



**CITYWIDE MENTOR-PROTÉGÉ PILOT PROGRAM GUIDANCE**

2020

## TABLE OF CONTENTS

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Introduction .....	3
The Role of Mentor .....	5
The Role of Protégé.....	6
Application Process.....	7
Mentor-Protégé Steering Committee.....	8

## Introduction

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The Division of Small Business Opportunity (DSBO) supports the growth, capacity, and sustainability of small, disadvantaged, minority and women-owned businesses. The overarching mission of DSBO is to encourage the utilization of certified firms on city managed construction and professional services projects and the procurement of covered goods and services purchased by the city. One of DSBO's main focus areas is ensuring our outreach program focuses on educating small businesses, coordinating the and collaborating with internal and external stakeholders and overseeing the Mentor-Protégé program.

As written in Article III of Chapter 28 D.R.M.C, DSBO is responsible for "Establishing a mentor-protégé program to encourage majority and minority trade associations and individual businesses to work jointly to connect MBE and WBE protégés with well-established mentor firms. DSBO may, in coordination and cooperation with other City agencies, facilitate the implementation and coordination of this program."

This document contains the administrative program processes, Mentor and Protégé applications, and Mentor and Protégé assessment forms. This document also establishes the program guidelines and policies for implementation.

## Pilot Program Overview

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The Citywide Mentor-Protégé Pilot Program is designed to develop long term business relationships between established prime contractors and MWBE firms. Through the program, mentors are able to enhance the management and technical capabilities of the protégé; whereby increasing the potential of the protégé to be utilized on city contracts. Mentors and Protégés for the program must enter the program jointly and are expected to establish a mutually agreed upon development plan for the one year pilot period. Teams participating in this program must be committed to designating both time and resources to successfully achieve goals. Only **five pairings** will be selected into the City's pilot program.

The city agencies listed below have committed to offering educational and networking opportunities for selected Mentor-Protégé pairings throughout the duration of the one year period. As part of the application process, each mentor-protégé pairing will have the option to select one agency they would like to receive technical assistance from. Upon acceptance into the program, each pairing will be assigned an Agency Liaison who will be a point of contact to ensure they are receiving access to appropriate personnel and training courses offered from the selected department:

- **Denver Public Works**
- **Department of General Services**
- **Parks and Recreation**
- **Denver International Airport (DEN)**
- **National Western Center (NWC)**

**Program Mission:**

To build effective working relationships between leaders of established as well as emerging MWBE firms in order for the latter to benefit from the knowledge, experience, and social capital of the established firms. The intent is to build long-term, sustainable inter-company relationships within the business community of metro Denver.

**Duration**

The term of the Mentor-Protégé relationship will be one year (January 2020-December 2020). During this time, both the mentor and protégé will be expected to create goals and deliverables. It is expected that meetings should occur at least once a month either in person, over the phone or via skype. Each pairing must also commit to meeting quarterly with the DSBO representative and Agency Liaison to discuss their progress. Upon completion of the program, we hope the relationship will continue.

**Timeline**

<b>Date</b>	<b>Activity</b>
December 2019	Mentor-Protégé Applications Open
January 2020	Applications Close
January 2020	Pairings notified of acceptance into program
Jan/Feb 2020	Official Mentor-Protégé Program Launch Event

## The Role of Mentor

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Definition - A prime or general contractor focused primarily on construction and/or professional design willing to invest time and resources to teach critical business skills to a protégé that is MWBE certified with the City and County of Denver.

### Benefits to Mentoring

- Demonstrates a commitment to diversity by assisting the MWBE business community in Denver
- Helps identify capable and reliable subcontractors for future projects
- Special recognition through DSBO website, newsletter and participation updates
- Opportunity to present highlights of Mentor-Protégé relationship at yearly appreciation event
- Certificate of Participation from the City
- Increased networking and educational opportunities with selected City agency

### Criteria

- Be in business at least 5 years
- Must have the ability to select a protégé with whom you believe you can develop a successful business relationship (can mentor more than one protégé if you have the capacity)
- Is currently pursuing or has worked with the City and County of Denver
- Demonstrated ability to provide development assistance that will enhance the ability of protégé firm
  - Must commit to monthly meetings and quarterly meetings with DSBO Representative and Agency Liaison
- Have local presence/office within 7 county Denver Metro Area
- Perform design, construction, construction-related professional services or providing good and services
- Enter into an approved agreement with the protégé outlining the technical assistance and resources that will be provided to the protégé and timeline to deliver said resources

### Expectations

- Collaborate with protégé on development plan that establishes goals and metrics. Plan must be submitted to DSBO via [dsbohelp@denvergov.org](mailto:dsbohelp@denvergov.org)
- Work with Agency Liaison and communicate technical assistance needs
- Identify the appropriate resources that could provide assistance outlined in development plan
- Help protégé identify problems and solutions that increase potential to be awarded city contracts
- Refer protégé to other business associates and organizations
- Solicit feedback from protégé
- Co-create meeting agendas

**Note: City is not obligated to award projects or contracts to a Mentor participating in the program. Mentors are not obligated to utilize a protégé on City contracts or projects.**

## The Role of Protégé

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**Definition** – A certified MWBE seeking opportunities to learn from an established firm to improve business processes, build capacity, and grow their business.

