



DENVER
THE MILE HIGH CITY

**2019-2020 CITYWIDE
MASTER UTILIZATION PLAN**
SMALL, MINORITY AND WOMEN-OWNED BUSINESSES
May 2019

OUR BUSINESSES. OUR FUTURE.

LETTER FROM MAYOR

Dear Community and Business Partners,

I firmly believe everyone in Denver should have an equitable path to prosperity. Your businesses are the core of our community's economic strength and steadiness, and your presence and success are critical to fortifying our city's continued success. Today, Denver's strong economy presents a renewed opportunity to enhance its engagement within each segment of our small business community, and you deserve the opportunity to participate in city projects and procurements – to grow your businesses and achieve longevity and wealth.

With \$937 million in repair and enhancement projects approved by voters through the Elevate Denver Bond program, the National Western Center redevelopment, and expansions of the Colorado Convention Center and the Great Hall at DEN, the city is well-positioned to contract for investments that will further support Denver's small business community that have traditionally been overlooked.

As a city, we are dedicated to improving the participation and engagement of MWBE's, SBE's, DBE's and ACDBE's in Denver's procurement landscape. While many businesses have secured city contracts, we recognize the need to further enhance our efforts and remove barriers that may be preventing more businesses from capitalizing on this opportunity. This priority is top of mind for the city, and Denver will tackle barriers that are contrary to providing equity to our small business community. I will continue to personally monitor progress and achievements toward this commitment and remain dedicated to the collaboration that is necessary for small businesses to increase their presence in the city's procurement setting.

The following Master Utilization Plan outlines the city's shared vision and approach to increase capacity and opportunities for businesses through city contracts and procurements across several agencies and programs. This work is essential in ensuring that we live in a city where everyone can make a home, get a job and build a future.

Thank you for your time and interest in working with the city. We look forward to working with you.

Respectfully,

A handwritten signature in black ink, appearing to read 'M. Hancock', with a horizontal line extending to the right.

Michael B. Hancock
Mayor of City & County of Denver

LETTER FROM CITY AGENCIES

Dear Community and Business Partners,

We are fully committed to supporting Denver's small business community, because our small businesses are vital to the health and economic diversity of our city. As leaders of the City and County of Denver's largest agencies and programs, we fully recognize the importance of our small businesses and join Mayor Hancock in his commitment to ensuring that our small businesses have greater participation and improved access in the city's procurement environment for city projects across our community.

With the forthcoming delivery of several city funded and resident supported projects, we have developed initial strategies and tactics that are designed to increase opportunity and success for small businesses in each of our agencies. This is a first step of many that we will take to ensure that our small businesses remain ever-present in our project delivery efforts.

We value your expertise as a small business owner and welcome your continued input and feedback as we press to sustain our small business community as a valued member of the greater Denver community.

Sincerely,



Eric Hiraga
Executive Director, Denver Economic
Development & Opportunity



Kim Day
CEO, Denver International Airport (DEN)



Murphy Robinson
Executive Director, Department of
General Services



Tykus Holloway
Deputy Chief Projects Officer
Mayor's Office



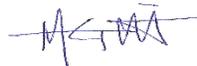
Stephanie O'Malley
Mayoral Executive, Mayor's Office



Eulois Cleckley
Executive Director, Denver Public Works



Allegra "Happy" Haynes
Executive Director, Denver Parks & Recreation



Ginger White
Executive Director, Denver Arts & Venues



Gretchen Hollrah
Executive Director, Mayor's Office of
the National Western Center

