professional Services Training Track held during the same period. It included an overview of the DBE and ESB programs, as well as how those certifications relate to other Federal and local agency programs. There were 8 attendees. Three of the attendees pursued one-on-one consulting services with Connect2DOT to assist them with the certification application process.
- viii. **Moving from Vertical to Horizontal Construction.** This workshop was provided by 5280 Connectors at the AGC in Denver on June 29, 2016. Connect2DOT attended as a subject matter expert regarding subcontracting on CDOT projects. Project Managers from Flatiron (horizontal) and Turner Construction (vertical) discussed the similarities and differences in estimating, scheduling, means & methods, safety, quality and risk management. This workshop was conducted in anticipation of the CDOT Central 70 project for approximately 27 small business attendees.

b. Small Business Collaborative Forums

In an effort to create collaborative industry communication and an open feedback loop, CDOT established regular quarterly forums which began this quarter. The forums enable small businesses, CDOT staff, and other industry leaders to 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 Small Business Collaborative Forum meetings dedicated to construction and professional services. More information about the forums can be found at <http://www.connect2dot.org/stay-connected/cdotcf>.

- i. **Professional Services Collaborative Forum.** CDOT held a quarterly Professional Services Forum on April 14, 2016. There were 24 people registered for the event and 26 attended. The meeting included an introduction of the industry-selected Chair and Vice-Chair members and a review of the survey results of potential forum meeting topics. The forum began with a conversation about progress that CDOT had made in response to suggestions made at the last forum meeting. The primary topic for the forum was a discussion with CDOT Engineering Contracts staff about creating a solicitation calendar with anticipated project needs and pre-proposal meetings for professional services RFPs.

To accommodate interested participants who were not able to attend the session in person because of distance and other factors, CDOT simulcast the session as a webinar. There were 4 people who joined the session online.

- ii. **Construction Collaborative Forum.** CDOT held a quarterly Construction Forum on June 27, 2016. There were 29 people registered for the event and 23 attended. The meeting included an introduction of the industry-selected Chair and Vice-Chair members and reviewed survey results of potential forum meeting topics. The forum began with a conversation about progress that CDOT

had made in response to suggestions made at the last forum meeting. The primary topic for the forum was a discussion with CDOT Engineers and Civil Rights regional staff about pay estimates, prompt payment regulations, and retainage.

b. Small Business Networking Events

Connect2DOT assists with several small business networking events throughout the year. These have been most successful when paired with a project pre-bid meeting or other project-related outreach. Connect2DOT coordinates with the Region Civil Rights Managers to identify opportunities to bring CDOT Project Managers, prime contractors and DBE businesses together for a meet and greet prior to project lettings. The frequency of these events is dictated by CDOT's project advertisement schedule.

- i. **CDOT US 24 Buena Vista Enhancement Project.** Connect2DOT and the CDOT project team held a pre-bid meeting and small business networking event on May 24, 2016 for construction of enhancements to US 24 in Chaffee County. Interested prime and DBE/ESB contractors were encouraged to attend. CDOT provided information about the project, scope of construction, planned schedule, and opportunities for small business participation. Connect2DOT and CDOT Region 5 Civil Rights staff provided a presentation about the DBE program and successful contracting, and facilitated a networking session between interested primes and DBE firms. There were 13 attendees, including two DBE firms.

