DOTI Equity Program Activities

CODEx – Equity Forum
April 13, 2020
DOTI Vision & Mission Statement

Vision
To be the ideal Transportation and Infrastructure Department in the country.

Mission
Denver's Department of Transportation and Infrastructure, through its employees, enhances the quality of life in Denver by efficiently delivering effective, high quality, safe and equitable public infrastructure and services.
How is Equity Defined?

RSJI Definition
A systemic endeavor, resulting in equitable opportunities and outcomes where race can no longer be used to predict life outcomes, and outcomes for all groups are improved.

DOTI Definition
Providing attention and resources to the areas, assets and people of the city with the greatest need.
Current State of DOTI Equity Activities

1. Equitable investments
2. Equitable contracting
3. Equitable Workforce Development
Equitable Investments

Jason Smiley, DOTI Senior GIS Analyst
Rolf Eisinger, Vision Zero Project Manager
DOTI Equity Index – Purpose

The GIS based equity index was developed to provide a spatial reference used to supplement project prioritization and development.

The data layer identifies areas of need using variables determined to be critical for locating transportation related projects in an equitable manner.
DOTI Equity Index – Tech Approach

Utilized a weighted overlay GIS process to identify areas of need across the city.

- Includes eleven sub-models.
- Developed using 2017 ACS block group and census tract data.
- Each block group and tract were ranked a score of 0 to 5 based on the value groupings defined using the Natural Breaks method.
- Each variable was weighted to define the level of influence on the output model.
DOTI Equity Index – Variables/Sub-Models

- Percentage of Minority Populations (3)
- Households with Poverty Level Income (3)
- Education less that HS Equivalent (2)
- Traffic Safety (2)
- Key Destinations and Children (2)
- Populations Age 65+ (2)
- Households with no vehicle (2)
- Female Heads of Household (2)
- Disabled Populations (2)
- Health model (1)
- Language Challenged Populations (1)
DOTI Equity Index - Output

- Citywide Average = 44
- 49% of city area within Area of Need (does not include DEN)
- Aligns with other departments’ equity models (inverted L)
DOTI Equity Index – Future Needs

• Refine input variables and weighting
• Update Safety and Health models
• Update all models with current ACS/Census data
Vision Zero - Equitable Prioritization

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- Education less than HS Equivalent (2)
- Traffic Safety (2)
- Key Destinations and Children (2)
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- Disabled Populations (2)
- Health model (1)
- Language Challenged Populations (1)

Increase exposure for more vulnerable roadway users such as people walking, bicycling, and motorcycling.
Vision Zero Data

Denver Commuter Modes and Transportation Deaths — 2019

- How Denver Commutes:
  - Drive: 69.6%
  - Carpool: 8.0%
  - Transit: 6.5%
  - Bike: 2.3%
  - Walk: 4.5%
  - Telework: 8.0%
  - Other (includes motorcycle & taxi): 1.2%

- Traffic Deaths in 2019:
  - Drive: 41%
  - Carpool: 32%
  - Transit: 21%
  - Bike: 4%
  - Scooter: 1%
  - Other: 1%

Source: Table B08301, American Community Survey 5-Year Estimates, U.S. Census Bureau, 2018
Source: DPD Total Transportation Fatalities
Vision Zero – Project Prioritization

Filters:
- Equity Index
- High Injury Network (HIN)
- Risks/feasibility
- OneBuild
- Effective countermeasures
Vision Zero Projects - Equity Index

Next Steps:

2020 Projects

Projects by Year and Quarter
Equitable Procurement and Contracting

Adam Phipps, Deputy City Engineer
Patience Reuter, Manager, Program Resource Office
Marsha Nelson, Equity & Inclusion Program Manager
Procurement

DOTI recognized a need to create a framework for project delivery procurement strategy addressing professional and construction services:

• Reflects Citywide values
• Aligns with Charter, Federal, and State procurement requirements
• Increases transparency to industry – all levels (prime and sub)
• Best manage project risks
• Consistent, objective, and repeatable
• Reflects current ordinances and XO's
Equity and Inclusion

Current Ordinance Requirements:
- Executive Order 101
- “MBE/WBE Ordinance”
- “SBE/EBE Ordinance”

New Policies & Procedures:
- Capacity Building for Professional Services
- Workforce Pilot
- Small Business Initiative
2019 Accomplishments: Contract Optimization

• On-call contracts extensions
• New Construction On-calls
• In-house M/WBE reporting
• 15 new policies and procedures including Values-Based Procurement
• Workforce Program Pilot Initiated
• CEI Ordinance & DSBO Relationship-building
2019 Accomplishments: Elevate Denver

- Developed an SBE pre-goal analysis to streamline the DSBO goal-setting process.
- Participated in numerous small business outreach events and community meetings, including:
  - Citywide Bridging the Gap to Success,
  - Construction Empowerment Initiative (CEI) monthly meetings
  - Conference of Minority Transportation Officials (COMTO) meetings
  - Hispanic Contractors of Colorado (HCC) meetings
  - Other small business outreach events throughout the year
Payments by Service & Certification Type

Professional Services Payments
- $181.00M (79.31%)
- $35.01M (15.34%)
- $10.69M (4.69%)

Construction Services Payments
- $477.42M (89.34%)
- $52.49M (9.82%)
- $4.46M (0.83%)

Certification: DBE, MWBE, None, SBE
To build a program we must first build strong relationships. Below are a list of Community Partners the DOTI will engage with. Organizations in bold have been identified as the depts “primary” partners.

