DSBO Staff

LEADERSHIP

DSBO Chief Officer Adrina Gibson
Assistant Director of Certification and Capacity Building Elly Bacon
Assistant Director of Compliance Brittany Eroen
Assistant Director of Forensics Alexis Nightengale
Assistant Director of Strategic Development Programs Vacant

CERTIFICATION

Certification Supervisor Anne Parker
Certification Analyst Gay Chulajata
Certification Analyst Jeanette Lopez-Clanton
Certification Analyst Josh Ortega
Certification Specialist Jose Silva

COMPLIANCE (CITY AGENCIES)

Disadvantaged Business Enterprise (DBE) Program Manager Sam Meza
Compliance Manager Erin Croke
Compliance Project Manager Sara Bertram
Compliance Project Manager Aki Choudhry
Compliance Project Manager Megan Kelly
Compliance Project Manager Rakim Slaughter
Compliance Project Manager Natalie Stefka
Compliance Project Manager Sara Yacovetta

COMPLIANCE (DENVER INTERNATIONAL AIRPORT)

Compliance Manager Marina Logachev
Compliance Project Manager Antonio Anduaga Bocanegra
Compliance Project Manager Tonne Elliot
Compliance Project Manager Cynthia Estes
Compliance Project Manager Kathy Garcia
Compliance Project Manager Loren Pedrick

FORENSICS & BUSINESS UTILIZATION

Business Utilization Analyst David Hosanna
Data Analyst & Special Projects Associate Sarah Milmoe

ADMINISTRATION

Staff Assistant Vacant
Small Business Outreach Intern Shoshone Kendall-Pointer
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Our administration has never wavered in our commitment to a sustainable, level playing field for disadvantaged firms to reach their potential.

I am extremely proud of the progress that DSBO has made, expanding its impact and delivering hard-fought marketplace equity through two recessions, particularly when the businesses they serve are disproportionately impacted.

I am fully confident that DSBO’s vision, structure, and leadership will remain strong and deliver powerful results for years to come.”

Mayor Michael B. Hancock
DEDO’s Division of Small Business Opportunity is one of the largest, most tangible examples of the city’s commitment to social and economic justice, diversity, equity, and inclusion. This is engrained into every program or service they deliver. I am incredibly proud that this report illustrates how advocacy equates to the success of our small businesses, ensuring everyone has the opportunity to create economic success for not only their business, but for their families. Without a doubt, DSBO is changing lives.”

Jen Morris
Executive Director
Denver Economic Development & Opportunity
Dear Colleagues & Partners,

On behalf of Denver Economic Development & Opportunity’s Division of Small Business Opportunity (DSBO), we are pleased to present the 2023 DSBO Semi-Annual Report. Our team has been remarkably productive, collaborating with city agencies, prime contractors, and resource partners to align the city’s value of business equity with the talent among small, minority and women-owned businesses to foster an inclusive city contracting environment.

Our work at DSBO spans across our certification, compliance, forensic, business utilization, and strategic development offices, and we remain committed to our mission to ensure nondiscrimination, create a level playing field, remove barriers, and maximize small business participation. Through our efforts, we have been able to provide critical resources, training, and technical assistance to support small businesses and entrepreneurs, while also promoting economic growth and prosperity for the community.

I am pleased to share with you some highlights of our work from the past several months:

• DSBO Compliance developed Minority/Women Business Enterprise (MWBE) requirements for proposers and offerors interested in submitting a proposal on Denver International Airport (DEN) Real Estate being referred to as DEN’s Rolling Request for Offers (RFO). This initiative creates new and unique opportunities for certified small businesses.

