



Transportation Planning Capacity Building Program

Disadvantaged Business Enterprise and Business Development Programs *A TPCB Peer Exchange*

Location: Houston, Texas

Date: October 15-16, 2014

Host Agency: Federal Highway Administration (FHWA) Office of Civil Rights
Federal Transit Administration (FTA) Offices of Civil Rights

Peer Agencies: American Public Transportation Association (APTA)
Capital Metropolitan Transportation Authority (Capital Metro)
Florida Department of Transportation (FDOT)
Metropolitan Transportation Authority (MTA)
National Association of Minority Contractors (NAMC)
Texas Department of Transportation (TxDOT)
Virginia Department of Transportation (VDOT)

Federal Agencies: Federal Highway Administration (FHWA)
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Introduction

This report highlights key recommendations and best practices identified at the peer exchange on Disadvantaged Business Enterprise (DBE) and Business Development Programs (BDPs), held on October 15 and 16, 2014, in Houston, Texas. This event was sponsored by the [Transportation Planning Capacity Building \(TPCB\) Peer Program](#), which is jointly funded by the [Federal Highway Administration](#) (FHWA) and [Federal Transit Administration](#) (FTA). Additional information about the TPCB Program is available on page 15 of this report.

Overview of the Peer Exchange

Background of the Peer Exchange

The FTA and FHWA Offices of Civil Rights jointly requested this peer exchange in response to the U.S. DOT Office of the Inspector General's (OIG) 2013 Audit Report [*Weaknesses in the Department's Disadvantaged Business Enterprise \(DBE\) Program Limit Achievement of its Objectives*](#), which highlighted several areas of improvement for the U.S. DOT's DBE program. Specifically the audit report indicated that the U.S. DOT could provide more effective program management, training, and guidance for its nationwide DBE program. To this end, the report recommended that FHWA and FTA improve DBE utilization rates through the establishment of Business Development Programs (BDPs).

Business Development Programs allow State and local agencies to provide training and assistance to DBEs to help them to compete in the marketplace outside the DBE program. According to Federal regulations, recipients of Federal funding may establish a BDP to assist DBE firms in learning to develop business within and outside the DBE program. FTA and FHWA intend to use the outcome of this peer exchange to help their funding recipient agencies implement BDPs as part of their overall DBE programs. FHWA phased in BDP requirements beginning in 2013. As of Fiscal Year 2015, all State Departments of Transportation (DOTs) must have a BDP plan in order to receive DBE Supportive Services funding authorized by 23 USC 140(c).

Goals of the Peer Exchange

The primary goals of the peer exchange were to address the concerns expressed by the OIG report and to discuss industry best practices that will help funding recipient agencies to develop BDPs. The peer exchange aimed to develop a list of suggestions and practical tips for developing BDPs that ultimately increase DBE participation and support compliance with DBE requirements and expectations. FHWA and FTA plan to use the results of this peer exchange to provide recipient agencies with the tools necessary to develop successful BDPs, overcome common challenges, improve DBE performance, and expand the availability of high-quality DBEs.

Selecting the Peers

In advance of the exchange, the TPCB program identified three State DOTs, two transit agencies, and two industry associations that would be able to share their experiences, lessons learned, and recommendations for developing successful BDPs. Each of the chosen peers brought a unique perspective to the peer exchange. Together, the peers represented a range of sizes, capabilities, experiences, and perspectives.

The representatives from the three State DOT peers for the exchange were:

- **Martha Arnold:** Project Manager, Office of Civil Rights Diversity and Economic Opportunity Section, Texas Department of Transportation (TxDOT)
- **Shay Ponquinette:** Civil Rights Assistant Division Administrator, Virginia Department of Transportation (VDOT)
- **Tom Rush:** DBE Programs Manager, Florida Department of Transportation (FDOT)

The representatives from the two transit agency peers for the exchange were:

- **Michael Garner:** Chief Diversity Officer, Metropolitan Transportation Authority (MTA)
- **Aida B. Douglas:** Manager/Office of Diversity (DBE Officer), Capital Metropolitan Transportation Authority

The representatives from the two association peers for the exchange were:

- **Fran Hooper:** Staff Advisor, American Public Transportation Association (APTA)
- **Gloria Shealey:** President, National Association of Minority Contractors (NAMC)

A full list of attendees is available in Appendix C.

Key Concepts in Disadvantaged Business Enterprises

What is a Disadvantaged Business Enterprise

Disadvantaged business enterprises are small business concerns owned and controlled by socially and economically disadvantaged individuals that fall with any of the following groups: Black Americans, Hispanic Americans, Native Americans, Asian Pacific Americans, Subcontinent Asian Americans, women, and other groups designated as socially and economically disadvantaged by the Small Business Administration (SBA). According to Federal regulations, a DBE firm owner must possess the power to control the firm's management and policies, and must have a personal net worth of less than \$1.32 million. A DBE firm must be at least 51-percent majority owned by socially and economically disadvantaged individual(s). Furthermore, a DBE firm cannot depend fully on its relationship with other firms and cannot exceed certain caps for average annual gross receipts.

What is the Disadvantaged Business Enterprise Program?

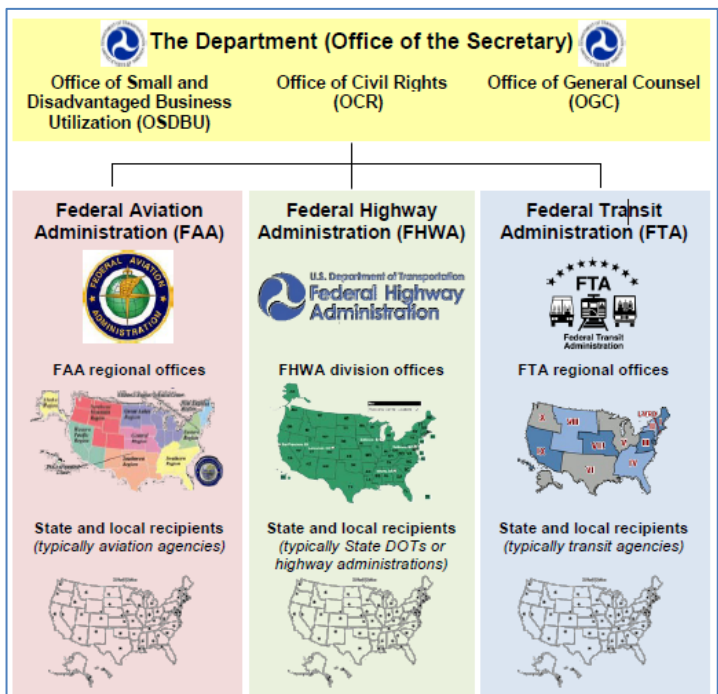
The U.S. DOT's DBE program is a vehicle to address discrimination and its continuing effects by providing opportunities for disadvantaged businesses to fairly compete for Federally-assisted State and local contracts for transportation projects. The U.S. DOT's DBE program was created in 1980 under the authority of the Civil Rights Act of 1964. The U.S. DOT's DBE program has three primary objectives:

- Providing a level playing field so DBEs can fairly compete for DOT-assisted projects;
- Ensuring that only eligible firms become certified as DBEs; and
- Assisting in the development of DBE firms so that they can compete outside the DBE program.

