Capacity Building Program
ODOT Capacity Building Program
THINKING IT THROUGH, FIGURING IT OUT, & GETTING IT DONE WITH SAY/DO PERFORMANCE EXCELLENCE

Bradford F. Butts

OTEC – October 2015
_CAPACITY BUILDING PROGRAM OVERVIEW

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OTECP – October 2015
OVERVIEW – WHAT IS THE CBP?

(1) PROVEN ENGAGEMENT PROCESS – business strategy, project management, process improvement tools, and technology expertise will drive
(a) A specific cadence for the CBP with Client and DBEs
(b) Goal setting, measurement, and analysis
(c) Identification of Key Performance Indicators (KPIs)
(d) Business Model Canvas and Scrum Board tracking and analysis

(2) GOALS – Align expectations for performance, growth & sustainability
(a) S.M.A.R.T.
(b) Resolve pain points for Tier 1 Prime Contractors, DBEs, and Client
(c) Increase Client’s value proposition across its supplier network
(d) Develop a scorecard system that enables data-driven decisions

(3) KEY PERFORMANCE INDICATORS – The power of DATA!
(a) Normalize playing field
(b) Identify which DBEs are performing and which are not
(c) Target underperforming DBEs for additional development services
(d) Execute strategic sourcing with sustainable strong DBE sub-contractors
**OVERVIEW – HOW DO WE ADD VALUE?**

**PURPOSE**

Develops a performance scorecard that measures and provides feedback on the Tier 3 Client's goals, key performance indicators (KPIs), and quantitative results as well as long-term decisions based on graphical representations.

**DEFINITION**

The scorecard system applies a variable weighting factor across a set of criteria to determine the maximum possible score of 25.00. The resultant y-score for each Tier 3 Client's individual goal criterion is determined from a subset of historical data provided directly by the Owner (Tier 1 Client) and the performance results of the other Tier-3 Clients under consideration, and the Owner-driven data directly into the Leadership-specific key performance indicators of the Tier-3 Client's Scorecard.

Subject: THINC. SCORING MATRIX – CONSTRUCTION

**PURPOSE**

A comprehensive and graphical representation of Tier-3 Client performance that is consistent, straightforward, and data-driven.

**DEFINITION**

The Leadership Assessment is a series of critical data requests intended to reveal sufficient information to trend each Tier-3 Client's performance on several levels: leadership, strategy, resources, profitability, competitiveness, and relevance.

The y-score for each Tier-3 Client's individual goal criterion is driven from each of these data sets: (1) the historical data that proposed key performance indicators (KPIs) from the Tier 2 Client (architect) via an Assessment, and (2) data collected from a single interview of the Tier-3 Client. Once completed, the Tier 3 Client's Leadership Assessment is compared to the pre-score of other Tier-3 Clients remaining under consideration, and the Owner-driven data directly into the Leadership-specific key performance indicators of the Tier-3 Client's Scorecard.

Please refer to the 'Scorecard_15020_v1.0_BASELINE' spreadsheet to experience the structure of the Scorecard as well as representative Tier-3 Client data.

**Mobil 2010-2015**

Subject: CBP$SCORING$MATRIX$–$CONSTRUCTION

**PURPOSE**

A comprehensive and graphical representation of Tier-3 Client performance that is consistent, straightforward, and data-driven.

**DEFINITION**

The Leadership Assessment is a series of critical data requests intended to reveal sufficient information to trend each Tier-3 Client's performance on several levels: leadership, strategy, resources, profitability, competitiveness, and relevance.

Please refer to the 'CBP Assessment_v1.1 – Leadership Assessment' spreadsheet to experience the structure of the Leadership Assessment as well as representative Tier-3 Client data.

**Mobil 2010-2015**

Subject: THINC. – TIER 3 C LIENT ASSESSMENT

**PURPOSE**

Provision of a consistent, straightforward questionnaire that, once completed by each Tier 3 Client, drives data directly into the Leadership-specific key performance indicators of the Tier-3 Client's Scorecard.

**DEFINITION**

The Leadership Assessment is a series of critical data requests intended to reveal sufficient information to trend each Tier-3 Client's performance on several levels: leadership, strategy, resources, profitability, competitiveness, and relevance.

Please refer to the 'APB Assessment_LEADERSHIP_v0.1' spreadsheet to experience the structure of the Leadership Assessment as well as representative Tier-3 Client data.
Capacity Building Program Structure
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CAPACITY BUILDING PROGRAM – STRUCTURE

(1) GOALS – Increase effectiveness of ODOT ecosystem

(2) SCORECARD – Data-driven methodology, process, and assessment

(3) LANDSCAPE – Relevant positioning and perspective

(4) ANALYTICS – It’s all about the METRICS!

