

**Transportation Commission of Colorado
Small Business & Diversity Committee Agenda
Thursday, March 19, 2019
2829 W Howard Place; Auditorium
Denver, Colorado 80204**

**KATHY HALL
Chairwoman**

**EULA ADAMS
GARY BEEDY
BARBARA VASQUEZ
Committee Members**

**STEVE HARELSON
Chief Engineer**

**GREG DIEHL, KRISTI GRAHAM-GITKIND
Directors, CRBRC & HR**

The Chairwoman may change the item sequence or timing

- 1. Call to order**
- 2. *Approve minutes from December meeting***
- 3. Equity, Diversity & Inclusion (EDI) Update**
 - a. Transportation Workforce At-A-Glance
 - b. CDOT EDI Priorities
 - c. Key EDI Initiatives for 2020
- 4. Proposal for Changes to Emerging Small Business (ESB) Program**
 - a. Workshop desired summer 2020
- 5. Adjourn**



COLORADO Transportation Commission

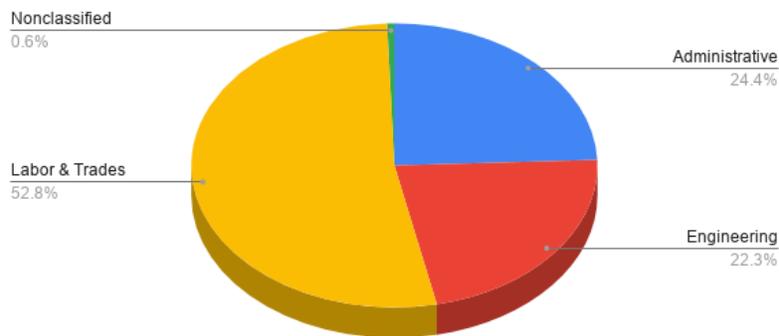
2829 West Howard Place, Denver, CO
80204-3305

Equity, Diversity, & Inclusion (EDI) Update

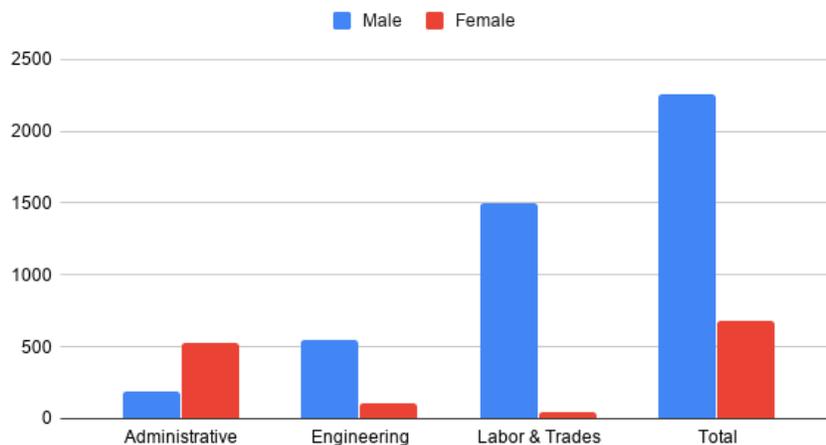
CDOT's Human Resources (HR) Division and Civil Rights & Business Resource Center (CRBRC) have collaborated to provide a more comprehensive Departmental approach to EDI that considers both internal employee demographics as well as contractor and labor workforce demographics. Both CDOT's internal and external diversity teams are faced with a workforce shortage that requires the development of a Departmental culture that fosters EDI to ensure strong recruiting and retention practices across the transportation landscape

CDOT Internal Diversity Snapshot (Human Resources)