Although a DBE program is carried out by State and local agencies, three U.S. DOT operating administrations – the Federal Highway Administration (FHWA), Federal Transit Administration (FTA), and Federal Aviation Administration (FAA) – are responsible for providing oversight to ensure that funding recipients adhere to Federal regulations.¹ These oversight responsibilities include performing compliance reviews, tracking DBE participation reports, approving recipients' DBE goals, and enforcing sanctions for DBE noncompliance.

The DBE program applies to contracts awarded by funding recipients such as State DOTs and transit authorities. Certified firms can compete for contract awards from these agencies as a DBE, which can provide a competitive advantage over non-DBE firms. DBEs often receive subcontract work with a non-DBE prime contractor that has committed to spend an established percentage of project funding on DBE subcontractors.

Figure 1: U.S. DOT, State, and local transportation agencies share unique roles and responsibilities in administering the DBE program.



¹ According to 49 CFR § 26, three offices with the Office of the Secretary of Transportation – the Office of Small and Disadvantaged Business Utilization (OSDBU), the Office of Civil Rights (OCR), and the Office of General Counsel (OGC) – provide leadership and direction to the three operating administrations involved in overseeing the administration of the DBE program.

Format of the Event

The two-day peer exchange was held on October 15-16, 2014, at the 2014 American Public Transportation Association (APTA) Annual Meeting and Expo in Houston, Texas. Participants included the peer presenters, FTA and FHWA staff, selected DBE representatives, and a facilitator from the Conference of Minority Transportation Officials (COMTO). The exchange began with brief introductions and background information on the DBE program and a discussion of FHWA and FTA's goals for the exchange. During the first three sessions, State DOT, transit agency, and association peers shared their experiences with BDPs and DBE programs. After a facilitated question-and-answer session, the event concluded with a group brainstorm session regarding the key requirements for a successful BDP, which is summarized in the [Business Development Program Checklist](#). An agenda for the event is available in Appendix D.

Focusing the Conversation

To focus the discussion at the peer exchange, the TPCB program included the following discussion items in the agenda it sent to the peers, sponsoring agencies, and other participants in advance of the event. The peer exchange was organized in five sections. After each of the five sessions the facilitator allowed time for the peer exchange participants to respond directly to the peers with questions and comments. Peers developed PowerPoint presentations in response to these questions, which the TPCB program collected prior to the event and compiled into a single document. These materials are available in a supplemental appendix to this report.

Sessions 1-2: BDPs – State DOT and Transit Agency Perspectives

- Why did your agency pursue a BDP?
- How do you evaluate if the BDP is working?
- How has the BDP impacted your DBE goal-setting and the availability of DBEs?
- How has the BDP impacted DBE participation?
- What economic or financial challenges did your agency face?
- What programmatic challenges did your agency face?
- What level of program oversight do you provide?
- How have you overcome these challenges? What resources did you apply?
- What are the most successful elements of your existing BDP efforts?
- What are your next steps for improving your existing BDP efforts?

Session 3: BDPs – Association and DBE Perspectives

- What improvements to existing BDP efforts would you suggest?
- What elements of a BDP have DBEs found most helpful?
- What partnerships opportunities existing for improving BDPs?
- What feedback from your members have you received regarding small business development?

Session 4: Constructing a Successful Business Development Program

- What are the elements of a successful BDP?
- What are reasons for operating a BDP in-house, or by using outside resources/consultants?
- What are alternatives to a formal BDP?
- How can BDPs integrate the regional planning agency into a DBE program?
- What resources will a State DOT or transit agency need to start a BDP?

Session 5: Creating a Business Development Program

- What are the minimum elements of a BDP, for State DOT and transit agencies of all sizes?
- What are the minimum resources needed to support a successful BDP?
- What elements should a larger State DOT or transit agency prepare to implement?
- What are the minimum monitoring and tracking needed to ensure BDP is meeting its goals?
- What are participating agencies' next steps for their BDPs?

Business Development Program Checklist

One primary goal of the peer exchange was to develop a list of the minimum requirements for the implementation of a BDP that FHWA and FTA could share with their recipient agencies. At the conclusion of the peer event, FHWA and FTA led a discussion on the key elements of a successful BDP. Table 1 offers a summary of this discussion. The BDP Overview provided in Appendix A also provides a valuable summary of a model BDP.

Table 1: Key Elements of a Business Development Program

Key Elements of a Business Development Program	
✓ Pre-Requisites for a Successful BDP	<p><i>Agencies should have the following resources in place before implementing a BDP:</i></p> <ul style="list-style-type: none"> ➤ A dedicated and competent team of at least two staff members ➤ Technological ability to capture metrics of success ➤ Advisory committee or other guiding body ➤ Senior management support for the BDP ➤ Stakeholder involvement and input from DBEs
✓ Clear Objectives	<p><i>When implementing a BDP, an agency should set out a vision and mission statement that clarifies what the BDP is supposed to accomplish. A BDP should aim to help certified DBE firms do business competitively both within and outside of the DBE Program.</i></p>
✓ Business Assessments	<p><i>Before a firm can participate in a BDP, they should be required to complete an assessment that evaluates the business' access to capital and bonding, available human resources, existing capabilities, and overall training needs. The assessment can take the form a brief set of questions that help identify useful resources for each unique DBE. While the assessment may be used to determine which DBEs are allowed to participate in the BDP, any selection criteria should be generous and should not restrict DBE participation.</i></p>
✓ Supportive Services	<p><i>BDP supportive services must include mechanisms for delivering specific, focused training that addresses the topics most useful to DBEs, including:</i></p> <ul style="list-style-type: none"> ➤ Bidding and estimating ➤ Relationship-building ➤ Finance and bonding ➤ Agency culture ➤ Working with prime contractors <p><i>Training should be delivered in small groups, or in a one-on-one setting. In addition to training, BDP supportive services should refer participating DBEs to experts and contacts that will help them develop their business.</i></p>