• DSBO Compliance has worked diligently to ensure the City’s compliance with Disadvantaged Business Enterprise (DBE) requirements that have been introduced due to the Department of Transportation and Infrastructure (DOTI) becoming a direct recipient of federal funds. While DSBO’s DBE program had been established due to Federal Aviation Administration (FAA) funds on DEN contracts, new coordination was required with the Federal Highway Administration (FHWA) to ensure compliance with FHWA awarded grants.
In addition, DSBO compliance participated as a selection committee member for the City’s federally funded Infrastructure Investment and Jobs Act (IIJA) Program Management support contract. These efforts were aimed at ensuring that the City selected a firm with the necessary expertise to manage the project’s critical DBE requirements.

- DSBO Forensics, in coordination with DSBO Business Utilization, completed and published a new quarterly business utilization report that lists the DSBO program requirements assigned to upcoming city projects. This report is available on the DSBO page of denvergov.org and will be updated quarterly, with previous quarters available upon request.

- DSBO Strategic Development extended its partnership with the Hispanic Contractors of Colorado (HCC) Contract Academy program. As such, DSBO sits on the HCC Contractors Academy Board of Directors and on the HCC Contractor Academy Program Committee. DSBO is committed to building out our capacity building program to help our certified businesses grow sustainably.

- DSBO Certification developed and hosted a new series of in-person NAICS 101 interactive workshops to address numerous questions and requests for more training on the North American Industry Classification System (NAICS) Codes. This will help small businesses ensure they are certified in the correct NAICS codes, expand the pool of available firms, and increase the integrity of our Certified Small Business Directory.

Across our certification, compliance, forensic, and strategic development offices, DSBO’s work is never done. We continue steadfast in our mission to be the bridge that promotes and improves the participation and engagement of small businesses through the creation and implementation of programs, thereby achieving an equitable Denver economy. Thank you for your interest and support.

With gratitude,

Adrina Gibson
DSBO Chief Officer
Denver Economic Development & Opportunity
DSBO in Action

MISSION
Our mission is to be the bridge that promotes and improves the participation and engagement of small businesses through the creation and implementation of programs, thereby achieving an equitable Denver economy.

OBJECTIVE
Our objective is to prevent discrimination, promote equity, create a level playing field, ensure firms meet eligibility standards, assist in the development of firms, and help remove barriers to city contracting opportunities.

VISION
Our vision is to expand opportunities and build the success and growth of small businesses by being the most trusted, reliable, transparent, and respected small business organization.
Increasing the Certified Small Business Pool with Integrity

Maintaining certification program integrity through eligibility requirements and preventing pass-throughs.

DSBO’s Certification program serves as a vehicle for small, disadvantaged, minority, and women-owned businesses to pursue opportunities with the city.

Certification is a process through which the City and County of Denver grants recognition to a company that meets certain established criteria as a small socially or economically disadvantaged firm.

Certified firms are listed in our online Certified Vendor Directory of small businesses that the city, other municipalities, and large contractors/consultants utilize for partnering. They gain the opportunity to pursue work on city projects with DSBO program requirements, and also gain access to business development resources such as the mentor protégé program, events, training, and technical assistance.

Certification By the Numbers

1,487
Total Certified Firms

96
New Firms

12
Graduates

3,927 TOTAL CERTIFICATIONS ACROSS ALL FIRMS
Most firms have multiple certifications; here’s how it shakes out:

Small Business Enterprise (SBE)
1,165 Firms

Minority Woman Business Enterprise (MWBE)
1,034 Firms

Disadvantaged Business Enterprise (DBE)
1,061 Firms

Emerging Business Enterprise (EBE)
667 Firms

836
Applications Processed

25
Average Days to Process*

*10 days faster than previous year. Ordinance requires applications to be processed within 90 days

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DSBO Program Utilization Determinations afford opportunities for certified businesses to perform as primes and/or sub-contractors on city projects.

DSBO assesses city projects that are funded with city dollars or on city land for MWBE participation goals. DSBO also assesses federally funded projects for DBE goals on federally funded projects. The Defined Selection Pool Program encourages prime contracting opportunities on city contracts to certified SBEs or EBEs.

Business Utilization

161 Determinations

24 Average Days to Assess

DSBO Forensics

DSBO Forensics oversees potential conflicts that may arise on city contracts, leads process improvement measures within DSBO and performs key performance indicators of the compliance program.