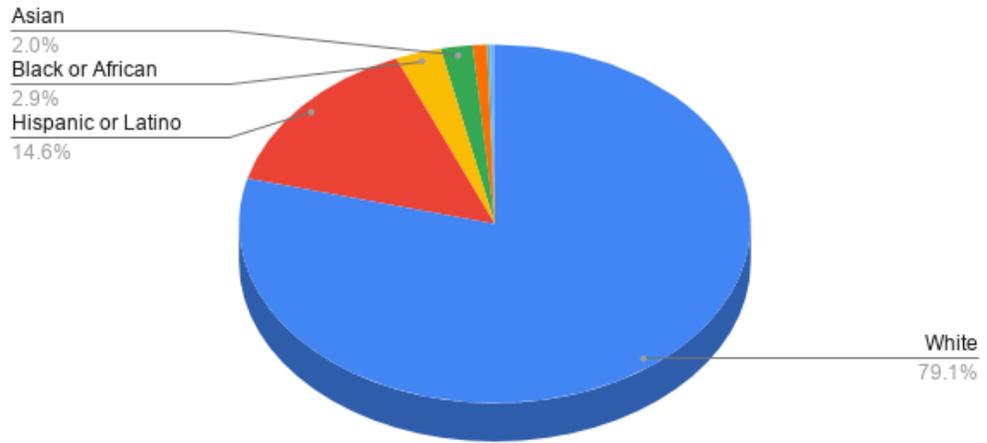
CDOT Job Counts by Category



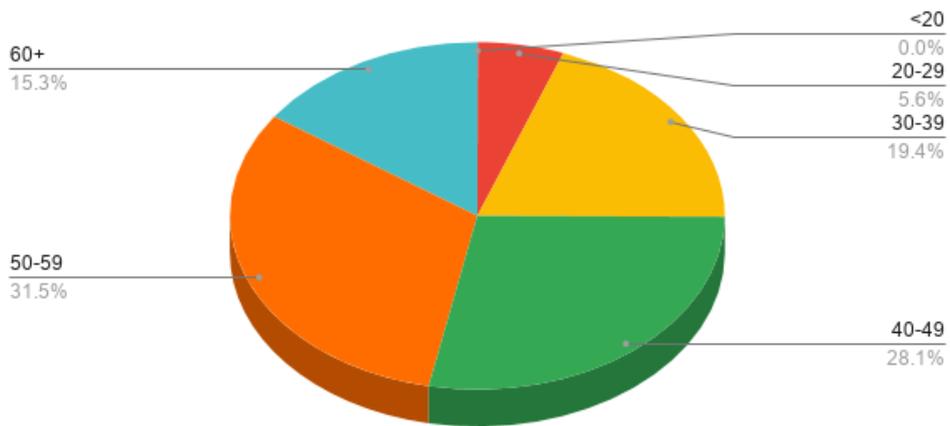
Gender Breakdown by Job Category



Ethnicity of Permanent Employees

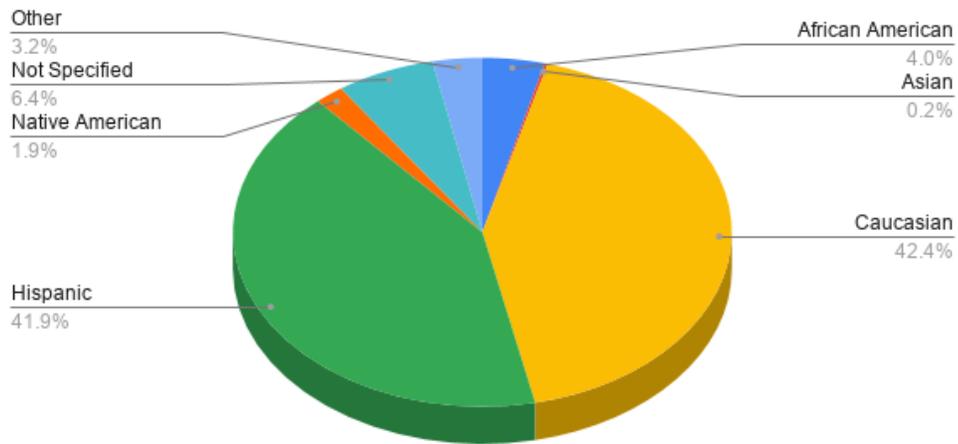


Age of Permanent Employees

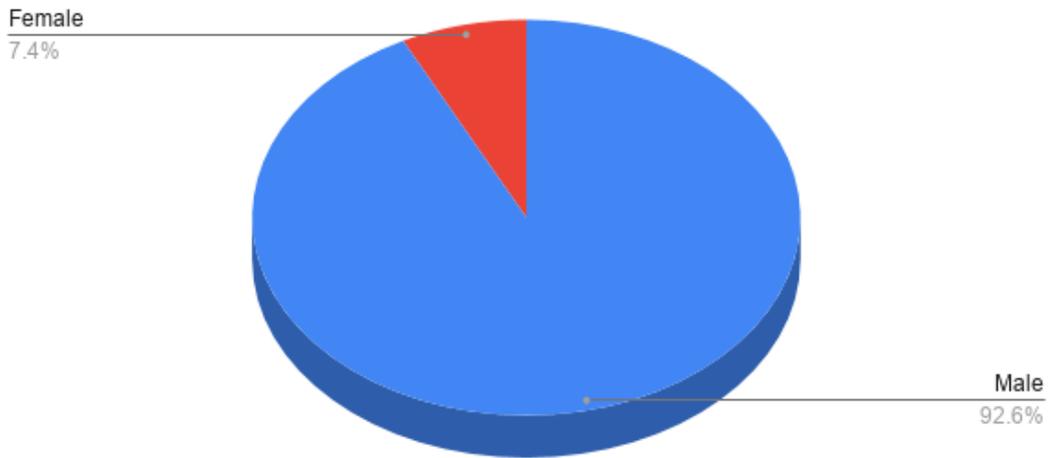


CDOT External Labor Workforce Diversity Snapshot (Civil Rights)