<p>✓ Monitoring Plan</p>	<p>Recipient agencies should track and monitor all businesses that take part in a BDP. A BDP must include an oversight and monitoring plan that provides a system for measuring the success of the program. An oversight and monitoring plan should include performance measures, an adequate system for collecting data, and annual reporting. The monitoring system should track the following:</p> <ul style="list-style-type: none"> ➤ New DBEs getting work for the first time ➤ Race and gender breakdown of DBEs participating in the BDP ➤ Overall success rate for DBEs who have participated in the BDP ➤ Number of contracts participating DBEs have received inside and outside of the DBE program ➤ Characteristics of the contracts awarded to DBEs (i.e. size, trade area), which can help determine areas of growth for new DBEs and firms seeking to diversity their work. ➤ Jobs created by contracts awarded to BDP participants
<p>✓ Access to Opportunity for Contracts</p>	<p>A successful BDP should help participating DBEs contact prime contractors that regularly participate on Federally-assisted contracts, introduce themselves to agency staff, identify potential contracts to bid on, prepare bids, and overcome barriers to the contracting process. A BDP should improve DBEs access to contracts and could include small business set-asides (or as otherwise permitted by 49 CFR 26.43(b)) for participating agencies. De-briefings after losing a bid also help DBEs to gain knowledge about successful bidding practices and access to contracts.</p>
<p>✓ Business Plans</p>	<p>One major outcome of a BDP should be a specific, time-bound action plan for each participating DBE. The plan should address the items identified in the business assessment, and should demonstrate how the DBE is going to expand its business and graduate out of the BDP.</p>

Key Recommendations and Lessons Learned

Over the course of the two-day exchange, the peer participants delivered presentations and engaged in discussions about their experience developing and participating in successful BDPs. This section highlights recommendations for FTA and FHWA recipient agencies as they implement BDPs that seek to improve DBEs' business development opportunities. It summarizes the key recommendations that emerged from the peer exchange and profiles noteworthy practices employed by the peer agencies.

A. Goals of a Successful BDP

Defining Success

Business Development Programs aim to help disadvantaged businesses to compete in the marketplace outside the DBE program and to independently grow their businesses. Many transportation agencies view BDPs as a valuable investment that offers benefits to both businesses and agencies. Successful BDPs support a pool of diverse, well-qualified contractors and eradicate historic barriers for disadvantaged businesses. They also create additional competition among qualified bidders, which can make BDPs affordable programs for transportation agencies in the long-run. The following section explains several common goals of a successful BDP.

Helping Businesses Succeed

The peers discussed how BDPs can help DBEs develop the skills they need to grow their businesses within and outside of a DBE program, including bidding, estimating, bonding, marketing, accounting, and business development. During this discussion, the peers agreed that BDPs should aim to help DBEs build the capacity to do the following:

- Pursue and establish strong relationships with transportation agencies and prime contractors;
- Build the infrastructure necessary to win bids and deliver projects;
- Bid on a contacts for a range of activities or industries;
- Hire and maintain competent staff; and
- Consistently deliver successful projects at a profit.

Diversifying and Expanding DBE Capabilities

Peers noted that DBEs often do not participate in pre-construction services of major contracts, despite the presence of many DBEs certified in these areas. Similarly, many DBEs may be fearful of working as prime contractors and tend to remain as subcontractors only. Successful BDPs may be able to help overcome these challenges.

Example: As part of its BDP, Florida DOT (FDOT) provides “transitional assistance” to encourage DBEs to develop additional job skills that may complement their current work and increase work opportunities as sub-contractors in specialized, non-construction tasks such as aerial photography, drug testing, and signalization. Where there is insufficient DBE capacity for certain specialized tasks, FDOT provides certification assistance to potential DBEs and also works with the [Florida 8\(a\) Alliance](#) to identify DBEs that work for other transportation agencies in the state. Additional information about FDOT’s transitional assistance activities is available in the FDOT BDP Overview in Appendix A.

Building a Strong Network of DBEs and Prime Contractors

One peer presenter noted that DBEs should pursue relationships, rather than projects, since strong relationships and communications produce long-term work for a business. The peers agreed that communication between DBEs, transportation agencies, and prime contractors is one of the greatest challenges that BDPs can help address. Specifically, BDPs can help DBEs build the necessary administrative infrastructure for effective communication with State DOTs and transit agencies.

To this end, many of the peers hold networking events that connect DBEs and prime contractors. The

Metropolitan Transportation Authority (MTA), for example, invites prime contractors to networking events so that DBEs can develop relationships with the prime contractors and increase their chances of securing work. Although prime contractors may come for the opportunity to establish relationships and advertise, MTA also incentivizes their participation by emphasizing the importance of strong relationships with DBEs in preparing successful bids. The Virginia DOT (VDOT) Business Opportunity and Workforce Development (BOWD) Center, meanwhile, holds an annual Transportation Training Symposium that includes a matchmaking event that supports networking between DBEs and prime contractors.

Example: APTA's DBE Subcommittee hosts networking breakfasts at conferences to allow DBEs and prime contractors to meet and discuss before potential customers arrive to view the exhibits. These networking opportunities have led to several successful mentor-protégé relationships. At the 2014 APTA Conference, APTA partnered with COMTO to allow DBEs that could not afford booths to set up stands for half a day in the COMTO pavilion. This enabled many more DBEs to market their services and form relationships with prime contractors and transportation agencies.

Example: In 2006, Capital Metro began holding a biannual event known as "Prime Time Networking." The events are an opportunity for prime contractors, procurement staff, Capital Metro project managers, DBEs, and the Greater Austin Minority Chambers of Commerce to meet one another and form relationships.

Example: As a next step following this peer exchange, VDOT plans to further the development of DBEs in Virginia by expanding its mentoring program to include partnerships between prime contractors, DBE firms, and VDOT personnel. The focus of the program is to further the development of DBEs through targeted assistance and training from experienced companies based upon identified needs.

Expanding DBE Access to Capital and Bonding

One of the largest challenges for DBE firms is gaining access to financing to support DBE contracts. Because DBEs require loans for cash flow prior to getting their first draws on most projects, financing is essential for a DBE to get off the ground and maintain liquidity throughout the contract. However, traditional financial institutions are often unwilling to lend money for the upfront financing to firms working on transportation projects due to perceived risk. To overcome this challenge, transportation agencies can mitigate the exposure and risk that banks face in this situation or develop internal financing programs as part of a BDP.

In addition to financing, often DBEs must acquire surety bonds before beginning work. Most transportation agencies require all contractors, including DBEs, to obtain license surety bonds to guarantee the contractor's performance. Surety bonds are issued by bonding companies that agree to pay the cost of a claim to the agency if a contractor falls out of compliance with a contract. For that reason surety bonds present a challenge to DBEs with a limited credit history. Without strong credit, DBEs may be unable to find a bonding company to extend surety credit due to the perceived risk that the DBE may fail to uphold the terms of contract. Even if a DBE with limited credit history is able to secure bonding, it is likely that the bonding company would require a high annual premium in exchange for the



Figure 2: Capital Metro Outreach Campaign: Spring Prime Time Networking Flyer

bonding company's surety credit.