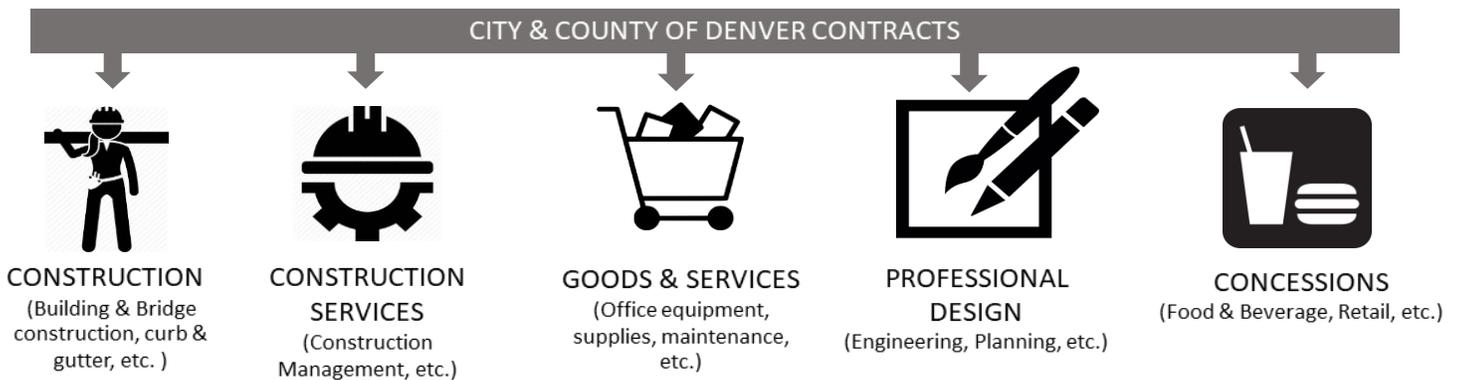
OUR COMMITMENT

The City and County of Denver is strongly committed to supporting our small, minority and women-owned businesses in this time of unprecedented growth and change.

In 2018, the Denver region set a record year for building with \$9.4 billion in new construction projects. These projects included both private and public projects across the region that for some, will last over the next few years.

With City and County of Denver projects like the Denver Great Hall and the Elevate Denver Bond program, the city will be a major driver in the local economy and is committed to building wealth in our neighborhoods by investing in our small, minority and women-owned businesses.

The Division of Small Business Opportunity (DSBO) housed in Denver Economic Development & Opportunity (DEDO) works with business owners, community stakeholders and city agencies to build wealth among our small, minority and women-owned businesses by creating and expanding opportunities in five main industries of city contracts and procurements:



ABOUT THIS PLAN

This citywide plan reflects strategies that will be adopted in 2019 and 2020 by several agencies and programs that are responsible for implementing policies related to achieving the city's vision of business equity:

- **Denver Arts & Venues**
- **Denver International Airport**
- **Denver Economic Development & Opportunity**
- **Elevate Denver Bond Program**
- **Department of General Services**
- **National Western Center**
- **Denver Parks & Recreation**
- **Denver Public Works**

STAKEHOLDER ENGAGEMENT

DSBO and partner agencies engaged with diverse groups of local stakeholders and solicited recommendations to further enhance the city's programs around small, minority and women-owned businesses.

Agencies participated in community workshops and meetings

Workshops/meetings included organizations and trade groups in the construction, design and goods & services industries, including participation from the Construction Empowerment Initiative (CEI), a group of local construction, design and goods & services professionals that serve as an advisory body to the DSBO program.

Conducted a citywide Disparity Study to measure utilization on city contracts and procurements

In 2017, the City and County of Denver retained BBC Research & Consulting to conduct a citywide disparity study to measure the utilization of small, minority and women-owned businesses on city contracts and procurements. BBC's study lasted approximately 12 months and culminated in a final report outlining the participation among race/ethnicity groups in city contracting.

Facilitated work with the Construction Empowerment Initiative Ordinance Subcommittee

As part of CEI's participation, a smaller task force was organized to review the City's Ordinance (*DRMC Chapter 28 Article III, V, VII*) related to small, minority and women-owned business participation on city contracts. Following their review, the CEI subcommittee produced a final report with recommendations for Ordinance revisions, which was shared with all relevant agencies and the Mayor's Office. In addition, DSBO implemented Ordinance changes recommended by Councilman Wayne New to strengthen prompt payment enforcement.

DEDO secured a third-party consultant to advise on DSBO's internal processes and program

DEDO secured a third-party consultant to evaluate and make recommendations on DSBO's current program and operations. A final report was presented to DEDO's Executive Management team; numerous recommendations have been implemented. In May 2018, DSBO partnered with the City's Peak Performance team to implement select recommendations given by the consultant, along with focusing on improving DSBO's certification, goals and compliance processes.