The following areas are performed by the forensic office:
- Leads contract dispute, mitigation and corrective action
- Develops educational internal/external trainings on DSBO Compliance policies and procedures
- Conducts data integrity analysis, develops comprehensive reports
- Performs internal auditing of DSBO processes/procedures to ensure adherence to ordinance and federal regulations
DSBO Compliance is dedicated to tracking and monitoring activity from procurement to contract close-out to prevent discrimination or unjust termination, assist with prompt payment, oversee performance, and foster relationships between contractors.

388
Executed Contracts
→ $1.07B
Total Value

2,383
Ongoing Contracts*
→ $12.7B
Total Value

* Ongoing contracts are inclusive of contracts with a start date prior to March 31, 2023 and excludes contracts with a closing date prior to October 1, 2022. This is intended to capture all contracts being monitored during the period of this report. Contract data is inclusive of contracts being monitored by DSBO with a DSBO program determination. This excludes any and all city contracts without a DSBO program determination.
Disadvantaged Business Enterprise (DBE)

Executed Projects

- **Average value:** $31.7M
- **Average prime commitment:** 9.61%
- **Awarded to certified firms:** $60.3M

Ongoing* Projects

- **Contracts meeting or exceeding commitment (71% of contracts):** 65
- **Paid to primes:** $352.7M
- **Paid to certified firms:** $55.91M

Minority/Woman Business Enterprise (MWBE)

Executed Projects

- **Average value:** $1.25M
- **Average prime commitment:** 27.2%
- **Awarded to certified firms:** $106.6M

Ongoing* Projects

- **Contracts meeting or exceeding commitment (61% of contracts):** 1,280
- **Paid to primes:** $3.80B
- **Paid to certified firms:** $924.6M

* Ongoing contracts are inclusive of contracts with a start date prior to March 31, 2023 and excludes contracts with a closing date prior to October 1, 2022. This is intended to capture all contracts being monitored during the period of this report. Contract data is inclusive of contracts being monitored by DSBO with a DSBO program determination. This excludes any and all city contracts without a DSBO program determination.
# Contract Overview by Program

## Small Business Enterprise (SBE)

### Executed Projects

<table>
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<th>Average value</th>
<th>Awarded Projects</th>
<th>Awarded to certified firms</th>
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<td><strong>$790K</strong></td>
<td><strong>55</strong></td>
<td><strong>$25.8M</strong></td>
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### Ongoing* Projects

- **$33.4M** Paid to certified firms
- **$19.97M** Construction (60%)
- **$13.20M** Professional Services (40%)
- **$220K** Goods & Services (<1%)

- **154** Contracts meeting or exceeding commitment (86% of contracts)

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*I love working on projects that transform how we live our lives. That is why I am so excited to support quality efforts on the Great Hall Project, a project that will make it easier, more efficient and safer for passengers to travel through one of the world’s busiest airports.... I am so proud of DQP, my team, and what we have accomplished over the past 19+ years. Thank you all for being part of this journey... but it isn’t over!“*

---

Trish Holper, Owner of DQP Enterprises (ACDBE, DBE, EBE, MWBE, and SBE certified)

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* Ongoing contracts are inclusive of contracts with a start date prior to March 31, 2023 and excludes contracts with a closing date prior to October 1, 2022. This is intended to capture all contracts being monitored during the period of this report. Contract data is inclusive of contracts being monitored by DSBO with a DSBO program determination. This excludes any and all city contracts without a DSBO program determination.
## Contract Overview by City Agency

### Denver International Airport (DEN)

**Executed Projects**

- **Total value**: $836 M
- **Average value**: $7.15M
- **28.9%**
- **Awarded to certified firms**: $125.7M

#### Ongoing* Projects

- **Contracts meeting or exceeding commitment (68% of contracts)**: 684
- **Paid to primes**: $3.00B
- **Paid to certified firms**: $764.8M
- **Construction (72%)**: $54.96M
- **Professional Services (18%)**: $137.5M
- **Goods & Services (3%)**: $20.9M

