

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.

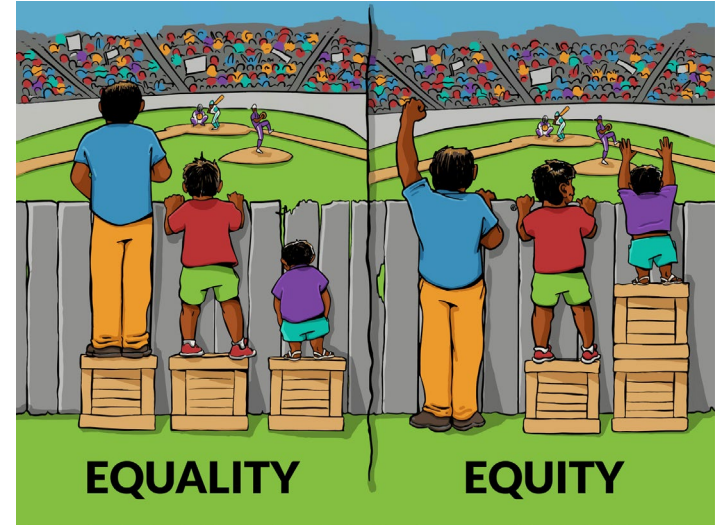
How is Equity Defined?

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

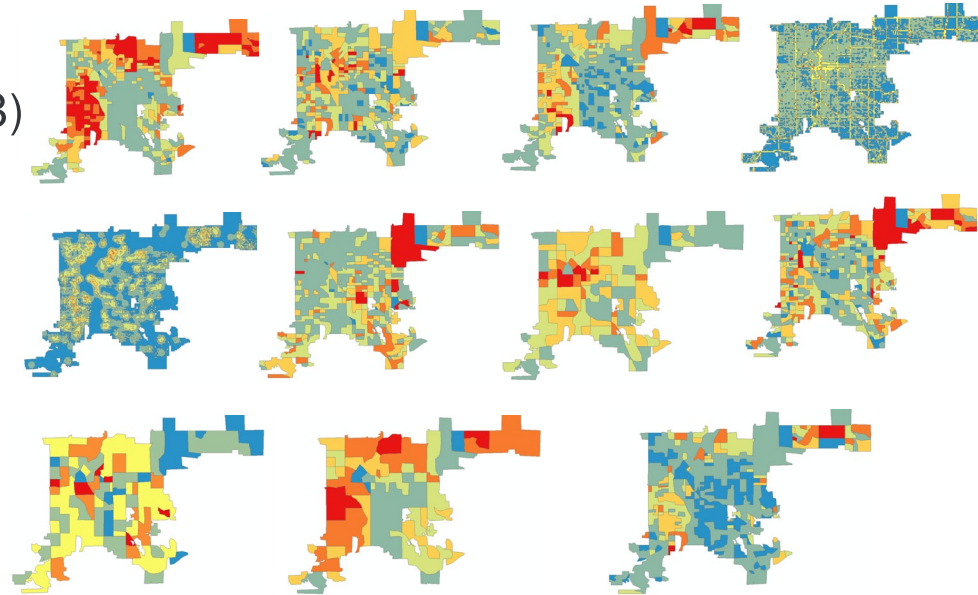
Utilized a weighted overlay GIS process to identify areas of need across the city.

- 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.