MASTER UTILIZATION PLAN GOALS

- 1** | **Ensure** all Denver small, minority and women-owned businesses can easily access and bid on city contracts and procurements by reducing barriers to entry.  Provide equitable access and opportunity in city procurements
- 2** | **Promote** equity in the procurement process by ensuring that delivery methods align with the city's equity values.  Increase participation from small, minority and women owned businesses
- 3** | **Create** a pipeline of small, minority and women-owned businesses that can perform successfully as prime contractors.  Sustain small, minority and women owned businesses as they work on city contracts
- 4** | **Expand** the capacity of small, minority and women-owned businesses as they work on city contracts and procurements.  Grow economic opportunity for small, minority and women owned businesses
- 5** | **Build** wealth among Denver's small, minority and women-owned businesses to thrive in regional and national markets.  Strengthen the competitive advantage of small, minority and women owned businesses

IMPLEMENTATION STRATEGIES & METRICS

The following strategies address priority recommendations presented by business owners and community stakeholder groups and will be prioritized citywide over the next two years to ensure that individual agencies focus on actions that support achieving the five primary goals.

1 | Ensure all Denver small, minority and women-owned businesses can easily access and bid on city contracts and procurements by reducing barriers to entry.

- ❖ **Develop equitable RFQ/RFPs, related selection criteria, and evaluation processes that support the city's value of business equity.** Enhance contract language to reflect the city's value of business equity in the selection process.
- ❖ **Increase awareness of city opportunities in the local small business community through agency facilitated outreach events and workshops.** Increase citywide outreach events to certified firms and target local firms in industries where opportunities exist to work on city contracts.

METRICS



Increase the percentage of certified firms actively participating on city contracts and solicitations.



Increase the number of agency outreach events to the small, minority and women-owned business community.

2 | Promote equity in the procurement process by ensuring that delivery methods align with the city's equity values.

- ❖ **Develop a robust training program for city staff that supports the goal of increasing the utilization of small, minority and women-owned businesses.** Ensure that city employees are trained on the city's programs around business equity and equal opportunity and continue to incorporate this training in the daily work of city employees.
- ❖ **Unbundle large, proposed city projects into smaller projects that can be bid on and performed by small, minority and women-owned businesses.** Review the city's procurement processes to ensure that delivery methods align with the city's commitment to providing opportunities to small businesses.

METRICS



Monitor the number of city staff that participated in a training related to equity and inclusion.



Increase the number of small, minority and women-owned businesses working as prime contractors on city projects or as a concessionaire.

3 | Create a pipeline of small, minority and women-owned businesses that can bid on and perform successfully as prime contractors.

- ❖ **Identify more opportunities for small, minority and women-owned businesses to work as prime contractors on all size contracts.** Expand the Small Business Enterprise Defined Selection Pool program on eligible contracts to build the capacity of small businesses to work as prime contractors.
- ❖ **Align contract opportunities with the availability of firms in the local marketplace.** Target small, minority and women-owned firms in industries where the city has opportunities and there is capacity in the local marketplace.

4 | Expand the capacity of small, minority and women-owned businesses as they work on city contracts and procurements.

- ❖ **Develop a citywide onboarding program for certified firms to support these firms throughout city processes.** Provide guidance and education on city processes to help small, minority and women-owned firms bid and perform successfully on city projects.
- ❖ **Implement cross-agency Mentor Protégé, Joint Venture and Teaming Agreement programs to provide mentorship opportunities for small, minority and women-owned businesses.** Provide opportunities for small businesses to be mentored by large firms to support small, minority and women-owned businesses as they participate on city contracts and build working relationships in the industry.

METRICS



Increase the number of Small Business Defined Selection pool contracts for small business primes.



Increase the number of certified firms in areas where opportunity exists in certain NAICS codes.

METRICS



Monitor the number of small businesses that participate in the citywide onboarding program to be developed.



Monitor the number of small businesses that participate in the Mentor Protégé, Joint Venture and Teaming Agreement programs.

5

Build wealth among Denver’s small, minority and women-owned businesses to thrive in regional and national markets.

- ❖ Engage community development financial institutions and other banking partners to work with the city and provide greater access to capital for small, minority and women-owned businesses. Collaborate with banking partners to develop creative financial programs that will support and sustain small businesses by increasing their financial capacity.
- ❖ Identify national best practices for increasing the participation of small, minority and women-owned businesses on city contracts. Work with external partners across the country to evaluate and implement best practices that have proven to be successful at increasing participation of small, minority and women-owned businesses on public contracts.

METRICS



Grow the capital and revenues of certified firms as they work on city contracts.



Coordinate citywide efforts to share best practices from internal and external sources related to small business participation.