Example: FDOT's Bond Guarantee Program (BGP) is designed to help DBEs secure surety bonding for FDOT-funded projects. Through the program, the State of Florida guarantees construction bonds for DBEs working on FDOT projects. Participation in the BGP is limited to DBEs that have been participated in FDOT's Construction Management Development Program (CMDP) and have demonstrated knowledge of construction bonding. FDOT also provides optional seminars to DBEs that are eligible to participate in the Bond Guarantee Program. Additional information about FDOT's BGP and CMDP programs is available in Appendix A.

Example: The MTA Small Business Mentoring Program provides a rigorous course for DBEs that qualifies the firms to bid on special set-aside projects. MTA has also set up an internal bond program that waives bonding requirements on contracts up to \$1 million. MTA's internal bonding program allows small-business contractors to bid on prime contracts without bonding for up to four years, in order to allow adequate time for participating DBEs to gain valuable bonding experience. Furthermore, MTA's Capital Access Program, which is operated by a minority-owned bank, serves a pool of contractors in the Small Business Mentoring Program. As of 2014, MTA's Capital Access Program has made 45 loans to DBEs for a total of roughly \$5 million.

B. Preparing for a Successful Business Development Program (BDP)

The primary goal of a BDP is to provide a program that helps DBEs to compete in the marketplace and to grow their businesses. Business Development Programs are also valuable to transportation agencies because they expand the pool of qualified bidders, which creates additional competition and lowers the cost of projects to the agency. Throughout the exchange, the peers discussed the resources that a transportation agency should have in place before implementing a new BDP. These resources include senior management support, full-time staff, a strong organizational framework, and partnerships with outside groups to provide support to DBEs that take part in a BDP. The key requirements for a successful BDP are also summarized in the [Business Development Program Checklist](#) at the end of this report.

Need For Senior Management Support

Many peers noted that BDPs benefit from strong support by the agency's executive decisionmakers, largely because support from a senior-level champion helps BDP staff secure necessary resources. To achieve this level of support, DBE office staff must be able to demonstrate that a well-structured BDP is important to the agency. For this reason, DBE staff should document and report success stories to senior management, board members, elected officials, and the general public. Capital Metro, for example, holds an annual briefing with new board members as they take office in order to secure ongoing management support and to emphasize the vital importance of a strong DBE program.

Example: Senior management support is integral to the organization of FDOT's DBE program. For example, FDOT communicates the importance of its DBE program to prime contractors through the involvement of the Secretary of Transportation. In Florida, the Secretary of Transportation personally reviews and signs the annual DBE utilization reports that the agency presents to prime contractors to assess their participation in the State's DBE program. Furthermore, high-level managers at FDOT District Offices are evaluated according to their District's performance against statewide DBE goals.

Organizational Framework

Although the peer agencies' BDPs are managed and organized according to each agency's different structure, they all draw upon strong organizational frameworks for success. The successful BDPs discussed at the exchange each feature a dedicated program administrator, an appropriate number of motivated staff members, and an open line of communication with internal partners, including the staff responsible for procuring contracts and certifying DBEs. At Capital Metro, for example, procurement staff and DBE staff hold weekly meetings to support effective intra-agency communication.

Example: VDOT's Business Opportunity and Workforce Development (BOWD) Center handles all of the agency's DBE supportive services with a team of 2 full-time staff members. The BOWD Center is overseen by the Assistant Civil Rights Administrator, who has strong relationships with relevant State partners, including the Virginia Department of Small Business and Supplier Diversity – the agency responsible certification of all DBEs in Virginia. Partnerships are essential to the success of VDOT's overall DBE program, which is managed by an advisory committee consisting of VDOT administrators, DBEs, prime contractors, the FHWA Division Office, and other partners.

Partnerships with Industry and Business Groups

In addition to the partnerships with prime contractors, many of the participating peer State DOTs and transit agencies noted that their BDPs benefit from strong partnerships with industry groups and minority- and women-owned business associations. During the exchange, peer presenters noted that agencies with limited resources or expertise could partner with third-party entities and non-profit, such as NAMC, to administer BDPs. VDOT's BOWD Center, for example, has strong relationships with minority associations, business and construction alliances, and other transportation industry stakeholders.

Example: Beginning in 2000, Capital Metro developed three partnership agreements with the Greater Austin Black Chamber of Commerce, the Greater Austin Hispanic Chamber of Commerce, and the Greater Austin Asian Chamber of Commerce. Capital Metro dedicates a small annual budget to each of these partnerships to hold panel discussions on important topics such as doing business with Capital Metro from the perspective of the agency, prime contractors, and DBEs.

Drafting the Business Development Plan

With the necessary foundation for a BDP in place, the next step is for agencies to compile all of the pieces into a single draft. The draft BDP should include the following elements: pre-requisites for participation in the BDP; a vision and missions statement for the BDP; guidelines for completing business assessments; an outline for the training and supportive services to be offered by the BDP; a plan for monitoring and tracking BDP participation; and a mechanism for helping DBEs contact prime contractors, prepare bids, and win contracts. The FDOT BDP Overview provided in Appendix A can serve as a valuable model for agencies that are developing new BDPs.

C. Implementing a Successful BDP

Identifying Participants for a BDP

As part of any DBE program, transportation agencies must certify the eligibility of DBE firms to participate in DOT-assisted projects. However, several participants noted that DBE certification is not necessarily an indicator of a firm's ability to bid appropriately for contracts, to win contracts, or to effectively complete the work awarded. Sometimes, transportation agencies spend resources guiding DBEs through a challenging certification process only to find that, once the DBEs are certified, they may not have sufficient capacity to perform the work. Business Development Programs can overcome this challenge by helping disadvantaged businesses to win contracts and complete successful projects.

While BDP supportive services offer benefits to all of the participating businesses, a BDP's primary focus should be on businesses that are the most in need of assistance and have the potential for success. To address this issue, several of the peers' organizations have begun implementing pre-BDP business assessments and qualification requirements for participation in a BDP. While these strategies may help determine which DBEs participate in the BDP, any selection criteria should be generous and should not restrict DBE participation.

Example: TxDOT's Technical Assistance Program (TAP) requires participating DBEs first to participate in an initial mentor-protégé program that introduces new DBEs to the essentials of doing business with TxDOT. To determine which DBEs should participate in TAP, TxDOT also

performs a needs assessment of the firms' labor, accounting, and financing practices. TxDOT has found that this structured approach helps ensure that participating DBEs get the most of each training session.