c. Industry Events

- i. **13th Annual Spring Transportation Symposium.** This event, held on April 1, 2016, was jointly hosted the Colorado Section of the American Society of Civil Engineers, Colorado & Wyoming Section of the Institute of Transportation Engineers, WTS Colorado, the Rocky Mountain Chapter of the Intelligent Transportation Society, the American Council of Engineering Companies of Colorado, and the Colorado Chapter of the American Planning Association. Over 500 of the region's transportation planners, engineers, and decision makers attended to share information and lessons learned from innovative and successful transportation projects.
- ii. **Meet & Greet the Transportation Commission.** Upon request of the Transportation Commission, CDOT organized a roundtable discussion with the small business community on April 20, 2016. The session was attended by 9 Transportation Commissioners and the CDOT Deputy Director, each having their own discussion table. Attendees were able to talk openly with the Commissioners about challenges and successes.
- iii. **SAME/SMPS Industry Briefing.** Connect2DOT presented an overview of contracting with CDOT at an industry breakfast held on April 21, 2016 by the Society of American Military Engineers (SAME) and Society of Marketing Professional Services (SMPS). This half-day event included presentations by various federal, state, and local agency representatives and was attended by more than 100 small and large businesses.
- iv. **Southern Colorado Contracting & Construction Forum.** This event was hosted by the Southern Colorado SBDC in Pueblo on April 27, 2016. It was focused on small businesses in the construction industry, and provided information about doing business with CDOT and local government agencies. More than 75 people attended throughout the day. Representatives from CDOT, including staff from Civil Rights, Procurement, Region 2, and Region 5, provided briefings on what CDOT buys, how to apply for small business certifications, and upcoming opportunities. Representatives from El Paso County, City of Pueblo, Department of Defense, and several local prime contractors also discussed upcoming opportunities and how to obtain contracts.
- v. **Winter Park Annual Speed Networking Event.** Connect2DOT participated as an agency representative at a "speed networking" event for small businesses in Grand County on May 18,

2016. There were approximately 35 businesses in attendance, 4 of which followed up for one-on-one consulting.

- vi. **2016 Denver Business Opportunity Fair.** Connect2DOT participated as a resource partner at this half-day event hosted by the City and County of Denver (CCD) on May 19, 2016. It included information sessions about procurement and contracting with CCD and local agency partnership projects with CDOT. Approximately 100 small businesses attended the networking session.
- vii. **HCC Annual Golf Tournament** – Connect2DOT attended as a sponsor for the networking golf outing with members of HCC and other industry partners on June 2, 2016. Approximately 75 people attended the event.
- viii. **Colorado Waste Tire Conference** – Connect2DOT participated in this annual two-day conference on June 22-23, 2016 which is hosted by the Colorado Department of Public Health and Environment. Connect2DOT had a resource table and CDOT staff provided a presentation about doing business with CDOT and understanding small business certifications. The event was attended by more than 150 people, including various other state agency representatives. The focus was on the use of waste tire (crumb rubber) products in highway construction projects including erosion control, landscaping, traffic control barriers, and noise walls.

d. Partnerships with other Programs

- i. **RTD** – CDOT CRBRC and Connect2DOT participated in the RTD DBE Advisory Committee (DBEAC) which convenes quarterly. Connect2DOT expects to participate in the next meeting scheduled for August 24, 2016 and provide updates about upcoming small business outreach events and forums.
- ii. **PTAC** – Connect2DOT collaborates with PTAC for the B2G outreach sessions and co-presents at workshops and conferences. Dennis Casey was recently announced as the new Director located in Colorado Springs, next to the Pikes Peak SBDC. Connect2DOT has a long-standing relationship with Dennis, and the partnership is expected to continue to grow over the next years. The Colorado SBDC Network has formal partnership with the Colorado PTAC and several offices are co-located across the state.
- iii. **SBTRC** – Connect2DOT assists the Small Business Transportation Resource Center with promoting the Bonding Education Program and Prime Connections event. Connect2DOT is continuing conversations with US DOT about a collaborative training program for the Central 70 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. Connect2DOT will provide support and an auction item for the Annual Auction & BBQ on August 17, 2016.
- v. **HCC** – CDOT CRBRC and Connect2DOT participate with industry partners in the Hispanic Contractor of Colorado Transportation Committee. The committee meets monthly to discuss topics related to small businesses in the transportation and transit sector.
- vi. **COMTO Colorado** – Connect2DOT participates as an Executive Board Member and attends regular monthly meetings. This quarter, Maxine Pryor was elected as the new president. Connect2DOT has a long-standing relationship with Maxine, so the partnership is expected to grow.
- vii. **CCA** – CDOT CRBRC and Connect2DOT work with the Colorado Contractors Association to gather feedback from industry and promote workshops and networking sessions for large and small

businesses. This quarter, collaboration included the US 24 Buena Vista project, discussions about proposed changes to the OJT program, and scheduling upcoming roundtables across the state.

