State of Ohio DBE
Division of Opportunity, Diversity, and Inclusion
Deborah Green - Administrator Office of SDBE
Terry Bolden - Administrator Office of Outreach
To provide easy movement of people and goods from place to place, we will:

- Take care of what we have;
- Make our system work better;
- Improve safety;
- Enhance capacity.
Mission: To promote diversity and provide equitable opportunities both internally and externally for all individuals.

Vision: To set new standards of excellence in opportunity, diversity, and inclusion among all DOTs and state agencies.
### Past 3 Years DBE Goal Attainment

**8.9%**

**FFY 2014 – 2016**

<table>
<thead>
<tr>
<th></th>
<th>FY 14</th>
<th>FY 15</th>
<th>FY 16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Race Conscious</td>
<td>7.6%</td>
<td>8.1%</td>
<td>7.3%</td>
</tr>
<tr>
<td>Race Neutral</td>
<td>2.8%</td>
<td>3.4%</td>
<td>3.3%</td>
</tr>
<tr>
<td>Total</td>
<td>10.4%</td>
<td>11.5%</td>
<td>10.6%</td>
</tr>
</tbody>
</table>
Overall DBE Goal
Design and Construction Contracts

15.6%

FFY 2017 – 2019

10.8%
Race-Conscious

4.8%
Race-Neutral

15.6%
Overall DBE Goal
Race Neutral Measures for Increased Utilization

- Outreach
- Providing Timely Information
- Business Development Program
- Mentor Protégé Program
- DBE Orientation Sessions
- Educational Workshops
- Reimbursements
- SBE Program
Moving from Compliance to Commitment

Cleveland Opportunity Corridor Project

Using Design Build to Enhance Diversity, Inclusion, and Outreach
ORC 5517.011:

“...the director may use a value-based selection process, combining technical qualifications and competitive bidding elements, including consideration for minority or disadvantaged businesses that may include joint ventures...”
Project Background

Overall Project Purpose and Need

Improve the roadway network within a historically underserved, economically depressed area in the City of Cleveland
Project Background

Project Area – Demographics

2010 percent persons below federal poverty level by neighborhood

2010 minority population by neighborhood


- Buckeye-Shaker: -13%
- Central: -56%
- University: -26%
- Fairfax: -67%
- Kinsman: -62%
- North Broadway: -33%
- Buckeye-Shaker: -13%
Project Background

Project Diversity and Inclusion Commitments

• Engage residents in workforce
• On the Job Training
• High Diversity and Inclusion Goals
Project Groups/Committees Formed

- Inclusion Advisory Committee
- Opportunity Corridor Partnership/Steering Committee
- OJT Task Force
Project Background

Implementation Plan

Section 1
Design Bid Build Delivery
Currently under construction

Section 2
Value Based Design Build
Currently in design/demo phase

Section 3
Value Based Design Build

Legend:
- SECTION 1: EAST 105th CORRIDOR
- SECTION 2: NORMAN AVE TO EAST 93RD ST
- SECTION 3: EAST 93rd ST TO I-490
- TRAFFIC SIGNAL AND SECURITY CAMERA
- BRIDGE OVER PROPOSED BOULEVARD
- BRIDGE ON PROPOSED BOULEVARD
- PEDESTRIAN BRIDGE
- STUDY AREA

Costs:
- Section 1: $21M
- Section 2: $35M
- Section 3: $225M
Section 2 – Diversity & Inclusion

• Advertised July 2015 as Low Bid Design Build
• Re-advertised in August 2015 as Value Based Design Build
  - Allows for evaluation of diversity and inclusion component

PROJECT FEATURES

• E. 105th Street Bridge
• 1 GCRTA platform & headhouse
• Urban boulevard
• Medians and landscaping
• Multi-purpose path and sidewalks
• Utilities
• Residential Demolitions
• $40M Engineer’s Estimate
Pre-Procurement 1-on-1 Meetings

• Contractors
  – Introduce requirements for New, Small, Local, and EDGE
  – Provided a draft RFQ and Scope for comment
  – Provided clarification and answered questions

• Potential Subcontractors/Subconsultants
  – Discussed opportunities and certification processes

**ODOT had ongoing separate “Matchmaker” meetings in efforts to get new, small, local businesses engaged**
# Request for Qualification (RFQ)

Strong emphasis on Diversity & Inclusion Evaluation Criteria

<table>
<thead>
<tr>
<th>Topic</th>
<th>Maximum Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Understanding and Approach</td>
<td>30</td>
</tr>
<tr>
<td>Offeror’s Proposed Design-Build Project Team</td>
<td>25</td>
</tr>
<tr>
<td>Offeror Capabilities and Experience</td>
<td>15</td>
</tr>
<tr>
<td>Diversity and Inclusion</td>
<td>30</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>
RFQ – Evaluation Criteria

• Diversity, Inclusion, & Outreach Consultant

  Consultant along with the DBT Members will perform outreach efforts to the disparately impacted disadvantaged community and to assist the DBT in reaching their goals.

