2015 Bi-Annual Diversity and Inclusiveness Report
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Executive Summary

This is a report on and analysis of the incorporation of diversity and inclusiveness (DI) efforts in the
City & County of Denver’s solicitations. Given that Mayor Michael B. Hancock maintains a strong
commitment to DI as an essential component of a successful economic development approach for
the Denver economy overall, Executive Order 101 establishes strategies to promote DI in all City
government procurement activity, thus encouraging more businesses to compete for City contracts.
This Order furthers the Denver Office of Economic Development (OED) goal of achieving sustainable
economic development, attracting and retaining a “best-in-class” workforce, and supporting the
growth and vibrancy of all businesses. Moreover, and well beyond simply the purview of City
contracting, we believe that such efforts ultimately bolster economic stability in the metro region and
throughout the state.

Implementation

Executive Order 101 was implemented on April 1, 2014. The information in this report covers the
period from July 1, 2015 through December 31, 2015. During this period, improvements were made
to the City’s DI form to enhance the collection and analysis of data being collected to measure our
progress on these critical goals over the long term.

Prior to implementing the changes, two informational sessions were held, and all City agencies and
departments were invited; a total of 30 City employees attended. Offices represented included
Aviation, Arts & Venue, Clerk and Recorder, Public Works, Human Services, Denver Environmental
Health, Office of Economic Development/Division of Small Business Opportunity, and Parks &
Recreation.
Considerations

During this report period, a brief electronic survey of local businesses was conducted. The following considerations were incorporated into the survey development and our analysis:

- **What baseline or trends are we starting from** in the percentage of City contracts awarded to companies that have formal/written diversity programs in place? What goals can we set for increasing this percentage in the future?

- Given wider data gathering, **can we now compare the body of respondents that completed the survey with the number of bids evaluated over this report period**, and what does the comparison show us?

- Is there a **trend or pattern common to those firms that do not have a diversity program in place** (years in business, annual revenue, staff size, industry, etc.)?

- Can the City **guide the establishment of more diversity programs** in these firms, suggesting key components, staff engagement strategies, methods of accountability, etc.?

Survey Data

A total of 662 firms responded to the survey. Of those:

- 326 have a DI plan in place - 49%
- 323 do not have a DI plan in place - 49%
- 13 did not respond to this question - 2%

- **Companies with a DI plan**: Of the 326 companies reporting that they do have a DI plan, 158 (48%) have more than 100+ employees. Their communications to their employees about DI include employee training, pamphlets, and public Equal Employment Opportunity (EEO) postings. Within these firms, 71% of employees are engaged in the training and/or sharing of DI information.

- **Characteristics among companies which have a diversity program and those which do not have a diversity program**: From this survey, a majority of companies that employ more than 100+ employees are more likely to have a diversity and inclusion program. A total of 204 companies employing 100+ employees responded to the survey; of that group, 158 (77%) have a DI program).

- **Companies without a DI plan**: Of the 323 companies reporting that they do not have a DI plan, just 46 (14%) employ more than 100+ employees.
  - **Note**: Almost half of the survey respondents 172 (47%) did not answer the size question; this data is derived from the 151 companies that did answer and therefore may not be statistically valid.
■ On the encouraging side, of those 323 companies without a DI program in place, 125 companies (39%) requested resources on implementing such a program.

■ Comments on DI programs from companies with such programs in place:

“We maintain a national goal of 20% relative to the annual utilization of MWBEs in the areas of construction, subcontracting, prime contracting, joint venture relationship/associations, and good and services. The goal represents 20% of the gross contracting work performed in a given year. We accomplish this goal through our targeted outreach efforts; participation with minority and women business development agencies and organizations; work with community, city, and state organizations; and providing technical assistance to prime contractors and sub tier contractors. We have achieved over $1 billion in contractual commitments with MWBEs over the last nine years.”

“We regularly team with minority- and woman-owned consulting businesses to create lasting relationships that span years and projects. In addition, we identify and contract with specific print, mail, incentive, and temporary staffing businesses for the fulfillment of projects.

We recruit diverse populations. We have a diversity committee that plans events for staff, as well as for our clients, on an on-going basis.”

“We have sponsored the Jacobs Women's Development Network (formerly known as the Professional Women's Collaborative) since 2006. The Network is an internal organization that provides women and men with opportunities to build multi-national networks, develop leadership and technical skills, and enhance their careers at Jacobs.”

“We budget more than $200,000 annually for staff development, employee education programs and customer service training. As part of our professional development and customer service training, all employees are required to participate in the Insights Discovery class. Insights Discovery class helps our employees develop their interpersonal skills and be better communicators with our clients.”

“Our goal is to recruit, engage and develop outstanding people from a wide range of backgrounds and skills. This mosaic, in turn, makes us an adaptable business partner that is understanding of, and responsive to, the needs of the clients and communities that we serve.”

■ Comments on DI programs from companies without a program in place:

“We achieve our diversity and inclusiveness goals through our EEO Policy.”

“Our company is inclusive of people, regardless of culture, gender, generation, race, lifestyle, nationality and many other inherent qualities that make people who they are. By working with universities and local school systems, we support opportunities for young people in math, engineering and science. In addition, we support activities that align with our values and areas of expertise to benefit our communities. Our foundation provides grants to 501(c)(3) nonprofit organizations, federally recognized tribal governments, and public school districts and libraries.”

“We have and continue to be a resource to encourage minority students to consider being an architect through tours and day-long shadowing.”

“Our Diversity, Inclusive, and Global Initiatives Committee has provided training to staff and volunteers.”
Comparison of contracts awarded to companies that do and do not have diversity programs:
Based on data gathered, approximately 20% of total contracts awarded have been awarded to companies with a DI program. Approximately 51% of total contracts are awarded to firms without a program.

- **Note:** Due to inconsistent and gaps in data received from agencies, this analysis is incomplete.

Compare the number of respondents that completed the form with the number of bids evaluated: PeopleSoft does not house all data needed to complete this analysis. While we did collect and attempt to analyze some of this data, it is regrettably not possible at this time to prepare a consistent, all-inclusive report showing each solicitation from each agency.

### DI forms collected by agency

<table>
<thead>
<tr>
<th>Agency Name</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arts &amp; Venues</td>
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<tr>
<td>Auditor's Office</td>
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<tr>
<td>Aviation</td>
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<td>DPL</td>
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<td>OED</td>
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<tr>
<td>Parks and Recreation</td>
<td>15.0%</td>
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<tr>
<td>Public Works</td>
<td>10.0%</td>
</tr>
</tbody>
</table>

Looking Ahead: 2016 Goals

- **Work with DI Committee** of the City and County of Denver to post the City’s DI plan to the Denvergov website.

- **Reach out to companies** who inquired about information on how to implement a DI program. Develop and deliver a general, all-purpose resource guide that is useful regardless of industry or company growth stage.

- **Develop a method** of collecting all city solicitations from one resource.

- **Implement an electronic** DI form. Effective 1-1-2016 an electronic version of the DI form was implemented. Data field requirements set so form must be completed to be submitted.