(5) REPORTING – Regular cadence within and outside ODOT
(1) **GOALS** – Increase effectiveness of ODOT ecosystem
   (a) Develop historically underutilized WTs
   (b) Increase qualified DBEs across targeted WTs
   (c) Increase ODOT Spend Percentages

(2) **SCORECARD** – Data-driven methodology, process, and assessment

(3) **LANDSCAPE** – Relevant positioning and perspective

(4) **ANALYTICS** – It’s all about the METRICS!

(5) **REPORTING** – Regular cadence within and outside ODOT
CAPACITY BUILDING PROGRAM – STRUCTURE

(1) GOALS – Increase effectiveness of ODOT ecosystem
(2) SCORECARD – Data-driven methodology, process, and assessment
   (a) Pre-Interview Score
   (b) Interview
   (c) Post-Interview Score
(3) LANDSCAPE – Relevant positioning and perspective
(4) ANALYTICS – It’s all about the METRICS!
(5) REPORTING – Regular cadence within and outside ODOT

(1) GOALS – Increase effectiveness of ODOT ecosystem

(2) SCORECARD – Data-driven methodology, process, and assessment

(3) LANDSCAPE – Relevant positioning and perspective
   (a) Targeted Work Types
   (b) Targeted Work Zones
   (c) Time Phased View of “Opportunity Space”

(4) ANALYTICS – It’s all about the METRICS!

(5) REPORTING – Regular cadence within and outside ODOT
Capacity Building Program – Structure

(1) **Goals** – Increase effectiveness of ODOT ecosystem

(2) **Scorecard** – Data-driven methodology, process, and assessment

(3) **Landscape** – Relevant positioning and perspective

(4) **Analytics** – It’s all about the METRICS!
   (a) Number of Contracts Earned
   (b) Value of Contracts (trend)
   (c) Hit Rate of Winning Contracts
   (d) Diversity of Work Across Contracts Won

(5) **Reporting** – Regular cadence within and outside ODOT
(1) **GOALS** – Increase effectiveness of ODOT ecosystem.

(2) **SCORECARD** – Data-driven methodology, process, and assessment.

(3) **LANDSCAPE** – Relevant positioning and perspective.

(4) **ANALYTICS** – It’s all about the METRICS!

(5) **REPORTING** – Regular cadence within and outside ODOT:
   
   (a) ODOT Newsletter, ODOT Website

   (b) OCA’s Ohio Contractor Magazine, OCA Winter Conference

   (c) FHWA’s Successes in Stewardship Newsletter

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CAPACITY BUILDING PROGRAM – WHY?

THE CBP ALIGNS WITH ODOT’S MISSION:

(1) TAKE CARE OF WHAT WE HAVE – Develop and grow the capacity and viability of diverse, capable, and emerging small businesses.

(2) MAKE OUR SYSTEM WORK BETTER – Identify and position small business development and economic vitality for the State of Ohio.

(3) IMPROVE SAFETY – Collaborate with local District Offices and preferred diverse contractor ecosystem.

(4) ENHANCE CAPACITY – Achieve sustainable growth!
CAPACITY BUILDING PROGRAM – WHY?

The CBP aligns with ODOT’s Guiding Principles:

1. **Serve, Innovate, and Communicate with Purpose**
2. **Be Productive, Lean, Efficient, and Effective**
3. **Utilize Public Resources Entrusted to Us to Satisfy the State’s Needs**
4. **Be the Standard of Excellence**
5. **Create a Working Environment Based on Trust and Mutual Respect**
6. **Value the Diversity of All Parties**
7. **Work Together – ONE TEAM!**

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Capcity Building Program

Drumbeat

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(1) **GETTING STARTED** - Develop and grow the capacity and viability of smaller, promising Contractors.

(2) **GETTING ENGAGED** - Identify and position Contractors to earn a greater share of targeted, strategic, and higher valued work supporting ODOT’s capital programs, producing a bi-product of job creation, small-business development, and economic vitality for the State of Ohio.

(3) **GETTING SERIOUS** - Drive collaboration with local District Office and preferred prime contractors, gain relevant and progressive experience, and generate a more diverse, qualified Contractor ecosystem.
(1) **GETTING STARTED** – Develop and grow the capacity and viability of smaller, promising Contractors
   (a) Investment
   (b) Tools & Analysis
   (c) Process

(2) **GETTING ENGAGED** – Identify and position Contractors to earn a greater share of targeted, strategic, and higher valued work supporting ODOT’s capital programs, producing a bi-product of job creation, small business development, and economic vitality for the State of Ohio

(3) **GETTING SERIOUS** – Drive collaboration with local District Office and preferred prime contractors, gain relevant and progressive experience, and generate a more diverse, qualified Contractor ecosystem
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   (a) Stakeholders
   
   (b) Local District Development
   
   (c) Statewide Development

(3) **GETTING SERIOUS** – Drive collaboration with local District Office and preferred prime contractors, gain relevant and progressive experience, and generate a more diverse, qualified Contractor ecosystem.