### Department of Transportation and Infrastructure (DOTI)

**Executed Projects**

- **Total value**: $142 M
- **Average value**: $1.1M
- **22.8%**
- **Awarded to certified firms**: $31.3M

#### Ongoing* Projects

- **Contracts meeting or exceeding commitment (52% of contracts)**: 598
- **Paid to primes**: $975.2M
- **Paid to certified firms**: $199.8M
- **Construction (72%)**: $144.8M
- **Professional Services (28%)**: $54.96M

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* Ongoing contracts are inclusive of contracts with a start date prior to March 31, 2023 and excludes contracts with a closing date prior to October 1, 2022. This is intended to capture all contracts being monitored during the period of this report. Contract data is inclusive of contracts being monitored by DSBO with a DSBO program determination. This excludes any and all city contracts without a DSBO program determination.
Contract Overview by City Agency

Denver Parks and Recreation (DPR)

Executed Projects

- **$9.51M** Total value
- **$288K** Average value
- **19.9%** Average prime commitment
- **$2.46M** Awarded to certified firms

Ongoing* Projects

- **$92.34M** Paid to primes
- **$20.89M** Paid to certified firms

- **95** Contracts meeting or exceeding commitment (60% of contracts)
- **$19.1M** Construction (91%)
- **$90K** Goods & Services (<1%)
- **$1.71M** Professional Services (8%)

General Services (GS) Projects

Executed Projects

- **$30.4M** Total value
- **$507K** Average value
- **50.6%** Average prime commitment
- **$23.9M** Awarded to certified firms

Ongoing* Projects

- **$82.5M** Paid to primes
- **$19.75M** Paid to certified firms

- **52** Contracts meeting or exceeding commitment (76% of contracts)
- **$954K** Professional Services (5%)
- **$18.8M** Goods & Services (95%)

* Ongoing contracts are inclusive of contracts with a start date prior to March 31, 2023 and excludes contracts with a closing date prior to October 1, 2022. This is intended to capture all contracts being monitored during the period of the report. Contract data is inclusive of contracts being monitored by DSBO with a DSBO program determination. This excludes any and all city contracts without a DSBO program determination.
Denver International Airport (DEN) On-Call Architectural & Engineering Services, Great Hall
Prime Contractor: Jacobs Engineering Group Inc.

20% MWBE utilization commitment $5.2M Paid to MWBE certified firms 29.9% Attainment 17% Contract Progress

Denver International Airport (DEN) On-Call Architectural Planning Professional Services, Great Hall
Prime Contractor: Stantec Consulting Services Inc.

35% MWBE utilization commitment $7.9M Paid to MWBE certified firms 29.3% Attainment 20% Contract Progress

Denver International Airport (DEN) Great Hall Completion
Prime Contractor: Hensel Phelps Construction Company

18% MWBE utilization commitment $82M Paid to MWBE certified firms 29.9% Attainment 22% Contract Progress

General Services Security Personnel Services - Elevate Bond
Prime Contractor: HSS, Inc.

16% MWBE utilization commitment $5.8M Paid to MWBE certified firms 18.8% Current Attainment 100% Contract Progress

Contract progress is measured by dollars paid to the prime contractor divided by the full dollar value of the contract award, not by anticipated completion date.
Denver International Airport (DEN) Concourse Expansion East
Prime Contractor: Holder FCI

- 24% MWBE utilization commitment
- $252M Paid to MWBE certified firms
- 30.2% Attainment
- 43% Contract Progress

Denver International Airport (DEN) Concourse A West Expansion
Prime Contractor: ARRIVE (Turner-Flatiron-Gensler, Joint Venture)

- 24% MWBE utilization commitment
- $156M Paid to MWBE certified firms
- 20.4% Attainment
- 37% Contract Progress

Department of Transportation and Infrastructure (DOTI) On-Call Program Management Agreement
Prime Contractor: Atkins North America, Inc.