- viii. **Western CCA** – Connect2DOT reached out to the new Western CCA Director to strengthen the relationship on the western slope. This quarter, we cross-promoted workshops and are exploring additional partnership opportunities.
- ix. **Colorado OEDIT Minority Business Office** – Connect2DOT meets once per quarter with the OEDIT Deputy Director and the MBO Director to discuss cross-promotional opportunities, training, and events. This quarter, the focus of the discussion was on various workshops and the upcoming Day at the DOT event. A meeting is scheduled for next quarter to discuss how to partner more effectively and not duplicate efforts.
- x. **Colorado State Purchasing Office** – CDOT collaborates frequently with the State Purchasing Office to assist small businesses that provide vendor products/services. This quarter, a new Supplier Diversity Liaison was announced and Connect2DOT met with staff to discuss the program and potential partnership opportunities.
- xi. **ACEC of Colorado** – Connect2DOT coordinates with ACEC to cross-promote workshops and events. CDOT also collaborates through quarterly liaison meetings. This quarter, Connect2DOT requested assistance with promoting the Engineering Services Training Track hosted by the Boulder SBDC. CDOT also hosted a liaison meeting on April 26, 2016.
- xii. **Black Construction Group** – This is a special interest group of the Black Chamber of Commerce. Connect2DOT attends monthly member meetings and cross-promotes events and workshops when applicable to the industry.
- xiii. **Hispanic Chamber of Commerce** – Connect2DOT is working with the Chamber to identify members and scholarships for the LEADING EDGE for Transportation program.
- xiv. **Western Colorado Latino Chamber of Commerce** – This is a new partnership that was developed to increase Connect2DOT's presence in CDOT Region 3 among Hispanic-owned small businesses. A certification workshop is currently being discussed in cooperation with the Grand Junction SBDC.

e. SBDC Activities

- i. **Lead Center** – The Lead Center assists with coordination of the Connect2DOT virtual consultant team and SBDC Directors. This quarter, Connect2DOT participated in the SBDC Director's Meeting and provided a presentation and program update. The SBDC Directors also participated in a survey regarding regional clients, environment, and attitudes related to the CDOT FTA DBE goal setting process. Connect2DOT also provides updates during the quarterly consultant conference call.
- ii. **Denver SBDC** – The Denver SBDC graduated 7 small business participants in Leading Edge program last quarter. They are currently providing business plan follow up and one-on-one consulting to graduates and other clients. This center provides the majority of consulting in the Connect2DOT program. They are currently scheduling a Professional Services training track similar to the one held by the Boulder SBDC this quarter, as well as other specialized workshops on OSHA/Safety, Construction Accounting, and Certified Payrolls.
- iii. **Pikes Peak SBDC** – The Pikes Peak SBDC continued to follow-up with Leading Edge graduates by providing a quarterly review of submitted business development plans. They partnered with PTAC to provide B2G outreach sessions and client referrals. This quarter, a bilingual consultant conducted outreach and certification workshops in Spanish. Another Connect2DOT consultant conducted outreach to relevant local area businesses to recruit them into the program.