Example: VDOT's BOWD Center requires participating DBEs to undergo a comprehensive business assessment and have a professional business profile that presents information such as a business's abilities, experience, and credentials. The BOWD Center also requires participating businesses to agree to provide information on their bid activity every quarter. Through the BOWD Center, VDOT is able to identify the DBE firms that are most likely to benefit from participation in the BOWD Center's supportive services and training.

Example: FDOT requires DBEs to complete Construction Management Development Program (CMDP) training to participate in its BDP. To ensure commitment from DBEs, the Construction Management Development Program charges a modest fee of \$150 to each firm that enrolls in the training. For this fee, each DBE is able to send multiple employees to the program. This fee structure helps to stimulate attendance while also incentivizing participants to make full use of the program. Additional information on eligibility requirements for participating in FDOT's BDP is available in Appendix A.

Ensuring DBE Participation in Business and Training Opportunities

Throughout the exchange, the peers discussed strategies for informing DBEs of business and training opportunities and encouraging their participation. One peer suggested that inviting prime contractors to the BDP training sessions creates an incentive for the DBE firms to attend. Connecting DBEs to prime contractors allows the DBE an opportunity to network and identify potential opportunities for work. Other peers noted that they have developed well-defined outreach campaigns to reach out to DBE firms regarding training and business opportunities.

Example: VDOT's BOWD Center uses an online marketing company that specializes in email and social media communications to distribute announcements about upcoming events, surveys, and opportunities for business development.

Example: FDOT recruits DBEs throughout Florida through its Specialized Development Program (SDP). SDP staff visit DBE firms in person to assess whether they have the capacity to perform work for FDOT. FDOT also uses an automated bid notification system to relay new bid opportunities to every DBE in Florida that specializes in tasks relevant to the project being let. The system uses profiles created by the DBEs themselves when they join the system.

Using Vendors to Implement a BDP

One strategy for implementing a BDP is to use outside consultants for select components of the supportive services provided through the program. The peer presenters noted that there can be both advantages and disadvantages to relying on a third-party vendor or contractor to deliver BDP training or technical assistance in the classroom or in the field. Contractor services can help supplement limited staff resources or serve as extensions of staff. Third-party vendors may also be able to respond more nimbly to demand for supportive services. However, vendors may not fully understand the mission or training needs of a BDP. For that reason, transportation agencies should carefully monitor the services of third-party vendors involved in a BDP to ensure that these vendors provide training that aligns with the goals of the program.

Training Format

Several peers noted the need for small group trainings (with a maximum of 15 to 20 participants). This type of training may be best in helping transportation agencies convey lessons to DBEs on complex concepts, such as bidding and estimating. VDOT's BOWD Center, for instance, provides one-on-one targeted training as well as DBE training workshops. Other peer agencies have found strong value in the use of online training as a way to reach a broader range of DBEs at lower per-participant costs than in-

person training.

Example: TxDOT values its ability to deliver small group training sessions to participating DBEs. Training provided through the TAP program includes sessions on bonding, bidding, accounting, marketing, and business development. Each of TxDOT's TAP training sessions involves three DBEs and no more than three staff members per DBE firm. The cap on attendance ensures that the participating DBEs get the most benefit from each session.

Example: FDOT offers a 5-week online course that allows DBEs to choose from a wide variety of online training modules on topics such as estimating costs, submitting bids, and complying with State and Federal requirements. The online modules supplement in-person Construction Management Development Program courses. One advantage of the online training is that is available to DBEs that cannot attend classroom training, or DBEs that have missed an individual class. FDOT also noted that the format allows DBEs to participate on a flexible schedule and without incurring travel costs. This format also allows FDOT to regularly update training content, and to offer content in other languages. Although FDOT sees strong value in online training, the agency also noted that some complex training sessions are best conducted in person. Additional information on FDOT's Construction Management Development Program is available in Appendix A.

Beyond Formal Training Sessions

In addition to formal BDPs, transportation agencies can help DBEs build vital skills by offering technical assistance, open bids, discussion sessions, and de-briefing sessions after a bidding process is closed. Sharing bid tabulations after a contract is awarded, for example, can help DBEs understand their position relative to other bidders and determine how they might improve future bids.

Example: TxDOT connects DBE firms with proven track records of success with less successful DBEs and encourages them to hold one-on-one meetings. In these meetings, TxDOT representatives consider strategies for overcoming common challenges faced by DBEs.

D. Evaluating the Success of a BDP

Measuring Success

It is important for each transportation agency to set goals for its BDP and to evaluate itself on a regular basis. During the exchange, the peers discussed options for tracking progress towards pre-determined goals and measuring the success of a BDP or other supportive services. Triennial DBE participation goals, which measure the percentage of work performed by disadvantaged businesses, can tell part of the story. However, DBE participation rates are a product of many factors, not just a BDP. To resolve this issue, agencies can apply performance management principles to track other measures that help to identify the success of a BDP. Performance metrics can include the amount of funding awarded to BDP participants, the volume of direct communications with DBEs, the number of attendees at workshops or training events, and the number of requests for supportive services. Through these types of measures, agencies can begin correlating BDP assistance to DBEs to the number of contracts and amount of funding awarded through a DBE program.

Example: FDOT uses an equal opportunity compliance system to track all DBE payments and activities. This system allows the State DOT to know which DBEs graduate from the agency's training programs and which agencies bid on and receive work. This tracking system also allows FDOT to track DBE participation by race, gender, and other characteristics. As a further measure of BDPs' success, FDOT is working to track the number of projects where DBEs work with prime contractors that they meet through the FDOT training programs.

Example: TxDOT and Capital Metro use a customized tracking and monitoring software system to track DBE training and bidding activities, and their success in winning contracts. To make the most efficient use of this software, the agencies requires each DBE participating supportive

services to provide a vendor number that can be used to track DBE participation in training and bidding. This type of tracking enabled Capital Metro to detect a decline in DBE contracts in 2011 and 2012, identify potential causes, and implement programs that helped reverse the trend.

Highlighting Success

The peers discussed the importance of documenting and sharing DBEs' success. VDOT, for example, regularly recognizes DBE accomplishments during its annual DBE symposium, and recently recognized as Contractor of the Year one DBE that was named to *Fortune's* list of the 100 fastest growing inner-city businesses in America.

When possible, transportation agencies should use performance management to connect the success of DBEs to the broader societal outcomes. MTA, for example, estimates the number of jobs created or maintained for every \$1 million spent on construction projects, which allows the agency to track the economic benefit of spending on its DBE program. Highlighting the benefit of BDPs helps DBE program staff members promote BDPs to agency management, DBEs and the general public by demonstrating that the value of investing in effective supportive services for disadvantaged businesses.