Labor Workforce Ethnicity

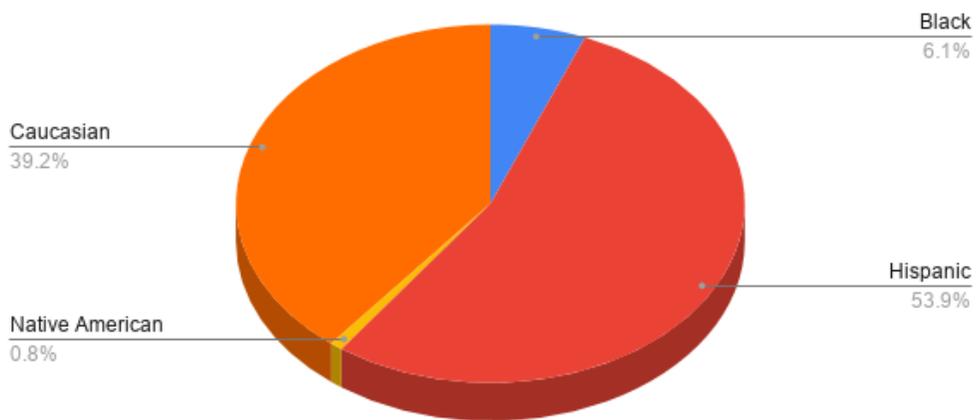


Labor Workforce Gender

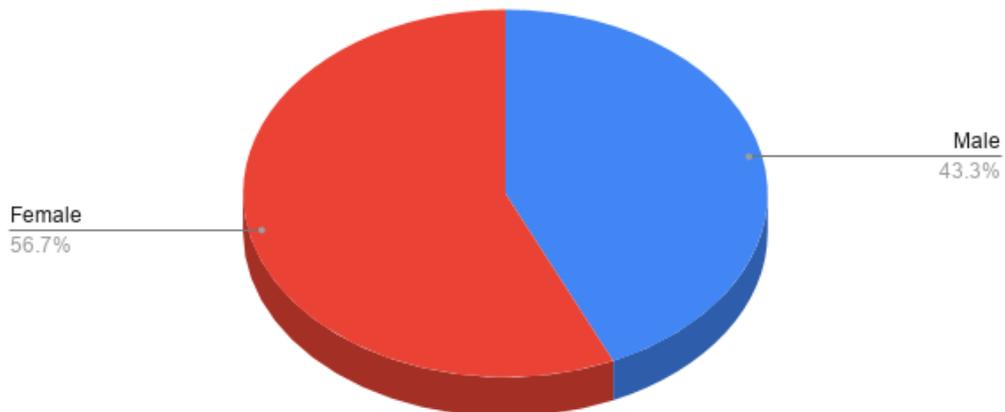


CDOT Disadvantaged Business Enterprise (DBE) Diversity Snapshot (Civil Rights)

DBE Subcontractor Ethnicity



DBE Subcontractor Gender



1. Identify opportunities to align CDOT internal workplace operations and culture with EDI priorities
2. Establish consistent mechanisms for measuring and monitoring external (contractor) EDI
3. Continue to engage key stakeholders (both internal and external) on ways to better foster EDI

Key EDI Initiatives for 2020

- See Attachment: CDOT 2020 EDI Initiatives

4. Proposal for Changes to Emerging Small Business (ESB) Program

CRBRC is requesting a full Commission Workshop during summer 2020 to discuss the ESB program and proposed changes to the Program Rules.

Policy Directive 606.0, Fostering Small Business Capacity (adopted unanimously in March 2018), codifies the Department's commitment to supporting small businesses in Colorado and allocating appropriate resources to do so; CDOT's Emerging Small Business Program is the mechanism by which the Department delivers PD 606.0, and it is under the purview of the Commission per the Colorado Revised Statutes.

According to Federal Regulation, there are two types of DBE participation: Race Conscious and Race Neutral. Race Conscious refers to DBE participation achieved via subcontracting goals, and Race Neutral refers to DBE participation outside of (or above and beyond) the DBE subcontracting goal, *and is the preferred method of achieving DBE participation*. Race neutral participation is often achieved through programmatic efforts that remove barriers and increase opportunities for DBEs to compete for contracts on their own merit without needing to leverage the contract goal.

The largest gap in our race neutral participation efforts is DBE primes; in the last 3 federal fiscal years, we have awarded only 2 DBE prime contracts for a total of just over \$2M. Because contract goals are *always* subcontracting opportunities, race conscious participation efforts will *never* lead directly to a DBE being awarded a prime contract. Therefore, the focus of the ESB program must be on developing prime capacity not just for ESBs, but with the ideal audience being dual-certified firms so as to simultaneously bolster race neutral DBE participation. Further, competition for CDOT construction projects has declined, resulting in a need to foster prime contractors more holistically to keep the cost of construction reasonable to taxpayers.

CRBRC has contracted with Subject Matter Experts to review CDOT rules and processes for opportunities to improve the ESB program and better position it to help increase competitive capacity in Colorado by fostering the development of new prime contractors. The recommendations from these SMEs will be presented in a Workshop to the full Transportation Commission during summer 2020.

December 2020 Meeting Minutes: Small Business Diversity Committee (Greg Diehl) – Commissioner Hall is Chair

