DIVISION OF
SMALL BUSINESS OPPORTUNITY
(DSBO)

Semi-Annual Report
APRIL 1, 2023 - SEPTEMBER 30, 2023
DSBO Staff

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- DSBO Chief Officer Adrina Gibson
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- Director of Forensics Alexis Nightengale
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- Certification Supervisor Anne Parker
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- Compliance Manager Erin Croke
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- Compliance Project Manager Tonne Elliot
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- Compliance Project Manager Kathy Garcia
- Compliance Project Manager Gustavo Rendon

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- Business Utilization Analyst Nathan Merrill
- Data Analyst & Special Projects Associate Sarah Milmoe
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A MESSAGE FROM ADRINA GIBSON,
CHIEF DSBO OFFICER

Dear Colleagues & Partners,

On behalf of Denver Economic Development & Opportunity’s (DEDO) Division of Small Business Opportunity (DSBO), we are pleased to present the winter 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.

As we reflect on the last six months, they undeniably presented a range of challenges and opportunities that required our collective focus and commitment. We take great pride in the significant milestones we’ve achieved as a city during this period, including strategically leveraging resources to help provide support for over 37,800 migrants, costing $40 million as of January 22, 2024. The impact of these efforts has been felt across numerous city agencies, as we have worked diligently to address the diverse needs and challenges presented.

Amid these crucial endeavors, the City and County of Denver also welcomed a new chapter with the inauguration of Mayor Mike Johnston. Alongside Mayor Mike Johnston, we welcomed DEDO’s new Executive Director Adeeb Khan, who is set to provide exemplary leadership and guidance for our department.

Mayor Mike Johnston signed an emergency declaration to help 1,000 people experiencing homelessness get indoors. This declaration and the resulting House1000 initiative embrace a strategic and urgent citywide approach, bringing together a broad coalition of partners to house those experiencing homelessness. DSBO is proud to have played a role in supporting the diverse needs of our community, which extends to our involvement in assisting with the city’s House1000 efforts.
Some additional highlights of DSBO’s work from the past several months include:

- Development of a DSBO Solicitation Language Guidebook for all agencies to utilize when creating a procurement with a DSBO program, streamlining the procurement process for businesses looking to bid on city projects.

- Since July, the Business Utilization department has made significant process improvements, successfully reducing the average processing time for DSBO program determinations to below 10 business days.

- Approval received from the Federal Aviation Administration (FAA) on the City’s Disadvantage Business Enterprise (DBE) Policies and Procedures Manual, with an established overall Triennial DBE Goal of 20.1% for DBE participation.

- Published Small Biz, Big Wins: Mastering Small Business Procurement Requirements public training on our website to help businesses successfully complete DSBO-related portions of city procurements.

- DSBO Compliance and Forensics teams participated in the Denver Peak Performance Academy Rapid Improvement Event, identifying areas for improvement in DSBO internal processes to better serve certified businesses and our city partners.

- Office space at Denver International Airport for DSBO, Workforce Development, and the Commerce Hub opened in May, enabling increased collaboration across these teams.

Across our certification, compliance, forensic, business utilization and strategic development offices, DSBO’s work is never done. Looking ahead, we remain 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. It is with a sense of unity and purpose that we embrace the future, driven by the knowledge that our collective efforts will continue to shape the vibrant and dynamic Mile High City. Thank you for your interest and support.

Adrina Gibson
DSBO Chief Officer
Denver Economic Development & Opportunity
Denver Economic Development & Opportunity’s (DEDO) Division of Small Business Opportunity (DSBO) demonstrates Denver’s commitment to economic justice, equity, and diversity. For more than 25 years, DSBO’s certification, compliance, and outreach efforts have steadily made a significant impact in creating opportunities for disadvantaged businesses. Far beyond a ‘business as usual’ report, you will see that DSBO adeptly expands its long-standing operations to support today’s priorities such as the procurement behind the Mayor’s House1000 initiative, the expansion of the Colorado Convention Center, and our city’s increasing activity in public infrastructure. Over time and through all economic conditions, this powerful program has one purpose: to help this community build and sustain wealth.”