- 9% MWBE utilization commitment
- $2.80M Paid to MWBE certified firms
- 11.3% Attainment
- 40% Contract Progress

National Wester Center Horizontal Integrated Construction Services
Prime Contractor: Hensel Phelps Construction Company

- 12.6% MWBE utilization commitment
- $24.5M Paid to MWBE certified firms
- 16.8% Attainment
- 46% Contract Progress
Department of Transportation and Infrastructure (DOTI) Colorado Convention Center Expansion Project - Design
Prime Contractor: Hensel Phelps Construction Company

- MWBE utilization commitment: 22%
- Paid to MWBE certified firms: $3.6M
- Attainment: 21.9%
- Contract Progress: 83%

Department of Transportation and Infrastructure (DOTI) Colorado Convention Center Expansion Project - Construction
Prime Contractor: Hensel Phelps Construction Company

- MWBE utilization commitment: 17%
- Paid to MWBE certified firms: $23.5M
- Attainment: 16.7%
- Contract Progress: 70%

Department of Transportation and Infrastructure (DOTI) 56th Avenue Widening, Peoria Street To Peña Boulevard; Phase 1 - Design
Prime Contractor: Ames Construction, Inc.

- MWBE utilization commitment: 20%
- Paid to MWBE certified firms: $4.4M
- Attainment: 71.5%
- Contract Progress: 90%

Department of Transportation and Infrastructure (DOTI) 56th Avenue Widening, Peoria Street To Peña Boulevard; Phase 1 - Construction
Prime Contractor: Ames Construction, Inc.

- MWBE utilization commitment: 25%
- Paid to MWBE certified firms: $1.28M
- Attainment: 9.5%
- Contract Progress: 35%
Small Business Strategic Development & Outreach

DSBO knows that getting certified is just the beginning. Growing firms need support, training, connections, and resources. From learning how to manage finances and employees to preparing a winning bid and how to deliver on the job, we’ve got you covered.

We connect small businesses to DSBO programs and provide the necessary resources to help them successfully develop and pursue work with the city by:
- Partnering on community outreach events with internal and external partners
- Serving on community boards and committees to foster collaboration and increase engagement
- Distributing a weekly newsletter and program notices to small businesses and community stakeholders
- Providing training and technical assistance to prepare and educate small businesses

Outreach

28 Events Hosted or Attended
1,691 Attendees

2,286 Email Audience Size
26 Newsletters Sent
39% Average Open Rate

FROM A BUSINESS OWNER:

“Thank you for these (Covid TA) sessions. I’ve learned something new and valuable in each session. It's also been good to network with other companies. Keep up the good work!”

Diane, Peloton Construction
DSBO Equity & Empowerment Council (DEEC)

Formerly known as the Construction Empowerment Initiative (CEI), the DSBO Equity & Empowerment Council (DEEC) is comprised of community stakeholders who help DSBO maintain a first-hand, open dialogue with the small businesses and industry associations that it serves. DEEC provides the essential link between the city and the small business community with meetings held on a bi-monthly basis.

DEEC Subcommittees

Barriers to Doing Business
Focusing on identifying issues that are impacting small businesses and provide solutions to DSBO

Subcommittee Chairs
- Lauren Grosh, Chief Marketing Officer, Sky Blue Builders
- Marvin Thomas, Chief Executive Officer, Triunity Inc.

Strategic Development
Focusing on identifying areas that DSBO can support in technical assistance, including access to capital, succession planning, marketing, personnel and hiring issues, and others

Subcommittee Chairs
- Suzanne Arkle, CEO, ZANN Inc.
- Andrea Mosby, Owner, UrineFresh

Small Business Resource Partners
Focusing on how DSBO can better assist community resource partners with matters related to their memberships and various small business initiatives

Subcommittee Chairs
- Helga Grunerud, Principal/Owner, HelgaG Consulting

Business Equity Leadership Team (BELT)

In support of the duties outlined in the Denver Revised Municipal Code (DRMC) and under the direction of the Mayor’s Equity Platform, the Business Equity Leadership Team (BELT) brings together senior leadership and other key personnel from across several city agencies to develop and collaborate on actionable, innovative policies and programs that will increase the utilization of small, minority and women-owned businesses on city contracting opportunities.