- Civil Rights Program Overview, Achievements and Opportunities
 - Oversees Contract Compliance with:
 - Prompt Payment
 - Certified Payroll
 - Disadvantaged Business Enterprise (DBE)
 - On-the-Job Training (OJT)
 - Supportive Services to:
 - Resources to Improve & Support Employment (RISE)
 - Connect2DOT
- Commissioner Adams – Civil Rights is an antiquated term – think Equity is a more current term – the right thing to do – vs. a compliant thing to do.
- Greg – agreed – need to consider if DBE was not required for Federal funds, how integrate the right thing in CDOT’s daily business for small businesses and workforce development.
- Commissioner Adams – likelihood contractor meets minimal requirement. Has concerns – How much of this project stays in our community and are diverse (defined in a lot of ways), Kiewitt taking back to Nebraska.
- Central 70 Workforce Development Program
 - Molly Bly – Goals:
 - Achievements include: 13 zip codes of project area with 720,000 hours.
 - Local Hire Pilot Program to: recruit, train, and place of 20% of C70 workforce from neighboring zip codes. Progress to date includes: 16.1% (craft) of workforce placed, and 428 local individuals. 38 % towards hours goal.
 - What mix of jobs are local – across the board – 760,000 all levels - not just entry level – but all levels.
 - On the Job Training – (OJT) – equity lens – goal 200,000 hours – large goal – last year at 40%. At 38% of total goal also. \$28.50 for each goal hour net met as disincentive.
 - Work Now – Launched Feb. 2017, and 167 contractors employees have used Work Now. CDOT FHWA ladder of opportunity grant - \$400,000 in funds to support WORKNOW.
 - **Add other Central 70 Slide information here.**