Adeeb Khan
Executive Director
Denver Economic Development & Opportunity
I am extremely proud to support the mission of the Division of Small Business Opportunity (DSBO) as the bridge that promotes and enhances the participation of small businesses in public opportunities, fostering a more equitable Denver economy. DSBO works diligently every day to create economic success for small and disadvantaged businesses.

I am eager to continue to prioritize the work DSBO does for the City and County of Denver, generating economic success, household wealth, entrepreneurial success, and job creation for years to come.

Mayor Mike Johnston
City and County of Denver
DSBO in Action

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

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.
DSBO Social & Economic Certification

Ensuring social and economic certification program integrity with equitable eligibility standards, safeguarding against fraudulent 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 business.

Certified businesses 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

<table>
<thead>
<tr>
<th>Total Certified Businesses</th>
<th>New Businesses</th>
<th>Graduates</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,343</td>
<td>81</td>
<td>7</td>
</tr>
</tbody>
</table>

3,968 TOTAL CERTIFICATIONS

Most businesses have multiple certifications; here’s how it shakes out:

- Small Business Enterprise (SBE)
  - 1,173 Businesses

- Minority &/or Woman Business Enterprise (MWBE)
  - 1,051 Businesses

- Disadvantaged Business Enterprise (DBE)
  - 1,066 Businesses

- Emerging Business Enterprise (EBE)
  - 678 Businesses

710 Applications Processed

42 Average Days to Process New & Renewal Applications*

20 Average Days to Process Expansion Applications and No-Change Affidavits*

*Days are calendar days. New and Renewal applications require the greatest number of documents and may take up to 90 calendar days. Full renewals are required every three (3) years. No-Change Affidavits (NCA) and Expansion applications require fewer documents and usually take less time to process. NCAs are required annually. Expansions add new NAICS codes to the certification(s).
DSBO Program Determinations

DSBO Program Utilization Determinations afford opportunities for certified businesses to perform as primes and/or sub-contractors on city projects. DSBO assesses upcoming city procurements through data-driven systems to determine if a contract participation goal or defined selection pool will apply to that contract.

Business Utilization

- **211 Determinations**
- **10 Average Business Days to Assess***

*7 business days faster than previous reporting period

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 and develops comprehensive reports
- Performs internal auditing of DSBO processes/procedures to ensure adherence to ordinance and federal regulations
DSBO Contract Monitoring & Compliance

DSBO Compliance is dedicated to tracking and monitoring activity from procurement to contract close-out, with a focus on preventing discrimination, unjust termination practices, facilitating prompt payment, overseeing performance, and fostering relationships between contractors.

DSBO’s ongoing efforts have led to significant financial commitments and payouts on work performed to historically under-utilized businesses on city agency projects.

724 Executed Contracts ➞ $1.50B Total Value

2,278 Ongoing Contracts* ➞ $12.6B Total Value

* Ongoing contracts are inclusive of contracts with a start date prior to September 30, 2023 and excludes contracts with a closing date prior to April 1, 2023. 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**

**Disadvantaged Business Enterprise (DBE)**

**Executed Projects**

- **Total Value**: $1.27B
- **Average value**: $27.0M
- **Average prime commitment**: 10.7%
- **Awarded to certified businesses**: $90.5M

**Ongoing* Projects**

- **Total Value**: $149M
- **Average value**: $27.0M
- **Average prime commitment**: 10.7%
- **Awarded to certified businesses**: $90.5M

**Executed Projects**

- **Total Value**: $1.75M
- **Average value**: $27.0M
- **Average prime commitment**: 10.7%
- **Awarded to certified businesses**: $90.5M

**Ongoing* Projects**

- **Total Value**: $396M
- **Average value**: $27.0M
- **Average prime commitment**: 10.7%
- **Awarded to certified businesses**: $90.5M