BELT Goals:
- Promote equity in procurement to align with the city’s equity values
- Build sustainable relationships between small, minority and women-owned businesses, city agencies, and community partners
- Expand, develop, and create a pipeline of small, minority and women-owned businesses to successfully pursue city contracting opportunities

Leading Edge

An interactive business planning course designed specifically for highway design and construction contractors. Hosted by the Denver Metro SBDC, Colorado Department of Transportation (CDOT), and the City and County of Denver’s DSBO, the 9-week course is designed for contractors and consultants who want to build capacity and success in the transportation and infrastructure industry.
Citywide Mentor-Protégé Program

DSBO launched the second year of the Citywide Mentor-Protégé Program as part of the City and County of Denver’s commitment to help expand the capacity of minority and women-owned businesses (MWBEs), which helps address some of the challenges faced by small firms as they pursue city contracting opportunities. Through mentorship, MWBEs can learn from larger firms and develop the necessary skills to help scale their businesses. Through this program selected firms - mentors and protégés - gain valuable educational and networking opportunities, while interacting with participating city agencies.

Congratulations to our 2022-2023 cohort

**Denver Department of Transportation and Infrastructure (DOTI)**

**Team 1**
Mentor: Muller Engineering Company  
Protégé: Empowercom

**Team 2**
Mentor: PCL Construction  
Protégé: Burgess Services

**Denver Parks and Recreation (DPR)**
Mentor: Kimley-Horn and Associates, Inc.  
Protégé: SurvWest

**Denver International Airport (DEN)**

**Team 1**
Mentor: HNTB Corporation  
Protégé: Peak Consulting Group

**Team 2**
Mentor: HSS, Inc.  
Protégé: American Automation Security

**Mayor’s Office of the National Western Center (NWCO)**

Mentor: Flatiron Construction  
Protégé: Ram-Co Trucking Services

HCC Contractor Academy Scaling Program

DSBO established a partnership with the Hispanic Contractors of Colorado (HCC) Contractor Academy and Front Range Community College (FRCC) to build out a training program for DSBO certified firms. Together we designed a unique six-month program that combines hands-on classroom time, group interaction, discussion series and one-on-one support with dedicated industry professionals in Company Finance and Accounting Systems, Operations Planning, and Contracts and Subcontracts. Reimbursable scholarships were available for qualifying firms. There were two cohorts in 2022 and we are excited for the next cohort in January 2023.

COVID-19 Technical Assistance

DSBO, in collaboration with Denver International Airport (DEN), Office of Financial Empowerment (OFEP), and the African American Trade Association (AATA), established the COVID-19 Technical Assistance program. The purpose of this program was to assist socially and economically disadvantaged firms that have been affected by COVID-19 by providing them with resources they need, meeting them where they are, and helping them stay, sustain, or grow their business. AATA established industry-specific cohort sessions, held one-on-one assessments, and ultimately served 154 of Denver’s small businesses.
CREATING AN ECONOMY THAT WORKS FOR EVERYONE

A special thank you to our city agency leadership and partners:

Denver Economic Development & Opportunity, Executive Director Jen Morris
Denver International Airport, CEO Phil Washington
Department of Transportation & Infrastructure, Executive Director Adam Phipps
Denver Parks and Recreation, Executive Director Allegra "Happy" Haynes
General Services, Executive Director Andrew Amador
Mayor's Office of the National Western Center, Executive Director Tykus Holloway
Denver Arts and Venues, Executive Director Ginger White

30+ additional city agencies, cultural centers, and Denver Health

denvergov.org/economicdevelopment