### Benefits of Mentorship

- Develop technical skills that can help foster business growth and improve ability to pursue city contracts
- Increased capacity to work on city projects
- Develop a stronger business relationship with an established firm
- Special recognition through DSBO website, newsletter and updates of participation
- Opportunity to present highlights of Mentor-Protégé relationship at yearly appreciation event
- Certificate of Participation from the City
- Increased networking and educational opportunities with selected city agency

### Criteria

- Be a MWBE certified business with City & County of Denver
- Must have the ability to select a Mentor with whom you believe you can develop a successful business relationship
- Have at least 2 consecutive years of business history
- Perform design, construction, or construction-related professional services, or providing goods and services
- Must commit to monthly meetings and quarterly meetings with DSBO Representative and Agency Liaison
- Enter into an approved agreement with the Mentor outlining the technical assistance and resources that will be provided and timeline to deliver said resources
- Be actively pursuing work with City & County of Denver

### Expectations

- Be willing to share business plan with mentor
- Collaborate with mentor on development plan and establish goals/metrics
- Work with Agency Liaison and communicate technical assistance needs
- Establish realistic and attainable expectations
- Establish priority issues for action or support
- Identify issues for discussion and co-create meeting agendas
- Come prepared to each meeting to discuss agreed upon issues
- Meet with DSBO Representative and Agency Liaison on a quarterly basis to discuss goals, assistance and improvements made through interactions with mentor
- Keep all certifications up to date and remain in good standing

***Firms may participate as a protégé only once, but may apply to participate as a mentor at any point after successful program completion. Firms may participate as a protégé only once, but may apply to participate as a mentor at any point after successful program completion.***

## Application Process

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Every Mentor and Protégé must submit the following:

- Mentor-Protégé Applications (filled out jointly)
- Protégé Assessment Form

The Mentor-Protégé Steering Committee will review applications and notify teams of their acceptance/non-acceptance into the program. Applications will be reviewed within 30 days of submittal and teams notified.

We understand the importance of this program to our MWBE community and hope that pairings that are not selected for the pilot program will still commit to proceeding with the Mentor-Protégé relationship.

### Quarterly Meetings

Mentor-Protégé teams are responsible for meeting with a DSBO Representative and Agency Liaison on a quarterly basis. During the meeting, each pairing must be prepared to report on the following:

- All technical and/or management assistance provided by mentor
- Meeting days and times
- Specific resources provided or summary of current training
- Dollars awarded via city contracts since start of mentorship (if applicable)

At the end of the year, the mentor and protégé must submit an updated development plan showing how goals and metrics have been met.

### Open Records

***Documents submitted become a matter of public record and shall be regarded as Public Records, with the exception of those specific elements in which are designated by the applicant as Business or Trade Secrets and plainly marked "Trade Secrets", "Confidential", "Proprietary", or "Trade Secret". Items so marked shall not be disclosed unless disclosure is otherwise required under the Colorado Open Records Act ("CORA"). If such items are requested under CORA, the City will use reasonable efforts to notify the applicant, and it will be the responsibility of the applicant to seek a court order protecting the records.***

## Mentor-Protégé Steering Committee

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All participating agencies will work together to appoint members of the Mentor-Protégé Steering Committee. The purpose of the committee will be to provide insight, feedback and guidance on the program structure, review applications, and assist with proposed mentor-protégé teams and accept or deny their participation in the program.

The Committee will consist of up to 10 members and will be comprised of:

- City and County of Denver Staff (DSBO, DPW, GS, DEN, NWC)
- Representatives from Community Organizations, Trade Associations, Chambers (recognized 501(c)(3) and 501(c)(4) entities)
- Steering committee members must also be serving in a leadership role within their respective organizations

### **Key Responsibilities of the Steering Committee:**

- Attend quarterly Steering Committee Meetings and special Mentor-Protégé networking events
- Assist with the review and selection of Mentor-Protégé teams for the 2020 program
- Contribute expertise and provide insight, feedback and guidance on the Citywide Mentor-Protégé pilot structure
- Actively identify resources to assist MWBE's that were not selected to participate in the program
- Review quarterly reports submitted by DSBO representative and provide feedback
- Actively promote the Citywide Mentor-Protégé program through collaboration and relationship building with other businesses, organizations and associations

The Mentor-Protégé Steering Committee will be evaluating core competencies as outlined in the development plan submitted by each pair. These competencies will include but are not limited to:

- Area(s) of Assistance
- Details regarding proposed goals and metrics
- Resources provided by mentor to protégé