- iv. **Northwest SBDC** – The Northwest SBDC is currently coordinating and promoting a two-day Contract & Construction Business Resource Expo & Economic Luncheon on November 10 in Winter Park and November 11 in Breckenridge. These events will have vendor booths, a panel discussion with local contractors and various breakout sessions on marketing, certifications, contracting with CDOT, and small business financing. One-on-one consulting is being conducted by two consultants who travel in that area monthly.
- v. **Southern SBDC** – The Southern SBDC hosted a Contracting and Construction Conference this quarter and continues to conduct outreach and one-on-one consulting. They plan to offer Government Certifications and Doing Business with CDOT workshops in the fall/winter.
- vi. **Aurora SBDC** – Aurora has an on-site consultant that provides a majority of Connect2DOT consulting for the Center. They are currently focusing on outreach and client recruitment, especially in the areas of marketing and certification.
- vii. **Boulder SBDC** – Boulder SBDC hosted the Professional Services training track this quarter which consisted of 3 sold-out sessions. Connect2DOT assisted with securing speakers and promoting the sessions. Boulder also has a consultant who is conducting outreach via phone and recruiting clients for one-on-one consulting. The Center is planning a Government Contracting Conference in the spring of 2017.
- viii. **Southwest SBDC** – Connect2DOT will be participating in the Women’s Conference on July 22 in Ignacio in cooperation with OEDIT and the Minority Business Office. One-on-one consulting has been scheduled with 4 small businesses and representatives from the Southern and Mountain Ute Tribes. The new Director continues to ramp up additional consulting services for Connect2DOT.
- ix. **Northeast SBDC** – The Northeast SBDC hosted a Doing Business with the Government in cooperation with PTAC this quarter. They plan to hold another workshop in Weld County and have asked for Connect2DOT to host an information sessions and consulting in east Colorado (Fort Morgan and Sterling). SBDC consultants are currently determining interest and scheduling dates.
- x. **San Luis Valley SBDC** – The San Luis Valley SBDC in Alamosa conducted a direct calling outreach campaign to recruit CDOT-related small businesses for the Connect2DOT program. A list of 200 regional businesses with revenues of \$5 million or less were derived from various databases and calls were placed to contacts. To date, 8 contacted businesses requested more information and consultant follow up. A full report will be provided next quarter.
- xi. **Grand Junction SBDC** – The Grand Junction SBDC is focused on providing one-on-one consulting to small businesses on the western slope. This quarter, a Connect2DOT consultant assisted two firms in the area with CDOT Consultant Prequalification. Another “road trip” is being planned for the fall which will cover Grand Junction and Montrose in cooperation with the Western CCA and Western Latino Chamber.
- xii. **West Central SBDC** – The West Central SBDC is focused on one-on-one consulting sessions with Connect2DOT clients between Gunnison and Montrose. A new Director was retained this quarter and is getting up to speed on SBDC processes and programs.
- xiii. **Southeast SBDC** – The Southeast SBDC conducted outreach and held one-on-one consulting with two of the virtual consultants. The turnout was again fairly low with just four businesses attending. However, there is a significant CDOT local agency project starting later this year in La Junta and Granada which may generate program interest. Center staff are currently identifying ways to cooperate with local government and CDOT to assist subcontractors.

f. Consulting

There are currently more than 225 business consultants in the SBDC network, 14 of which have specific technical expertise for Connect2DOT clients. This quarter, program consultants conducted 389 one-on-one consulting sessions with 173 unique customers. There were a total of 780 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.

g. 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. LEADING EDGE for Transportation Programs.

- i. **Denver Metro SBDC** – The second offering of the Leading Edge Program graduated 7 small businesses in May 2016. All participants submitted a Business Development Plan that will be included in the annual SBDC Business Plan competition. The Lead Facilitator and other Connect2DOT consultants are currently following up with graduates to ensure continued support.
- ii. **Central 70 Project** – CDOT is working to move forward discussions with US DOT regarding a cooperative approach to developing a small business development program with three core components:
 - 1. LEADING EDGE for Transportation (abbreviated to 5 sessions)
 - 2. Bonding Education Program (BEP) (abbreviated to 6 sessions)
 - 3. Central 70 Project Specific (4-5 sessions)

The objective is to provide subcontractors with business development, marketing, strategic planning, financial, bonding, and project-specific education to help them prepare and perform on the Central 70 project. CDOT will continue to pursue a collaboration with the SBTRC with the intent of maintaining the integrity of the Leading Edge Program and BEP in a format that is beneficial to small businesses.

- b. **Recruitment Efforts.** Each SBDC hosting the program manages logistics, registration, and regional outreach. Denver SBDC plans to hold the next LEADING EDGE for Transportation program, but is waiting on information about the Central 70 program. If that moves forward, recruitment will focus on contractors that provide services applicable to that project.
- c. **Recommended Program Changes (If any)** – The program has been condensed to 8 weeks to accommodate limited availability and construction season. Additional participation from CDOT staff (e.g., Engineers, Project Managers, CRBRC) would help increase credibility and potentially help attendance.

h. 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 included:

- i. Email invitations, flyers, and press releases for the LEADING EDGE for Transportation program in Denver, as well as personal invitations to guest speakers and panelists;
 - ii. Flyers, press releases, and email invitations were sent for the US 24 Buena Vista pre-bid and networking event;
 - iii. Flyers, press releases, and email invitations were sent to promote the Southern Colorado Construction and Contracting Conference;
 - iv. Postcards, flyers and email invitations were sent to promote for the Contractor Compliance Workshop scheduled for July 8 in Greeley;
 - v. Email invitations were sent to promote the CDOT Small Business Collaborative Forums and the Transportation Meet & Greet session;
 - vi. Flyers and email invitations were sent to promote the Engineering Training Track in Boulder;
 - vii. A direct calling and email campaign was initiated to improve outreach to small businesses in the San Luis Valley and Boulder SBDC service areas; and
 - viii. Refreshments and lunch sponsorships were provided through Connect2DOT for a variety of CDOT training and outreach events.
- 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 3,300 subscribers. 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.

i. 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** – CDOT decided to reduce the number of sponsored accounts from 51 to 45 for a term of 6 months starting on March 1, 2016. All 45 of the accounts are currently allocated to DBE/ESB certified firms who are actively pursuing CDOT work. A review of usage was conducted this quarter and three accounts were revoked and re-assigned to new applicants. There continues to be an expressed demand for these accounts in order to access online project plans and submit unsolicited subquotes. Contract renewal is required by August 30, 2016 to maintain current accounts.

j. 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. A follow up meeting is scheduled in September to discuss concept and approach.

k. Program Management and Expansion

- a. **Impact** – the following impacts were obtained by clients this quarter through the assistance of the Connect2DOT program. Please note that the jobs, loans and sales figures are representative of only 7 clients that reported impact during the quarter.

Impact	# Clients
DBE Certification	7
ESB Certification	5
CDOT Prequalification	2
Jobs Created	11.5
Jobs Retained	5.5
Loans Obtained	\$386,000
Sales Volume	\$302,700

b. Success stories –

- i. Smittick Electric, LLC is a DBE/ESB full service electrical contractor firm and graduated from the LEADING EDGE for Transportation program in 2015. Since graduating from the program, the firm continues to grow significantly, securing six publicly funded contracts in 2016 totaling \$2 million. This also includes a 15% increase in hiring.
- ii. Chacon's Construction and Transport, Inc. is a DBE Colorado-based trucking firm that specializes in providing hauling services to contractors in the commercial and roadway/highway construction industries. Since graduating from the LEADING EDGE for Transportation program in 2015, the firm secured one state contract, hired two full time employees, obtained a \$24,000 line of credit to buy equipment, and saw a 30% increase in sales.
- iii. High Country Fence is a DBE/ESB fencing contractor that attended Connect2DOT DBE certification and ESB Orientation workshops and received assistance with completing both applications. They were certified in 2015 and immediately became a substitute DBE firm on a project in CDOT Region 2 that was having performance problems. They stepped in to successfully complete the project on-time and under budget. They continue to grow their business and were recently awarded a \$600,000 subcontract on a major CDOT Express Lanes expansion project in Region 1.

c. Challenges & Solutions –

i. Remote Content Delivery.

Challenge: A majority of the CDOT/Connect2DOT workshops, roundtables, and forums are delivered in person. A high concentration of these sessions are in Denver. Training outside of the Front Range happens each quarter on a rotating basis but there are not sufficient resources to offer more frequent workshops in person. Although we have attempted to simulcast in-person sessions via webinar, this has posed technology issues with large group formats.

Solution: CDOT has developed online YouTube videos for various contractor content such as completing project compliance forms and using B2G for DBE/ESB compliance and tracking. This same format can be used for additional content such as using B2G for DBE/ESB applications and finding bidding opportunities. Additionally, the size of in-person sessions can be managed to a smaller number to accommodate adequate audio delivery of speaker presentations. Connect2DOT will work with CDOT to identify content and sessions that are best suited for online delivery so remote customers can be afforded the same training opportunities.

ii. Spanish-Speaking Expertise.