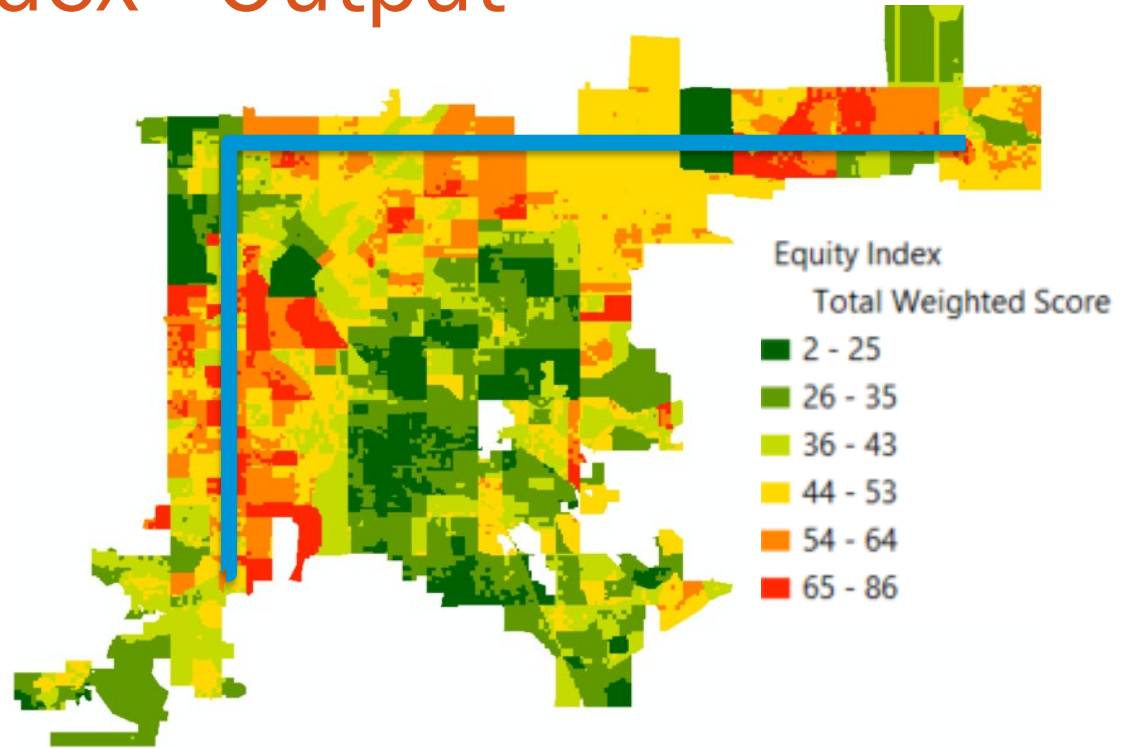
DOTI Equity Index – Variables/Sub-Models

- Percentage of Minority Populations (3)
- Households with Poverty Level Income (3)
- Education less than 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

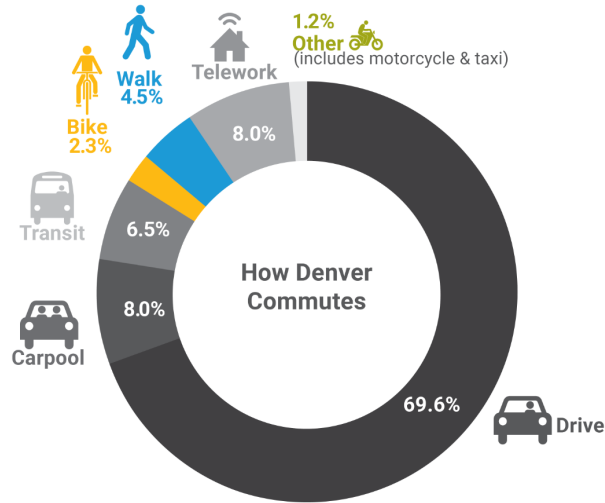
- Percentage of Minority Populations (3)
- Households with Poverty Level Income (3)
- Education less than HS Equivalent (2)
- Traffic Safety (2) ←
- Key Destinations and Children (2) ←
- Populations Age 65+ (2) ←
- Households with no vehicle (2) ←
- Female Heads of Household (2)
- Disabled Populations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