<table>
<thead>
<tr>
<th>Chambers</th>
<th>Agency</th>
<th>Workforce/Employment</th>
<th>Contractor/Professional Design Services</th>
<th>Transportation</th>
<th>Education</th>
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<td>Colorado State Minority Business Office</td>
<td>CCD Workforce Development Office</td>
<td>American Council of Engineering Companies</td>
<td>Colorado Contractors Association</td>
<td>Construction Industry Training Council</td>
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<td>Colorado Black Chamber of Commerce</td>
<td>DEDO Div of Small Business Opportunity</td>
<td>Construction Career Now</td>
<td>Associated Builders and Contractors</td>
<td>Conference of Minority Transportation Officials</td>
<td>Denver Metro Chamber Leadership Foundation</td>
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<td>Community Works</td>
<td>Associated General Contractors</td>
<td>Connect2Dot</td>
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<td>Colorado Dept of Labor</td>
<td>Black Construction Group</td>
<td>Women’s Transportation Seminar</td>
<td>Latino Leadership Institute</td>
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Master Utilization Plan

In **May 2019** the City developed a **Master Utilization Plan** outlining the city’s **shared vision** and approach to increase capacity and opportunities for businesses through city contracts and procurements across several agencies and programs. DOTI has developed various efforts to support the Master Plan and shared vision.

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.

2. **Promote equity in procurement** process by ensuring that delivery methods with the city’s equity values.

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

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

5. **Build wealth** among Denver’s small, minority and women-owned businesses to thrive in regional and national markets.
Equitable DOTI Workforce Development

James Fisher, Chief of Staff
LaToya Linzey, Senior Human Resource Business Partner
Marsha Nelson, Equity & Inclusion Program Manager
Department Demographics

DOTI Ethnicity by Management Level

- White
- Two or More Races
- Native Hawaiian or Other Pacific Islander
- Hispanic/Latino
- Decline to Identify
- Black or African American
- Asian
- American Indian or Alaska Native

n = 1340
Purpose – The 444 Program is designed to attract and develop and retain a pipeline of talented individuals from elementary school through retirement. The 444 Program will enable the DOTI to meet the workforce demands of the City. The 444 Program also will create and encourage leadership development for DOTI employees who seek promotional opportunities within DOTI.
4:4:4 Program

TIER 1: Character Building & Career Exploration

**Target Grades:** 5-8 (Elementary and Middle School)

**Target Age:** 10-13

**Goal:** Help with character building while promoting careers in STEM through career exploration. Interaction may include: Academic tutoring, Mentoring, Career Day Exploration

TIER 2: College & Vocational Prep

**Target Grade:** 9-12 (High School)

**Target Age:** 14-17

**Goal:** Mentor students on a college or vocational track while promoting careers in STEM. Interaction would include: Academic tutoring, Mentoring, Identifying Career Paths; Assistance with college applications and interview preparation.

TIER 3: Internships

**Target Grade:** College/University (Years 1-4) or Vocational (Years 2-4)

**Target Age:** 18-21

**Goal:** Identify divisions/offices for internships and create entry-level positions for transition in full-time employment. Interaction may include: Academics Tutoring, Mentoring, Career Exploration.

TIER 4: Workforce Development

**Target Age:** Entry-Level Young Professional to Retirement

**Goal:** Identify non-traditional strategic hiring opportunities; provide leadership development opportunities to increase growth and promotional opportunities.
4:4:4 Program – Program Goals

1. Increase conversion rate of internships to **50%** by Q1 2021.

2. Increase the number of women and minority hires and promotions for manager positions to **35%** by Q1 2021.

3. By Q1 2021, increase the percentage of women and minority hires and promotions to **26%** in the following classifications: Engineers, Planners, Project Managers by Q1 2021.

4. Increase the DOTI diversity and inclusion engagement score **4%** by 2021.
Wrap up

DOTI’s main focus in ensuring equity and inclusion in and outside City walls is based on the following:

• **Cultural Change**
  - Training Staff
  - Outreach to communities & relationship building
  - Policies and procedures
  - Data collection for decision making

• **Strategic Planning and Implementation**
  - Structured but flexible to adapt to changes

• **Capacity Building without sacrificing quality**

• **Cradle to grave Contract monitoring**
Questions?