• DB Diversity/Outreach Lead Manager

  Actively manages the project specific Diversity and Outreach program. Must be an employee of the Design Build Team. Acts, in conjunction with the Department, as the Project’s lead contact in regards to local community outreach efforts.
Procurement – D&I Requirements

RFQ – Evaluation Criteria

• Experience
  - Experience with incorporating diversity on projects
  - Experience with local community outreach
  - Experience with mentoring

• Approach
  - Meeting D&I Goals
  - Mentoring
  - Workforce
## Request for Proposal (RFP)
### Diversity and Inclusion Goals

<table>
<thead>
<tr>
<th>Participation</th>
<th>Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Businesses: 3 years or newer, never worked for ODOT</td>
<td>2%</td>
</tr>
<tr>
<td>Small Businesses: in ODOT’s Small Business Enterprise Program</td>
<td>2%</td>
</tr>
<tr>
<td>Local Businesses: Presence in Cuyahoga County</td>
<td>8%</td>
</tr>
<tr>
<td>Encouraging Diversity Growth and Equity Businesses (EDGE)</td>
<td>8%</td>
</tr>
<tr>
<td>On-the-Job Training</td>
<td>10,000 hrs</td>
</tr>
<tr>
<td>Cleveland Resident Workforce</td>
<td>20%</td>
</tr>
</tbody>
</table>
Request for Proposals (RFP)

Strong emphasis on Diversity & Inclusion Evaluation Criteria

<table>
<thead>
<tr>
<th>Topic</th>
<th>Maximum Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Management</td>
<td>30</td>
</tr>
<tr>
<td>Design</td>
<td>20</td>
</tr>
<tr>
<td>Construction</td>
<td>20</td>
</tr>
<tr>
<td>Community Involvement and Diversity, Inclusion and Outreach</td>
<td>30</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
</tr>
<tr>
<td>BONUS CRITERIA (EDGE Requirements)</td>
<td>5</td>
</tr>
</tbody>
</table>
RFP – Evaluation Criteria

• Qualification and Experience of Diversity & Inclusion Outreach Consultant

• Key Personnel
  - DB Diversity/Outreach Lead Manager
  - Contractor Diversity/Outreach Lead Manager
**RFP – Evaluation Criteria**

- Scoring for New/Small/Local EDGE business
  - Points given based to percent committed
  - Required signed letters

<table>
<thead>
<tr>
<th>Participation</th>
<th>Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Businesses</td>
<td>2%</td>
</tr>
<tr>
<td>Small Businesses</td>
<td>2%</td>
</tr>
<tr>
<td>Local Businesses</td>
<td>8%</td>
</tr>
<tr>
<td>EDGE</td>
<td>8%</td>
</tr>
<tr>
<td>Percent Required</td>
<td>20%</td>
</tr>
<tr>
<td>If all committed</td>
<td>20 pts</td>
</tr>
</tbody>
</table>
RFP – Evaluation Criteria

• Scoring for Bonus - EDGE business
  − Points given based to percent committed
  − Required signed letters confirming commitment

<table>
<thead>
<tr>
<th>% EDGE Committed</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>9.00%-11.49% of total Contract Price</td>
<td>1</td>
</tr>
<tr>
<td>11.50%-13.99% of total Contract Price</td>
<td>2</td>
</tr>
<tr>
<td>14.00%-16.49% of total Contract Price</td>
<td>3</td>
</tr>
<tr>
<td>16.50%-18.99% of total Contract Price</td>
<td>4</td>
</tr>
<tr>
<td>19% or more of total Contract Price</td>
<td>5</td>
</tr>
</tbody>
</table>
RFP – Evaluation Criteria

- Draft Diversity, Inclusion, and Outreach Plan
  - Local community representation
  - Interaction with Advisory Committee
  - Mentoring
  - OJT
  - Residency workforce
Procurement – D&I Results

<table>
<thead>
<tr>
<th>Requirement</th>
<th>New</th>
<th>Small</th>
<th>Local</th>
<th>EDGE</th>
<th>Bonus</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Offeror #1</td>
<td>2%</td>
<td>2%</td>
<td>8%</td>
<td>20%</td>
<td>12%</td>
<td>32%</td>
</tr>
<tr>
<td>Offeror #2</td>
<td>2%</td>
<td>3%</td>
<td>11%</td>
<td>13%</td>
<td>5%</td>
<td>29%</td>
</tr>
<tr>
<td>Offeror #3</td>
<td>2%</td>
<td>2%</td>
<td>21%</td>
<td>12%</td>
<td>4%</td>
<td>37%</td>
</tr>
</tbody>
</table>

- All 3 DBTs met percentage goals
- Only one Offeror received all bonus points
Procurement – D&I Results

Technical Proposal Commitments

• Job fairs
• **School education programs**
• Small business training
• **Mentoring toward prequalification**
• **Community service projects**
• Smaller Scope Packages
• Work with neighborhood groups
D&I – Lessons Learned

- Difficult to verify if sub was a New business
- Percentages had to be verified after Price Proposal opening
- Commitments could be satisfied by one established sub
- Difficult with aggressive schedule
- Commitment letters difficult to obtain
- Contracting issues with new firms (for example, insurance requirements)