**Minority/Woman Business Enterprise (MWBE)**

**Executed Projects**

- **Total Value**: $1.27B
- **Average value**: $1.75M
- **Average prime commitment**: 27.8%
- **Awarded to certified businesses**: $374M

**Ongoing* Projects**

- **Total Value**: $3.95B
- **Average value**: $1.75M
- **Average prime commitment**: 27.8%
- **Awarded to certified businesses**: $374M

* Ongoing contracts are inclusive of contracts with a start date prior to September 30, 2023 and excludes contracts with a closing date prior to April 1, 2023. 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**

- **$75.9M** Total Value
- **$1.07M** Average value
- **111** Awarded Projects
- **$52.6M** Awarded to certified businesses

**Ongoing* Projects**

- **$34.4M** Paid to certified businesses
- **159** Contracts meeting or exceeding commitment (82% of contracts)
- **$19.9M** Construction (58%)
- **$14.4M** Professional Services (42%)
- **$164K** Goods & Services (<1%)

*Ongoing contracts are inclusive of contracts with a start date prior to September 30, 2023 and excludes contracts with a closing date prior to April 1, 2023. 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.

…”it is critical to the success of the city, the airport and the business community that we not only promote the use of small businesses and historically marginalized groups of people, but also make impactful changes to our procedures that will increase access to city contracting opportunities for all businesses.”

Phil Washington, CEO of Denver International Airport
Contract Overview by City Agency
Denver International Airport (DEN)

**Executed Projects**

- **Total value**: $513M
- **Average value**: $1.15M
- **Average prime commitment**: 35.6%
- **Awarded to certified businesses**: $166M

**Ongoing* Projects**

- **Contracts meeting or exceeding commitment**: 671
- **Contracts meeting or exceeding commitment (75% of contracts)**
- **Paid to primes**: $3.23B
- **Paid to certified businesses**: $816M
- **Construction (75%)**: $636M
- **Goods & Services (3%)**: $28.3M
- **Professional Services (19%)**: $151M

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

**Executed Projects**

- **Total value**: $632M
- **Average value**: $3.81M
- **Average prime commitment**: 20.3%
- **Awarded to certified businesses**: $127M

**Ongoing* Projects**

- **Contracts meeting or exceeding commitment**: 610
- **Contracts meeting or exceeding commitment (59% of contracts)**
- **Paid to primes**: $1.04B
- **Paid to certified businesses**: $228M
- **Construction (75%)**: $171M
- **Professional Services (25%)**: $56.6M

[denvergov.org/DSBO | 14]
## Contract Overview by City Agency

### Denver Parks and Recreation (DPR)

### Executed Projects

<table>
<thead>
<tr>
<th>Total value</th>
<th>Average value</th>
<th>Average prime commitment</th>
<th>Awarded to certified businesses</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>$40.4M</strong></td>
<td>$877K</td>
<td><strong>21.4%</strong></td>
<td><strong>$8.79M</strong></td>
</tr>
</tbody>
</table>

### Ongoing* Projects

<table>
<thead>
<tr>
<th>Paid to primes</th>
<th>Paid to certified businesses</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>$47.5M</strong></td>
<td><strong>$9.73M</strong></td>
</tr>
</tbody>
</table>

- **Contracts meeting or exceeding commitment (62% of contracts):** 109
- **Construction (79%):** $7.71M
- **Professional Services (20%):** $1.96M
- **Goods & Services (<1%):** $54K

### General Services (GS) Projects

### Executed Projects

<table>
<thead>
<tr>
<th>Total value</th>
<th>Average value</th>
<th>Average prime commitment</th>
<th>Awarded to certified businesses</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>$4.84M</strong></td>
<td><strong>$86K</strong></td>
<td><strong>9.8%</strong></td>
<td><strong>$1.21M</strong></td>
</tr>
</tbody>
</table>

### Ongoing* Projects

<table>
<thead>
<tr>
<th>Paid to primes</th>
<th>Paid to certified businesses</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>$62.4M</strong></td>
<td><strong>$14.8M</strong></td>
</tr>
</tbody>
</table>

- **Contracts meeting or exceeding commitment (82% of contracts):** 49
- **Professional Services (8%):** $1.12M
- **Goods & Services (92%):** $13.7M

* Ongoing contracts are inclusive of contracts with a start date prior to September 30, 2023 and excludes contracts with a closing date prior to April 1, 2023. 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.
MEGA PROJECTS

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.