Additional Areas of Focus and Priority

In addition to the above strategies, the City and County of Denver will be exploring other topic areas that can help reduce barriers to entry for small, minority and women-owned businesses on city contracts. Additional areas include:

- ❖ Providing **better payment terms** for contractors
- ❖ Enforcing city’s **prompt payment** policies
- ❖ Evaluating city’s **bonding and insurance requirements**
- ❖ Exploring an opportunity for an **Equity Fund**

AGENCY COMMITMENTS

The following agencies were tasked with developing small, minority and women-owned business utilization plans specific to their agency. With the support of the Mayor's Office, these agencies are dedicated to accomplishing prioritized strategies that were highlighted in their respective plans. *Strategies include:*

DENVER ARTS & VENUES

- ❖ Collaborate with partner agencies that procure on behalf of Arts & Venues to ensure increased engagement of small, minority and women-owned businesses.
- ❖ Facilitate and participate in outreach events and training with small, minority and women-owned businesses that have an interest in Arts & Venues procurements.

DENVER INTERNATIONAL AIRPORT (DEN)

- ❖ Address internal procurement processes that may have limiting effects on participation by small, minority and women-owned businesses.
- ❖ Bolster platforms that provide information about procurement opportunities and accessibility to them.
- ❖ Enhance data collection, analysis and reporting systems to track the effectiveness of all DEN small business programs.

DENVER PARKS & RECREATION

- ❖ Sponsor semi-annual workshops that are designed to introduce DPR staff to small businesses and to provide time for DPR to share information about projects, standards and qualifications needed to perform on them.
- ❖ Design procurement packages that promote prime and joint venture contracting opportunities.

DENVER PUBLIC WORKS

- ❖ Evaluate and modify procurement selection criteria to align with the city's value of equity.
- ❖ Align contract opportunities with NAICS availability to increase opportunities for small, minority and women-owned businesses within industry.
- ❖ Identify proposed projects that can be divided and performed by small businesses.

DEPARTMENT OF GENERAL SERVICES

- ❖ Develop an innovative, user-friendly, web-based application that provides city departments and programs the ability to connect with local, small businesses that procure goods and services.
- ❖ Develop a training program for General Services employees that prioritizes expanding opportunities for small businesses.

DIVISION OF SMALL BUSINESS OPPORUTNITY/DEDO

- ❖ Enhance the value of being certified with the City and County of Denver.
- ❖ Expand the capacity of certified firms through internal and external partnerships.
- ❖ Foster environments where small businesses can build relationships with large, prime contractors.
- ❖ Implement cross-agency Mentor Protégé, Joint Venture & Teaming Agreement programs to aid with developing and sustaining certified firms.

ELEVATE DENVER BOND PROGRAM

- ❖ Identify and implement innovative approaches to increase participation by small, minority and women-owned businesses in procurements generated by the general obligation bond program approved by voters in 2017.
- ❖ Measure stated goals that are designed to increase engagement by the small, minority and women-owned business community.

NATIONAL WESTERN PROGRAM (Phases 1 & 2)

- ❖ Conduct outreach events to cultivate interest and participation on available opportunities.
- ❖ Utilize a business navigator to connect small, minority and women-owned businesses to opportunities under the National Western Program.

AGENCY RESOURCES

For more information on small business efforts and programs in specific agencies/programs, please refer to the following contacts.

<u>AGENCY/PROGRAM</u>	<u>CONTACT NAME</u>	<u>EMAIL</u>
Division of Small Business Opportunity	Adrina Gibson	Adrina.gibson@denvergov.org
Denver Arts & Venues	Michael Yu	Michael.Yu@denvergov.org
DEN	Seneca Holmes	Seneca.Holmes@flydenver.com
Denver Parks & Recreation	Arthur Gilkison	Arthur.Gilkison@denvergov.org
Denver Public Works	James Fisher	James.fisher2@denvergov.org
Department of General Services	Cecilia Rivas de Schuermann	Cecilia.RivasdeSchuermann@denvergov.org
Elevate Denver Bond Program	Scott Richrath	Scott.Richrath@denvergov.org
National Western Program	Karen Nakandakare	Karen.Nakandakare@jacobs.com

For more information on **upcoming bidding opportunities**, please refer to the following city websites:

Public Works: <https://www.denvergov.org/content/denvergov/en/contract-administration.html>

General Services: <https://www.bidnetdirect.com/colorado/city-and-county-of-denver-general-services-purchasing>

DEN: <https://business.flydenver.com/bizops/commercehub.asp>