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

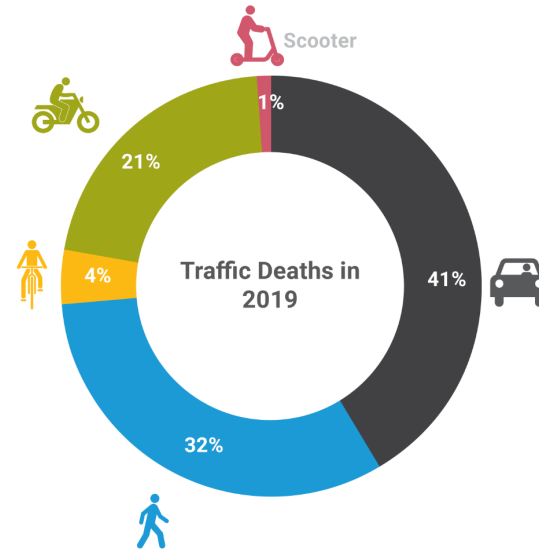


Vision Zero Data

Denver Commuter Modes and Transportation Deaths — 2019

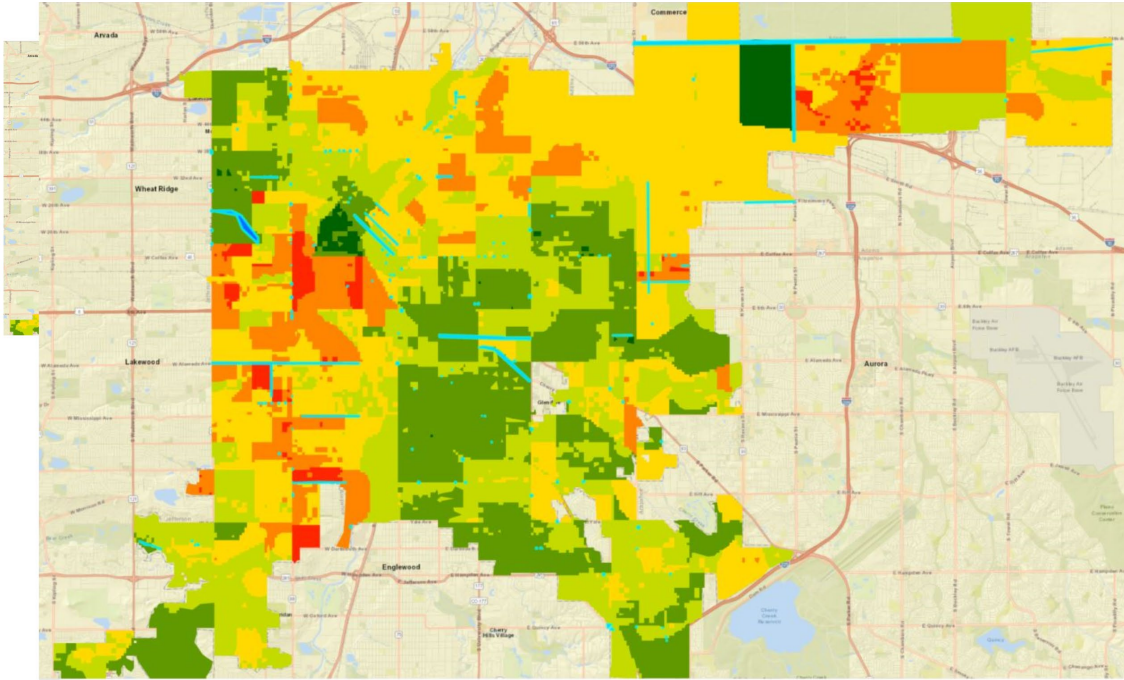


Source: Table B08301, American Community Survey 5-Year Estimates, U.S. Census Bureau, 2018



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

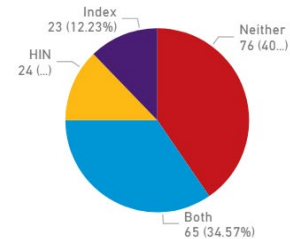
Next Steps:

Vision Zero Categories

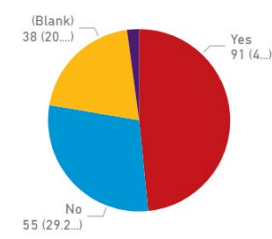
Selected	Edit	ID	Description
<input type="checkbox"/>		2.1	Building new sidewalks
<input type="checkbox"/>		2.11	Installing smart city treatments
<input type="checkbox"/>		2.12	Building new bike lanes
<input type="checkbox"/>		2.5	Traffic calming along a corridor (>1 mile)
<input type="checkbox"/>		2.6	Intersection geometric improvements
<input type="checkbox"/>		2.7	Pedestrian crossing treatments: RRFB or HWAK
<input type="checkbox"/>		2.8	Street lighting Improvements
<input type="checkbox"/>		2.9	New signal or operational modifications
<input type="checkbox"/>		3.8	Installing Slow Zones
<input type="checkbox"/>		4.15	Developing SRTS Travel Plans
<input type="checkbox"/>		4.2	Materials and services for traffic safety education
<input type="checkbox"/>		4.7	multimodal safety education campaign
<input type="checkbox"/>		5.1	Traffic Safety Study along a State Highway
<input checked="" type="checkbox"/>		5.2	Project evaluation