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Prime Contractor</th>
<th>MWBE Utilization Commitment</th>
<th>Dollars Paid to MWBE Certified Businesses</th>
<th>Attainment</th>
<th>Contract Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>Denver International Airport (DEN) On-Call Architectural &amp; Engineering Services, Great Hall</td>
<td>Jacobs Engineering Group Inc.</td>
<td>20%</td>
<td>$6.1M</td>
<td>28%</td>
<td>21%</td>
</tr>
<tr>
<td>Denver International Airport (DEN) On-Call Architectural Planning Professional Services, Great Hall</td>
<td>Stantec Consulting Services Inc.</td>
<td>35%</td>
<td>$13M</td>
<td>36%</td>
<td>28%</td>
</tr>
<tr>
<td>Denver International Airport (DEN) Great Hall Completion</td>
<td>Hensel Phelps Construction Company</td>
<td>18%</td>
<td>$113M</td>
<td>29%</td>
<td>30%</td>
</tr>
<tr>
<td>General Services Security Personnel Services - Elevate Bond</td>
<td>HSS, Inc.</td>
<td>16%</td>
<td>$5.8M</td>
<td>18.8%</td>
<td>100%</td>
</tr>
</tbody>
</table>
Denver International Airport (DEN) Concourse Expansion East
Prime Contractor: Holder FCI

- MWBE utilization commitment: 24%
- MWBE certified businesses paid: $271M
- Attainment: 31%
- Contract Progress: 45%

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

- MWBE utilization commitment: 24%
- MWBE certified businesses paid: $175M
- Attainment: 20%
- Contract Progress: 78%

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

- MWBE utilization commitment: 9%
- MWBE certified businesses paid: $3.2M
- Attainment: 11%
- Contract Progress: 48%

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

- MWBE utilization commitment: 12.6%
- MWBE certified businesses paid: $27M
- Attainment: 18%
- Contract Progress: 35%
### Department of Transportation and Infrastructure (DOTI) Colorado Convention Center Expansion Project - Design

**Prime Contractor:** Hensel Phelps Construction Company

<table>
<thead>
<tr>
<th>MWBE utilization commitment</th>
<th>Paid to MWBE certified businesses</th>
<th>Attainment</th>
<th>Contract Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>22%</td>
<td>$4.3M</td>
<td>23%</td>
<td>94%</td>
</tr>
</tbody>
</table>

### Department of Transportation and Infrastructure (DOTI) Colorado Convention Center Expansion Project - Construction

**Prime Contractor:** Hensel Phelps Construction Company

<table>
<thead>
<tr>
<th>MWBE utilization commitment</th>
<th>Paid to MWBE certified businesses</th>
<th>Attainment</th>
<th>Contract Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>17%</td>
<td>$38M</td>
<td>21%</td>
<td>90%</td>
</tr>
</tbody>
</table>

### Department of Transportation and Infrastructure (DOTI) 56th Avenue Widening, Peoria Street To Peña Boulevard; Phase 1 - Design

**Prime Contractor:** Ames Construction, Inc.

<table>
<thead>
<tr>
<th>MWBE utilization commitment</th>
<th>Paid to MWBE certified businesses</th>
<th>Attainment</th>
<th>Contract Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>20%</td>
<td>$2.8M</td>
<td>64%</td>
<td>90%</td>
</tr>
</tbody>
</table>