**CAPACITY BUILDING PROGRAM – DRUMBEAT**
(1) **GETTING STARTED** – Develop and grow the capacity and viability of smaller, promising Contractors

(2) **GETTING ENGAGED** – Identify and position Contractors to earn a greater share of targeted, strategic, and higher valued work supporting ODOT’s capital programs, producing a by-product of job creation, small business development, and economic vitality for the State of Ohio

(3) **GETTING SERIOUS** – Drive collaboration with local District Office and preferred prime contractors, gain relevant and progressive experience, and generate a more diverse, qualified Contractor ecosystem
   
   (a) Collaboration, Contracts, Case Study
   
   (b) Metrics – Moving the Needle with Data and Measurable Impact
CAPACITY BUILDING PROGRAM – DRUMBEAT

(1) GETTING STARTED – Develop and grow the capacity and viability of smaller, promising Contractors
   (a) Investment
   (b) Tools & Analysis
   (c) Process

(2) GETTING ENGAGED – Identify and position Contractors to earn a greater share of targeted, strategic, and higher valued work supporting ODOT’s capital programs, producing a bi-product of job creation, small business development, and economic vitality for the State of Ohio
   (a) Stakeholders
   (b) Local District Development
   (c) Statewide Development

(3) GETTING SERIOUS – Drive collaboration with local District Office and preferred prime contractors, gain relevant and progressive experience, and generate a more diverse, qualified Contractor ecosystem
   (a) Collaboration, Contracts, Case Study
   (b) Metrics – Moving the Needle with Data and Measureable Impact
WE ALREADY HAVE!!!!!!!

(1) ODOT CENTRAL OFFICE –
   a) Division of Opportunity, Diversity, and Inclusion
   b) Office of Small and Disadvantaged Business Enterprises

(2) DBE CERTIFIED FIRMS –
   a) Nine diverse construction/consulting firms (three levels of maturity)
   b) Six Districts across the state

(3) STATEWIDE STAKEHOLDERS
   a) FHWA, OCA, ACEC, Office of the Governor

(4) ODOT DISTRICT OFFICES
   a) DDDs, DCAs, Contractor Compliance Officers (CCOs), Project Managers, Regional Outreach Managers, etc.

(5) NEW BUSINESS –
   a) Entrench strategic partnerships w/select prime contractors/consultants
   b) Privileged Access to High-Tier Business Development
CBP Scoring Matrix – Results

Architectural Concrete Solutions
Bridges Bros Trucking
BUDS, Inc.
Ebony Construction Co., Inc.
Jones Technologies Enterprises, Inc.
Pro Geotech, Inc.
Rod-Techs, Inc.
Tall View Palladium, Inc.
W.V. Mathews Company

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CBP – How Do We Win?

WE ALREADY ARE!!!!!!!

(1) Develop Trust
(2) Add Value
(3) Stay the Course
(4) Establish Mindshare
(5) Scale Our Efforts
Key elements to sustaining CBP growth and success:

(1) THINK IT THROUGH – Scope our opportunity, look in the mirror, and assess our ability to be competitive and win.

(2) P‐E‐R‐F‐O‐R‐M – Consistently outperforming our Say/Do commitments is performance excellence.

(3) LEVERAGE OUR SUCCESSES – We have to be aggressive, prepared, and ready to take the next level.

(4) PARTNER SMARTLY – The CBP’s integrity must consistently be unassailable across ODOT, Stakeholders, and Contracting/Consulting communities and these Partners must be held to the same standard.

(5) PRODUCE IMPACTFUL RESULTS – Focus, focus, focus (Mike Z...)}
CBP – How Do We Win?

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CBP – Value-Added Growth Strategy

Descriptive Experiences
- Use data to describe current or past circumstances
- Results facilitate post-mortems (what didn’t happen)
- All about being lead by the nose and navigating loopholes

Predictive Data
- Analyze data to predict future outcomes and dependencies
- Results facilitate ‘brainstorming what-ifs’
- All about technology

Prescriptive Analytics
- Projects data to scope the best way to get to a desired sustainable state
- Results facilitate long range planning and results
- Not about technology - but people asking the right questions and knowing how to react to the findings

CBP – VALUE-ADDED GROWTH STRATEGY

Yesterday  Today  Tomorrow

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Capacity Building Program Perspective

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ODOT Senior Leadership’s views:

1. **Compliance to Commitment** – Let’s get to work!

2. **C-U-L-T-U-R-E** – Do the right thing!

3. **Set the Example** – Raise the bar for flagship performance

4. **Transparency** – We are listening.

5. **Produce Retail-Level Results** – Who’s going to remember…?