 - Other achievements for I-70 Workforce development program were outlined and an opportunity for RISE (Statewide Workforce Development Program) and increasing Disadvantages Business Enterprise (DBE) participation was outlined.
 - **Can bring back data on what has been a success and what has not is part of work plan.**
 - Nondiscrimination (Title VI/CDOT PD 604.0) oversight
 - \$85 million Curb Ramps Program
 - First-of-its-Kind Data Collection System

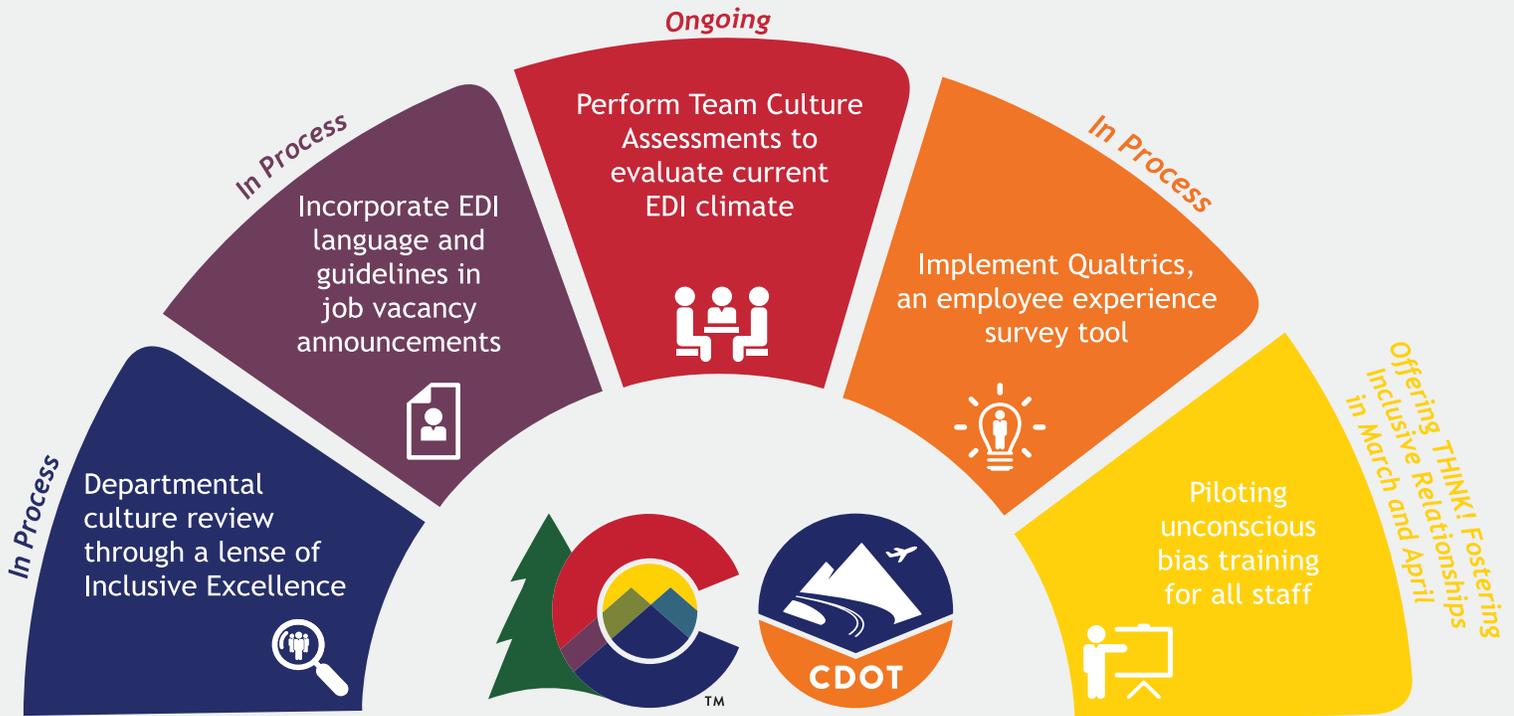
- Successful cross-collaboration between disciplines and Regions
 - ADA compliance Program – 2.5 years into that program – curb ramp compliance another future workshop.
 - Policy Directive 606.0: Fostering Small Business Capacity was also covered. State program is emerging small business program
 - Adams – capital is a big issue – revolving fund – working capital – does the state of Colorado have anything like this. Colorado Department of Public Health and Environment????
 - Partnering – there subcontracting – US DOT and SBA primarily.
 - Scott – successes? – Overall goal – 10 and 13% - hit 90% in last ten years. Get us metrics and share data with TC. What % of people who need this help are getting it.
 - Vasquez – demographics of the state against SBE goals.
 - Commissioner Adams – not just interested in contracts – but what does CDOT look like externally. – with regards with everything we do. What does CDOT’s employment look like in terms of diversity for program. EEO program (old term again) – HR.
 - Partnerships bring in HR too per Molly.
 - ED Lew – evaluating CDOT – is a valuable exercise to conduct.
- See the TC packet for more details. Commissioner Vasquez – any core data for salary range? Can get later. Average is \$19.70 entry level. See data before we meet again.
 - Commissioner Hall – **we will have more meetings this is important.**