### Department of Transportation and Infrastructure (DOTI) 56th Avenue Widening, Peoria Street To Peña Boulevard; Phase 1 - Construction

**Prime Contractor:** Ames Construction, Inc.

<table>
<thead>
<tr>
<th>MWBE utilization commitment</th>
<th>Paid to MWBE certified businesses</th>
<th>Attainment</th>
<th>Contract Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>25%</td>
<td>$7.3M</td>
<td>54%</td>
<td>29%</td>
</tr>
</tbody>
</table>
Small Business Strategic Development

DSBO knows that getting certified is just the beginning. Growing businesses 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:

- Empowering businesses with comprehensive development programs to enhance their capacity
- Offering proficient training and technical support
- Linking the small business community to vital information and promising opportunities

Outreach

64 Events Hosted or Attended

8,744 Attendees

2,244 Email Audience Size

26 Newsletters Sent

42% Average Open Rate

FROM A BUSINESS OWNER:

"I am grateful to DSBO for the work they do supporting small businesses [...] DEN would be difficult to navigate without DSBO’s presence."

Lisa Buckley, CEO of American Automation Security Solutions (DBE, MWBE, and SBE certified)
PROGRAM HIGHLIGHTS

DSBO Equity & Empowerment Council (DEEC)

The DSBO Equity & Empowerment Council (DEEC) consists of community stakeholders who facilitate a direct, transparent dialogue between DSBO and the small businesses and industry associations it supports. Serving as a vital bridge between the city and the small business community, DEEC convenes bi-monthly meetings to foster collaboration and engagement.

DEEC Subcommittees

**Barriers to Doing Business**
Centered on pinpointing challenges affecting small businesses and delivering solutions to optimize policy and processes at the City

**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

**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 Chair**
- Lauren Grosh, Chief Marketing Officer, Sky Blue Builders

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

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 businesses as they pursue city contracting opportunities. Through mentorship, MWBEs can learn from larger businesses and develop the necessary skills to help scale their businesses. Through this program selected businesses - 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 International Airport (DEN)**

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

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

**Denver Parks and Recreation (DPR)**

Mentor: Kimley-Horn and Associates, Inc. | Protégé: SurvWest

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

Mentor: FlatIron Construction  
Protégé: Ram-Co Trucking Services

HCC Contractor Academy Scaling Program

DSBO has an established partnership with the Hispanic Contractors of Colorado (HCC) Contractor Academy, whose classes are designed to assist in growing small and diverse businesses in areas needed to sustain their success. DSBO leadership regularly participates as presenters for various courses including Taking the Mystery Out of Contracts: Know What You’re Signing. DSBO presentations cover many topics including DSBO requirements and protections for small businesses on City and County of Denver contracts, certification types, and understanding North American Industry Classification System (NAICS) codes.

Business Development Training Academy

DSBO partners with Denver International Airport (DEN)’s BDTA program offering small businesses a structured pathway to engage as subcontractors or subconsultants in the various industries of Construction, Professional Services, Goods & Services, and Concessions. BDTA is tailored for businesses certified and in good standing with the City and County of Denver and CDOT to equip these businesses with the necessary tools and resources for facilitating growth from never having worked at DEN to pursuing work as a prime at DEN and progressing into other markets and airports. DSBO’s participation as trainers allows for the attending businesses to be better oriented and knowledgeable as it relates to DSBO programs and related ordinance which are a requirement of many DEN contracts.
A special thank you to our city agencies and partners:

- Denver Economic Development & Opportunity
- Denver International Airport
- Department of Transportation & Infrastructure
- Denver Parks and Recreation
- Department of General Services
- Mayor’s Office of the National Western Center
- Denver Arts and Venues
- 30+ additional city agencies, cultural centers, and Denver Health
- Our DEEC Subcommittees
- Our Large and Small Business Contracting Community

CREATING AN ECONOMY THAT WORKS FOR EVERYONE
denvergov.org/economicdevelopment