2020 Projects

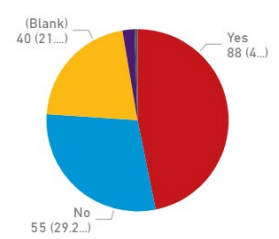
HIN and Index Projects



HIN Projects



Index 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

new on-call contracts

DS
BO

M/WBE
reporting

15 new policies
& procedures

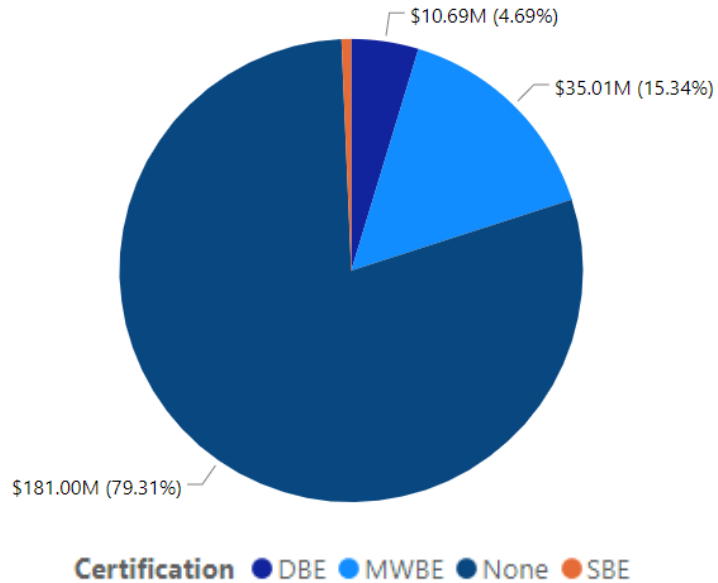
2019 Accomplishments: Elevate Denver

- 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

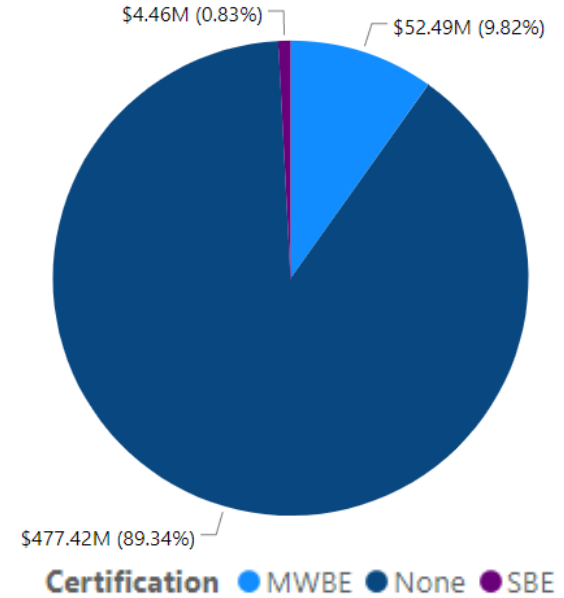


Payments by Service & Certification Type

Professional Services Payments



Construction Services Payments



Strong Relationships Build Strong Business

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.

Chambers	Agency	Workforce/Employment	Contractor/Professional Design Services	Transportation	Education
Asian Chamber of Commerce	Colorado State Minority Business Office	CCD Workforce Development Office	American Council of Engineering Companies	Colorado Contractors Association	Construction Industry Training Council
Colorado Black Chamber of Commerce	DEDO Div of Small Business Opportunity	Construction Career Now	Associated Builders and Contractors	Conference of Minority Transportation Officials	Denver Metro Chamber Leadership Foundation
Colorado LGBTQ Chamber of Commerce	DEN CommerceHub	Community Works	Associated General Contractors	Connect2Dot	Emily Griffith Technical College
Colorado Minority Chamber of Commerce	Small Business Administration	Colorado Dept of Labor	Black Construction Group	Women's Transportation Seminar	Latino Leadership Institute
Colorado Women's Chamber of Commerce		MiCasa Resource Center	Hispanic Contractors of Colorado		Urban Leadership Institute
Denver Metro Chamber of Commerce			Minority Business Development Agency		
Hispanic Chamber of Commerce			Mountain Plain Supplier Diversity Dev Council		
Rocky Mountain Indian Chamber of Commerce			Women Business Enterprise Council		

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.