E. Conclusion and Next Steps

At the end of the exchange, FHWA and FTA identified several next steps based on discussions at the event. These actions included:

- FHWA
 - Making the peer exchange summary report available on the FHWA website and distributing the report to FHWA Division Offices and State DOTs;
 - Establishing a process to monitor compliance and enforce DBE requirements at State DOTs. This may include enforcement measures such as reducing or eliminating supportive funds for non-compliance;
 - Monitoring BDPs during the 2015 performance year (Fiscal Year 2015 being the first year that BDPs are mandatory for FHWA recipients who accept DBE Supportive Service funds);
 - Reviewing regular reports from State DOTs and BDP providers; and
 - Evaluating these reports and sharing best practices with Divisions and States at future webinars.
- FTA
 - Making the peer exchange summary report available on the FTA website and distributing the report to FTA grantees;
 - Using the discussion during the peer exchange to provide specific recommendations to FTA's top-50 grantees;
 - Requiring FTA grantees that have not met their DBE goal for two consecutive years to develop a BDP as part of their race-neutral efforts to meet their DBE goal; and
 - Continuing to monitor and track DBE activity across the country.

About the Transportation Planning Capacity Building (TPCB) Program

The [Transportation Planning Capacity Building \(TPCB\) Program](#) is a joint venture of the Federal Highway Administration (FHWA) and the Federal Transit Administration (FTA) that delivers products and services to provide information, training, and technical assistance to the transportation professionals responsible for planning for the capital, operating, and maintenance needs of our nation's surface transportation system. The TPCB Program website (www.planning.dot.gov) serves as a one-stop clearinghouse for state-of-the-practice transportation planning information and resources. This includes over 70 peer exchange reports covering a wide range of transportation planning topics.

The [TPCB Peer Program](#) advances the state of the practice in multimodal transportation planning nationwide by organizing, facilitating, and documenting peer events to share noteworthy practices among State DOTs, Metropolitan Planning Organizations (MPOs), transit agencies, and local and Tribal transportation planning agencies. During peer events, transportation planning staff interact with one another to share information, accomplishments, and lessons learned from the field and help one another overcome shared transportation planning challenges.

Appendices

A. Florida Department of Transportation: Business Development Program Overview

Business Development Program Overview

In addition to the services provided to all Disadvantaged Business Enterprises (DBEs) through the Florida Department of Transportation's (FDOT) DBE Supportive Services Program, a DBE may apply to participate in the FDOT Business Development Program (BDP) for more detailed, technical training tailored to an individual DBE's needs.

BDP Eligibility Requirements

A BDP participant must be involved with highway, roadway, and bridge work. An eligible DBE must be in business for at least six months and must have submitted a bid on a project as a sub or prime for any work associated with roadway and bridge work (i.e., FDOT, city, county, etc.). FDOT will waive the six-month requirement as appropriate.

Developmental Assistance in the Business Development Program

FDOT offers participating DBEs access to a suite of capacity building assistance programs, with special emphasis on FDOT's core areas of road and bridge construction. Participation in the BDP includes access to the following types of developmental assistance.

Comprehensive Business Plans

After acceptance to the BDP, the DBE must submit a comprehensive business plan within six months. The DBE will receive assistance from the FDOT DBE Supportive Services consultant on this effort as needed. The approved business plan must be on file with the DBE Supportive Services consultant and must include specific targets, objectives, and goals for the business development of the BDP participant during the next two years.

Advanced Needs Assessment

Once the DBE Supportive Services consultant approves the business plan, the BDP participant enters the developmental stage of the BDP. During this stage, the DBE Supportive Services consultant completes an advanced needs assessment that includes a detailed review of the DBE's current business capacity, market potential, and strengths and weaknesses in the areas of financial, managerial, technical, and labor conditions. Based on the advanced needs assessment, the DBE Supportive Services consultant develops a plan with specific training requirements, targets goals, and completion timetables for each BDP participant.

Construction Management Development Program (CMDP)

As part of the plan developed by the DBE Supportive Services consultant, a BDP participant must show proficiency in basic project management skills by graduating or receiving an exemption from participating in the CMDP. The CMDP includes classroom and on-the-job instruction and technical assistance. Within 12 months of program entry, a BDP participant should graduate from the CMDP and be eligible for the Bond Guarantee Program (BGP).

Educational Assistance and Advanced Training

The DBE Supportive Services consultant will provide participating DBEs individualized, continuous, face-to-face coaching and training that includes real-life applications of everyday business practices (i.e., reviewing bid packages, back office assistance, staying in contact with primes), and assist with one-on-one educational and technical needs in the following categories:

- Accounting and Cash Flow Management:
 - Processing accounts receivable and payable
 - Prequalification assistance

- Overhead audit preparation
- Determining costs associated with scheduling projects, mobilization costs, and the utilization of the cash flow model using computer spreadsheet programs, timelines, and other methods to determine costs associated with construction or maintenance projects
- Bonding:
 - Enhancing the DBE's ability to expand their bonding resources and provide a better understanding of bonding requirements and the necessary requirements for FDOT contracts
- Business Law, Equality Opportunity, and Safety:
 - Specific employment information or instruction concerning business law-related issues that may affect the ability of the DBE to perform such subcontract agreements, workers compensation, wage rate compliance, and other relevant issues addressed within FDOT contracts
 - Equal Employment Opportunity (EEO) and civil rights or affirmative action information to meet the requirements listed within the specifications for FDOT contracts
 - Safety requirements mandated by federal and state regulation or statutes, in addition to the training or safety techniques necessary to carry out these duties
 - Identifying joint venturing opportunities to increase market reach and business influence, break down barriers to entry into the prime construction market, provide necessary financing and credibility with third parties, and generate revenue in a shorter amount of time
- Business Management and Business Plan:
 - Effective business management and the development/modification of business plans
- Computer Training:
 - Use of business related software and applications
 - Use of internet, especially how to navigate the FDOT website to identify available contract and other FDOT required websites.
 - Refer to resources with access to publicly available information technology related training, software, and applications, which assist DBEs in improving technical expertise in handling the day-to-day operations of their businesses
- Construction:
 - Bid preparation – Identifying opportunities for performing work on FDOT projects and understanding the responsibilities and FDOT expectation in reference to a pre-bid conference that may include, but is not limited to, a general review of the completed plans and specification plus a detailed review of the project's special requirements, with a goal of producing DBEs whose technical bid proposals are sound and free of technical errors
 - Project scheduling – Expanding understanding of the letting and award processes
 - Estimating – Bidding and projecting a statement of the cost of work to be performed
 - Plan Reading – Reading, understanding, interpreting, and utilizing contract plans for construction work
- Financing:
 - Identifying and locating financing sources, building credit, and accessing loan programs provided by the Small Business Administration, the U.S. Department of Agriculture, the Florida Minority Business Loan Programs, and others
 - Referring DBEs to financial resources provided by other supportive services providers as necessary
- Marketing:

- Strategizing to market DBE's business to prime contractors/consultants and FDOT during construction lettings
- Identifying prime contractors/consultants and FDOT expectation
- Identifying potential projects
- Developing business proposals

One-on-One Matchmaking Assistance

The DBE Supportive Services consultant provides one-on-one assistance in matching BDP participants with Business Development Initiative (BDI) projects and other opportunities on FDOT projects, and refers qualified DBEs to SDP for identifying opportunities on major projects.