2020 Equity, Diversity, and Inclusion Initiatives

Internal EDI: Human Resources

Goal

Foster a culture of supportive employee experiences, aka Inclusive Excellence, at CDOT



Goal

Align with Colorado Department of Personnel & Administration (DPA) initiatives on EDI

Proposed Executive Order on EDI

Anticipated signature end of March

Become an early adopter of DPA's EDI practices and principles

In process

External EDI: Civil Rights & Business Resource Center

Goal

Develop a contractor workforce pipeline that prepares workers to become trainees and apprentices on CDOT construction contracts



1

Host a 3-week introductory construction training program in collaboration with the Ute Mountain Ute tribal nation
March and April

2

Establish CDOT's Resources to Improve and Support Employment (RISE) program in the 4 Corners area to support workforce EDI on the upcoming US 550/160 Design Build project
In process

3

Establish CDOT's RISE program in Pueblo to support workforce EDI on upcoming US 50 and I-25 construction projects
In Process

Goal

Educate all contractors on Davis-Bacon and Related Acts as it pertains to prevailing wages, fringe benefits, and certified payrolls

Host a Colorado Construction Workforce conference in collaboration with LCPTTracker (the system of record for certified payroll), other public entities, and in partnership with local EDI organizations in the construction space (e.g., Hispanic Contractors of Colorado, Black Construction Group, and the Council for Minority Transportation Officials

Currently securing venue; conference to be held in November

Goal

Develop a contractor workforce pipeline that prepares workers to become trainees and apprentices on CDOT construction contracts



Identify and map critical compliance processes to ensure all roles and responsibilities are clearly documented

In Process



Create resources to help ensure all stakeholders understand their roles and responsibilities within compliance processes

In Process



Collaborate with industry to vet the resources and obtain feedback

June - September