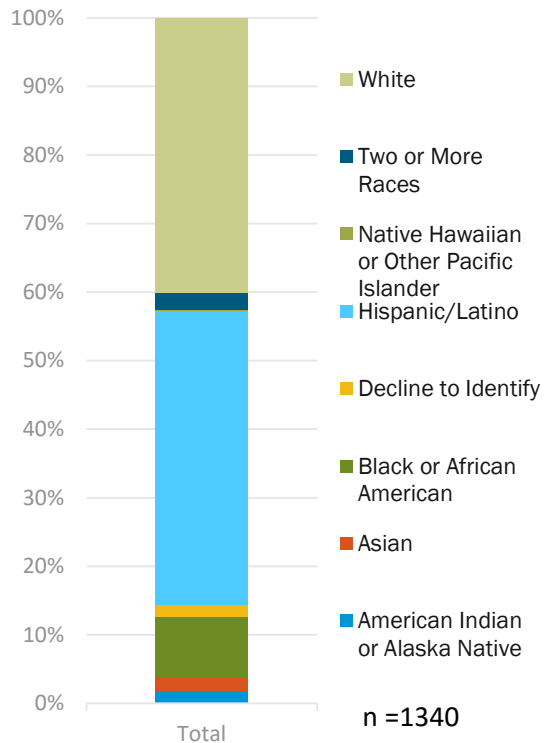
Equitable DOTI Workforce Development

James Fisher, Chief of Staff

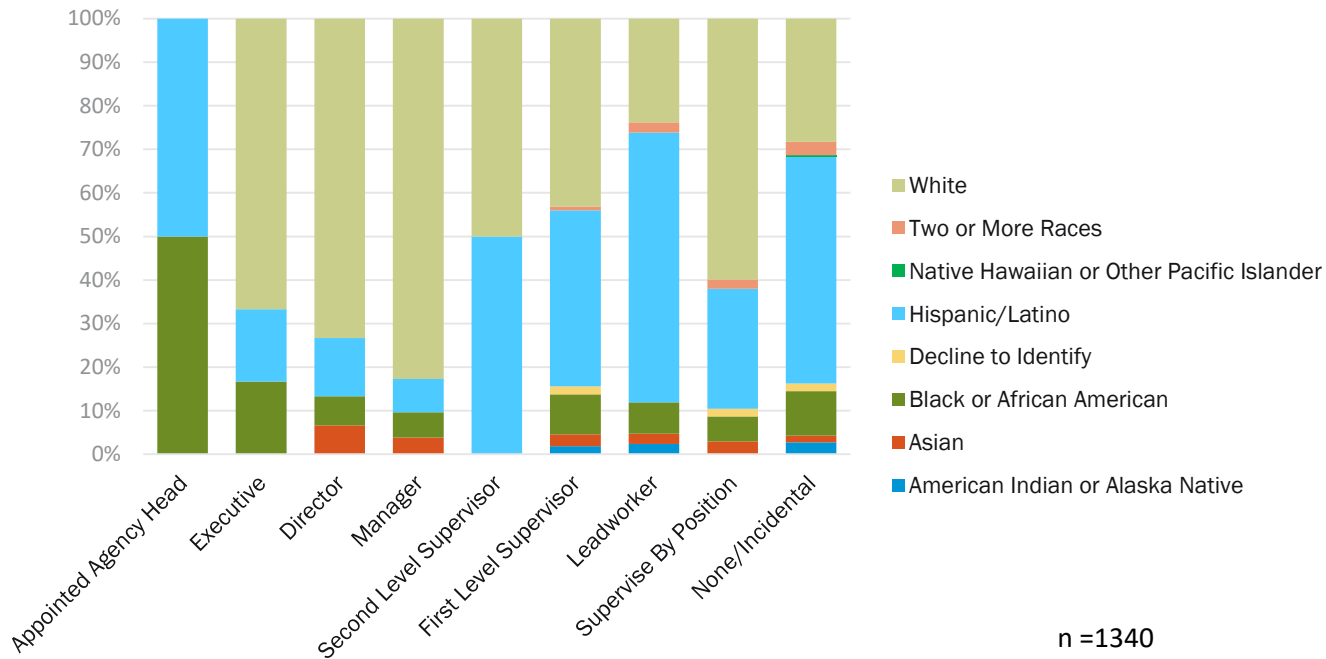
LaToya Linzey, Senior Human Resource Business Partner