Association Membership Dues Assistance

The DBE Supportive Services consultant will assist with payment of dues for Florida Institute of Consulting Engineers (FICE) and Florida Transportation Builders' Association (FTBA) for all new member DBEs who are BDP participations, up to \$500 per DBE for first-year dues and \$20,000 total for all DBEs for the whole year.

Annual BDP Review

Annually, the DBE Supportive Services consultant will evaluate each BDP participant and review/modify the BDP participant's currently approved business plan with the BDP participant, according to the participant's structure and redefined developmental needs.

The modified business plan should include a forecast of the BDP participant's need for contract awards. Each review should track the BDP participant's achievement of targets, objectives, and goals set in its transition plan. The approval date of the initial business plan is the anniversary date for annual evaluations.

Completion of the developmental stage will vary by BDP participant; however a major factor is when the BDP participants has completed the action items in the training plan.

Transitional Assistance in the Business Development Program

In addition to developmental assistance, FDOT offers specialized assistance with obtaining contracts as primes or subcontractors, and for graduation from the BDP.

Beginning in the first year of the transitional stage, a DBE participant should submit for including in its annually reviewed business plan a transition management plan outlining specific steps to promote profitable abseils operation in areas other than traditional areas of DBE participation after graduation from the program, including the BDP participant's needs for growing and expanding business into other areas by diversifying. The modified business plan should include steps for continuing business development after program terms has expired. Each review should show that the BDP participant has substantially achieved the targets, objectives, and goals set in the program term.

Bridging the Gap Pilot Program

The Bridging the Gap Program is designed to assist qualified DBEs with increasing the capacity of their firms, with a goal of graduating from the DBE Program. Participant DBEs will have the opportunity to develop a relationship with a large prime contractor who can provide the DBE with information and guidance to assist the DBE with developing their business and enabling them to move to the next level. The FDOT Specialized Development Program (SDP) is responsible for administering the Bridging the Gap Program and applying published selection criteria to match prime contractors and DBEs. FDOT reserves the right to approve all participant selections.

DBE Graduation from the Business Development Program

The DBE Supportive Services consultants' assistance should increase a DBE's business management skills, long-term viability, and success on construction project.

The consultant will discontinue a DBE's participation in the BDP if, over a 2-year period, the DBE does not do the following:

- Engage in business practices that promote its competitiveness within a reasonable period of time
- Actively pursue or bid on contracts
- Regularly respond to solicitation in the type of work it is qualified for and in the geographical areas where it has indicated availability in its approved business plan

The consultant will determine successful completion of the BDP when the participant has substantially achieved the targets, objectives, and goals in the transition management plan and has demonstrated the ability to compete in the marketplace. The consultant will review the following factors to determine if a BDP participant has substantially achieved the goals and objectives of its business plan:

- Profitability
- Sales
- Net worth
- Bonding ability
- Positive comparison of business profiles with non-DBEs
- Good management capacity

The consultant will notify the participant in writing of its intent to graduate the DBE from the BDP.

Monitoring Plan

As noted in Table 1, all BDPs must include an oversight and monitoring plan that provides a system for measuring the success of the program. An oversight and monitoring plan should include performance measures, an adequate system for collecting data, and annual reporting. The FDOT BDP includes a set of reporting requirements for all participating DBEs to track information concerning the activities conducted by the DBE Supportive Services consultant with DBEs and potential DBEs. The DBE Supportive Services consultant develops a DBE development database to track assistance that the consultant provides as well as each DBE's progressions through the program. The DBE also maintains detailed records of each individual participant.

B. Key Contacts

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C. Event Participants

Name	Agency
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Britney Berry	FTA
Melissa Boyles	Hill International
Helen Callier	Bradlink, LLC
Carlton Cooper	TxDOT
Aida Douglas	Capital Metro
Linda Ford	FTA
Michael Garner	MTA
Bob Gonzalez	NAMC
Fran Hooper	APTA
Nadir Jones	MTA
Martha Kenley	FHWA
Emma Lucken	USDOT/Volpe Center
Scott Middleton	USDOT/Volpe Center
Shay Ponquinette	VDOT
Tom Rush	FDOT
Kimberly Sarmuksnis	FHWA
Gloria Shealey	NAMC
Linda Washington	COMTO
Jason Williams	REM Services, Inc.

D. Peer Exchange Agenda

Disadvantaged Business Enterprise (DBE) and Business Development Programs Peer Exchange: Joint FHWA/FTA Offices of Civil Rights and Offices of Planning Houston, Texas

Dates: October 15, 2014 (Wednesday) and October 16, 2014 (Thursday)

Exchange Location: APTA Annual Conference, Hilton Room 337A & B

Facilitator: Linda Jacobs Washington, Conference of Minority Transportation Officials (COMTO)

Peers:

New York City Transit – MTA- Michael Garner

Capital Metro- Aida Douglas

Florida Department of Transportation - Tom Rush

Virginia Department of Transportation - Shay Ponquinette

Texas Department of Transportation - Martha Arnold

APTA – Fran Hooper

National Association of Minority Contractors (NAMC) - Gloria Shealey

Format:

- Brief presentations by peer agencies
- Facilitated discussion among all participants

Day 1: Wednesday, October 15, 2014

Time	Topic	Lead Presenter
1:00 p.m.	Welcome and Overview Facilitator welcomes attendees, reviews the agenda, describes documentation/follow-up, and establishes ground rules for discussions. FHWA/FTA discuss TPCB and the Peer Program	Facilitator and FHWA/FTA representatives
1:15 p.m.	Purpose and Goals of the Peer Exchange Presentation of the purpose of the peer exchange and overview of the Office of Inspector General (OIG) audit on the DBE program within the US Department of Transportation.	FHWA/FTA representative