Challenge: Connect2DOT has 3 bilingual consultants that assist clients on a regular basis. One consultant has translated the DBE/ESB certifications presentation into

Spanish. However, additional training is required to ensure these consultants have complete knowledge of the DBE/ESB application process and requirements. Additionally, these consultants are often booked for several weeks which causes delays in getting assistance to Spanish-speaking clients.

Solution: Bilingual CDOT staff may be used in the future and a more comprehensive internal training class on certifications is currently being discussed with the MBO. Certification leads from CDOT and RTD will be used to assist the certification workshops. The MBO may also be a good resource for ESL clients that are not yet ready for government contracting or do not have an English-speaking counterpart for project and onsite communication.

iii. **Partnership with MBO.**

Challenge: The Minority Business Office is directed by Kelly Manning who also directs the activities of the SBDC Network. MBO and Connect2DOT fall under OEDIT operations. There has been some duplication of training and consulting in these programs which affects impact and creates a competitive rather than cooperative environment.

Solution: Several informal discussions have been conducted with the MBO and SBDC Lead Center. A brainstorming meeting has been scheduled with Kelly Manning and staff, MBO and Connect2DOT on August 15 to identify areas of duplication and determine the best approach for cooperation of resources. One strategy is to combine consultant resources for assisting with DBE/ESB and other small business certifications. Connect2DOT has suggested holding an internal "consultant" training class to ensure requirements are universally understood. We have also suggested a shared calendar of events and communication related to regional travel similar to how we coordinate with PTAC.

d. **Recommendations for Improvement –**

- i. **Improving Data Tracking.** Impact collection continues to be a challenge but the new CenterIC reporting system has enabled easier data analysis. Connect2DOT will work with the Lead Center to implement regular impact collection, either directly from clients or from Centers regarding the impact measures outlined in the SOW.
- ii. **Online ESB Orientation & Training Content.** In addition to offering webinar or simulcast content for in-person workshops and forums, it would be helpful to have the mandatory ESB Orientation webinar accessible as an online education module. This would require more than a basic video/audio capture because attentiveness and comprehension need to be verified. CDOT is exploring how to implement an online orientation platform.

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 June 30, 2016, Connect2DOT has spent \$177,870 of FHWA and state funds. See the attached spreadsheet for additional details.

Appendix

Grand Total

Distinct Customers 173

Total Records 173

Race	Hispanic	Gender	Disability	Veteran	Military Status
Asian 4 2.3%	Not Set 0 0.0%	Not Military/Not Active 169 97.7%			
Black 41 23.7%	No 121 69.9%	Male 99 57.2%	No 157 90.8%	Non-Veteran 136 78.6%	Reserve/National Guard 3 1.7%
White 112 64.7%	Yes 49 28.3%	Female 73 42.2%	Yes 9 5.2%	Veteran 17 9.8%	On Active Duty 1 0.6%
Native American 7 4.0%	No Reply 3 1.7%	No Reply 1 0.6%	No Reply 7 4.0%	Srvc-Cnnctd Dsbl'd Vet. No Reply 13 7.5%	
Pacific 1 0.6%					
No Reply 13 7.5%					

Customer Type	
Lead Representative	173 100.0%
Member	0 0.0%

Business Status	
Not Yet in Business	17 9.8%
In Business	156 90.2%
In Business A	0 0.0%
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	13 7.5%
11 Agriculture, Forestry, Fishing and Hunting	2 1.2%
21 Mining	0 0.0%
22 Utilities	1 0.6%
23 Construction	61 35.3%
31 Manufacturing	5 2.9%
42 Wholesale Trade	1 0.6%
44 Retail Trade	6 3.5%
48 Transportation and Warehousing	15 8.7%
51 Information	3 1.7%
52 Finance and Insurance	1 0.6%
53 Real Estate and Rental and Leasing	0 0.0%
54 Professional, Scientific, Technical Services	31 17.9%
55 Management of Companies and Enterprises	0 0.0%
56 Administrative and Support	2 1.2%
61 Educational Services	1 0.6%
62 Health Care and Social Assistance	4 2.3%
71 Arts, Entertainment, and Recreation	1 0.6%
72 Accommodation and Food Services	1 0.6%
81 Other Services (except Public Administration)	25 14.5%
92 Public Administration	0 0.0%