Marsha Nelson, Equity & Inclusion Program Manager

Department Demographics

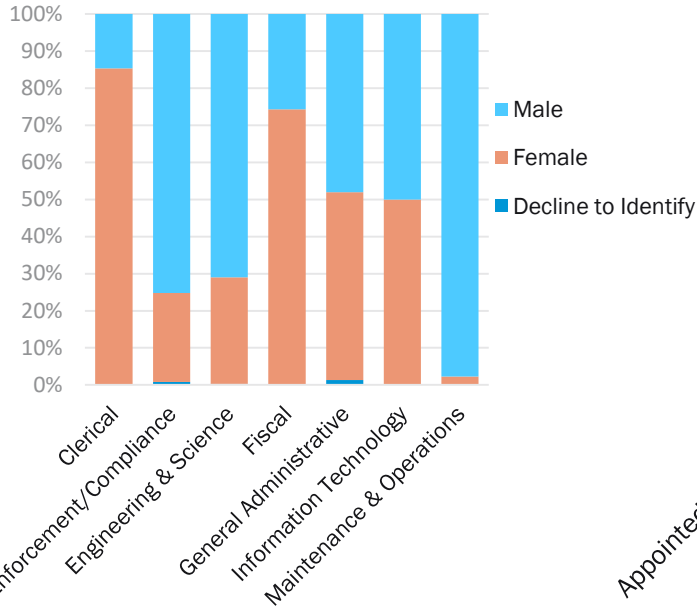


DOTI Ethnicity by Management Level

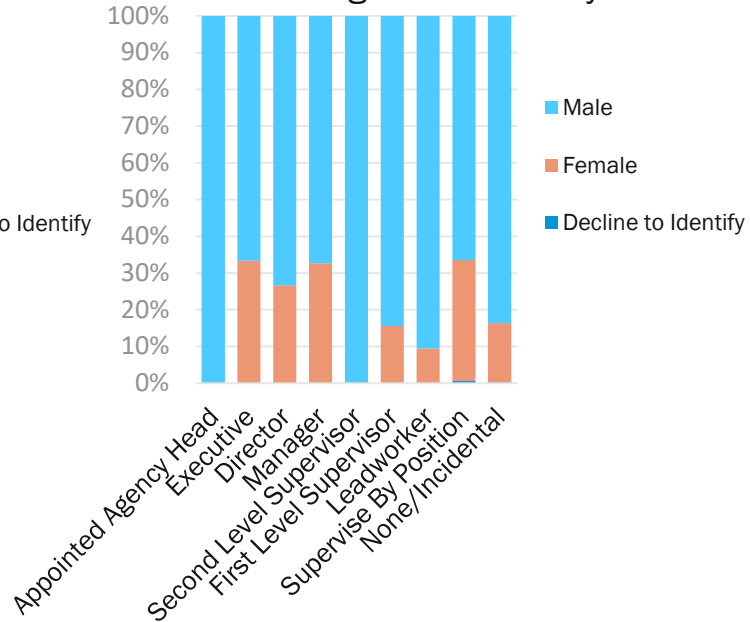


Department Demographics (Cont.)

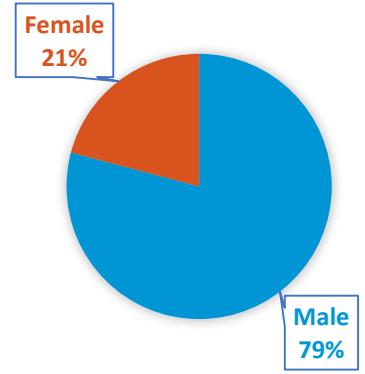
Gender by Job Family



DOTI Management Level by Gender



Department Gender Ratio



4:4:4 Program

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.

Expose

Educate

Empower

Employ

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

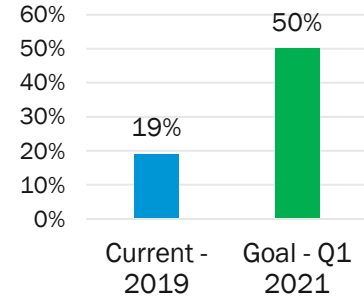
Target Age: Entry-Level Young Professional to Retirement

Goal: Identify non-traditional strategic hiring opportunities; provide leadership development opportunities to increase growth and promotional opportunities.

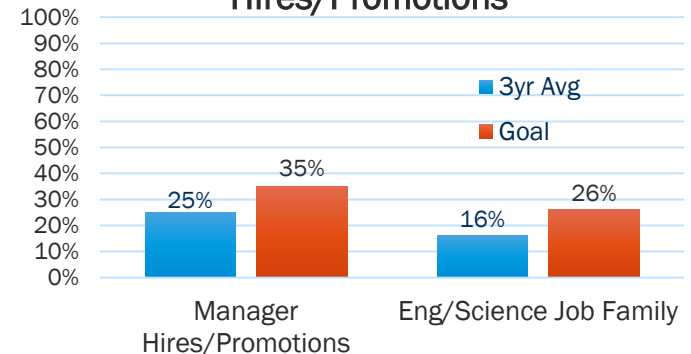
4:4:4 Program – Program Goals

1. Increase conversion rate of internships to entry-level position 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.

Internship Conversion Rate



Minority and Women Hires/Promotions



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?