Time	Topic	Lead Presenter
1:30 p.m.	<p>Session 1: State DOT Perspective <i>An overview of the DBE Program and their State Business Development Program in Florida and Virginia.</i></p> <p><i>Presentations:</i> <i>Florida DOT – 15 minutes</i> <i>Virginia DOT – 15 minutes</i></p> <p><i>Topics to discuss</i></p> <ul style="list-style-type: none"> • Development of a Business Development Plan at the state DOT level. <ul style="list-style-type: none"> ○ What has been done to date? ○ Why did the State pursue a Business Development Plan? ○ What tracking methods are in place? ○ How do you evaluate if the BDP is working? ○ Is the BDP specifically for DBEs or does it include other minority-focused programs (e.g., SBE, MBE, WBE, etc.)? ○ How has the BDP impacted your DBE goal-setting? (Increased DBE availability?) ○ How has the BDP impacted DBE participation? (Increased participation?) ○ Overview of results. • Identification of challenges. <ul style="list-style-type: none"> ○ Economic? ○ Programmatic? ○ Program Oversight? ○ Why did the State pursue a Business Development Plan? • What are the most successful elements of your existing BDP efforts? • What are minimum requirements for a State DOT? • Next steps for improving the existing BDP efforts. <p>Comments and Discussion</p> <ul style="list-style-type: none"> • Identify common features of the State DOT's BDPs. <ul style="list-style-type: none"> ○ Challenges ○ Successes ○ Resources ○ Staffing requirements • Overcoming challenges • Improving the mediocre BDP efforts • Sustaining/building upon successful BDP efforts 	<p>State DOT peers</p> <p>All</p>
3:00 p.m.	Break	

Time	Topic	Lead Presenter
3:15 p.m.	<p>Session 2: Transit Agency Perspective An overview of the DBE programs at transit agencies.</p> <p><i>Presentations:</i> <i>New York City Transit - MTA – 15 minutes</i> <i>Capital Metro – 15 minutes</i></p> <p><i>Topics to discuss</i></p> <ul style="list-style-type: none"> • Development of a BDP within a transit agency? • What has been done previously? • Why did the Transit Agency pursue a BDP? • What tracking methods are in place (how do you if BDP is working?)? • Is the BDP specifically for DBEs or does it include other minority-focused programs (e.g., SBE, MBE, WBE, etc.)? <ul style="list-style-type: none"> ○ How has the BDP impacted your DBE goal-setting? (Increased DBE availability?) ○ How has the BDP impacted DBE participation? (Increased participation?) • Overview of results. • Identification of challenges. <ul style="list-style-type: none"> ○ Economic? ○ Programmatic? ○ Program oversight? • What are the most successful elements of your BDP? <ul style="list-style-type: none"> ○ Mentor/protégé program ○ Training and outreach events ○ Joint venture projects • Next steps for improving the existing BDP efforts <p>Comments and Discussion</p> <ul style="list-style-type: none"> • Identify common features of the BDPs <ul style="list-style-type: none"> ○ Challenges ○ Successes ○ Resources ○ Staffing Requirements • Overcoming challenges • Improving the mediocre BDP efforts <p>Sustaining/building upon successful BDP efforts</p>	<p>Peers</p> <p>All</p>
4:45 p.m.	Summary of Issues to Discuss Next Day	Facilitator
5:00 p.m.	Adjourn	Facilitator

Day 2: Thursday, October 16, 2014

Time	Topic	Lead Presenter
8:30 a.m.	<p>Welcome and Overview of the Day Facilitator welcomes attendees, reviews the key take aways from Day 1 and provides context for Day 2</p>	Facilitator
8:45 a.m.	<p>Session 3: Discussing DBE and Business Development Programs from the Associations' Perspective Discussion with peers on what has been discussed and identification of priorities and next steps. Thoughts from the following peers:</p> <ul style="list-style-type: none"> • COMTO • NAMC • APTA <p>Topics to discuss</p> <ul style="list-style-type: none"> • Proposed improvements to existing BDP efforts • Partnerships opportunities • Feedback from organization's members regarding small business development 	Association peers
10:00 a.m.	Break	
10:15 a.m.	<p>Session 4: Constructing a Successful Business Development Program Given what has been discussed earlier in the exchange, the peers will answer the following questions:</p> <ul style="list-style-type: none"> • What are the elements of a successful program? • What elements of a BDP have DBEs said was most helpful? • What are the reasons for operating a program in-house or using outside resources/consultants? Small Business Technical Assistance Centers, for example. • What are alternatives to a formal Business Development program? • How does a successful BDP integrate the regional planning agency into a DBE program? • What will a State or Transit Agency need in terms of resources to start a BDP? 	Peers
11:15 a.m.	<p>Session 5: Creating a BDP</p> <ul style="list-style-type: none"> • What are the minimum elements of a BDP (no matter the size of the State or Transit Agency)? • What are the minimum resources needed? • What elements should a larger State or Transit System be required to implement? • What are the minimum monitoring and tracking needed to ensure BDP is meeting its goals? • Next steps. 	All
12:00 p.m.	Summarize	Facilitator
12:30 p.m.	Adjourn	

E. Additional Resources

American Public Transportation Association Homepage
<http://www.apta.com/Pages/default.aspx>

Capital Metro Disadvantaged Business Enterprise Program
<https://www.capmetro.org/dbe.aspx>

Conference of Minority Transportation Officials Homepage
<http://www.comto.org/>

FDOT Equal Opportunity Office Programs
<http://www.dot.state.fl.us/equalopportunityoffice/programsandservices.shtm>

MTA Small Business Mentoring Program
<http://web.mta.info/sbdp/tier1.htm>

National Association of Minority Contractors Homepage
<http://namcnational.org/>

Office of the Inspector General, "Weaknesses in the Department's DBE Program Limit Achievement of its Objectives"
<http://www.wcoesa.org/images/DOTDBEProgramReport.pdf>

TPCB Homepage
<http://www.planning.dot.gov/>

TxDOT Technical Assistance Program
http://ftp.dot.state.tx.us/pub/txdot-info/bop/tap_brochure.pdf

USDOT MAP-21 Homepage
<http://www.dot.gov/map21>

VDOT Business Opportunity and Workforce Development Center
<http://www.viriniadot.org/business/bowd.asp>

F. Acronyms

AASHTO	American Association of State Highway and Transportation Officials
APTA	American Public Transportation Association
BDP	Business Development Program
BDP	Bond Guarantee Program
BOWD	Business Opportunity and Workforce Development
COMTO	Conference of Minority Transportation Officials
DBE	Disadvantaged Business Enterprise
DOT	Department of Transportation
FDOT	Florida Department of Transportation
FHWA	Federal Highway Administration
FTA	Federal Transit Administration
LRTP	Long-Range Transportation Plan
MAP-21	Moving Ahead for Progress in the 21 st Century
MPO	Metropolitan Planning Organization
MTA	Metropolitan Transportation Authority
NAMC	National Association of Minority Contractors
NHS	National Highway System
SAFETEA-LU	Safe, Accountable, Flexible, Efficient Transportation Act: A Legacy for Users
SDP	Specialized Development Program
STIP	Statewide Transportation Improvement Program
TAP	Technical Assistance Program
TIP	Transportation Improvement Program
TPCB	Transportation Planning Capacity Building
USDOT	U.S. Department of Transportation
VDOT	Virginia Department of Transportation