Business Organization	
Not Set	14 8.1%
Sole Proprietorship	12 6.9%
Partnership	3 1.7%
Corporation	24 13.9%
Undecided	0 0.0%
S Corporation	27 15.6%
LLC	92 53.2%
Non-Profit 501c3	1 0.6%

Female Ownership	
Not Set	15 8.7%
0%	78 45.1%
0 < and < 50%	7 4.0%
50%	12 6.9%
50 < and < 100%	20 11.6%
100%	41 23.7%

Status	
Business Online	25 14.5%
Home Based	61 35.3%
8a Certified	6 3.5%
DBE Certified	42 24.3%
ESB Certified	10 5.8%
MBE Certified	6 3.5%
HubZone Certified	0 0.0%
TBD1	0 0.0%
Energy	1 0.6%
Creative Industry	3 1.7%
Bioscience	0 0.0%
Information Technology	4 2.3%
Aerospace	0 0.0%
Emerging Industry	5 2.9%
Biz Hub	6 3.5%
	16 9.2%
Employees Full	706
Employees Part	196
Annual Sales \$	\$53,260,936
Annual P/L \$	\$2,726,932
Exporting	0 0.0%
Export Employees	0
Export Sales	\$0

Sessions -- User: All, Date: Between 4/1/2016 > 6/30/2016, Program: Is Connect2Dot,

	Distinct Customers	Sessions	Contact	Prep	Total	Travel	Miles
CO Adams	11	29	28.50	15.00	43.50	0.00	0.00
CO Arapahoe	28	84	120.75	29.18	149.93	0.00	0.00
CO Boulder	7	16	32.75	1.75	34.50	0.00	0.00
CO Chaffee	1	1	7.00	0.00	7.00	0.00	75.00
CO Clear Creek	1	1	1.50	0.25	1.75	0.00	0.00
CO Delta	1	5	13.50	0.50	14.00	0.00	582.00
CO Denver	24	68	87.35	46.25	133.60	0.00	0.00
CO Douglas	7	10	20.00	3.00	23.00	0.00	0.00
CO El Paso	19	36	107.00	21.25	128.25	0.00	0.00
CO Fremont	7	8	5.75	2.75	8.50	0.00	0.00
CO Jefferson	18	27	56.00	8.75	64.75	0.00	0.00
CO La Plata	2	2	2.50	0.50	3.00	0.00	0.00
CO Las Animas	1	1	0.50	0.25	0.75	0.00	0.00
CO Mesa	2	4	3.75	2.50	6.25	0.00	0.00

CO Montrose	Distinct Customers	Sessions	Contact	Prep	Total	Travel	Miles
	7	17	29.00	1.50	30.50	0.00	30.00
CO Morgan	Distinct Customers	Sessions	Contact	Prep	Total	Travel	Miles
	1	7	13.50	0.00	13.50	0.00	0.00
CO Ouray	Distinct Customers	Sessions	Contact	Prep	Total	Travel	Miles
	1	2	1.75	0.00	1.75	0.00	10.00
CO Park	Distinct Customers	Sessions	Contact	Prep	Total	Travel	Miles
	1	3	4.25	1.00	5.25	0.00	0.00
CO Pueblo	Distinct Customers	Sessions	Contact	Prep	Total	Travel	Miles
	23	35	34.25	13.00	47.25	0.00	0.00
CO Summit	Distinct Customers	Sessions	Contact	Prep	Total	Travel	Miles
	1	4	6.75	4.00	10.75	0.50	166.00
CO Weld	Distinct Customers	Sessions	Contact	Prep	Total	Travel	Miles
	8	26	33.50	6.50	40.00	0.00	0.00
DE New Castle	Distinct Customers	Sessions	Contact	Prep	Total	Travel	Miles
	1	2	11.00	0.50	11.50	0.00	0.00
NM Bernalillo	Distinct Customers	Sessions	Contact	Prep	Total	Travel	Miles
	1	1	0.50	0.25	0.75	0.00	0.00
Grand Total							
	Distinct Customers	Sessions	Contact	Prep	Total (C+P)	Travel	Miles
	173	389	621.35	158.68	780.03	0.50	863.00