

**SBE SPEAKS:**  
Quality work is key  
to new opportunities

**PAGE 2**

**YOU ASKED:**  
What is Competitive  
Bidding?

**PAGE 3**

**PRIME ADVICE:**  
URS looks for  
flexibility in its teams

**PAGE 3**

**THE SOURCE:**  
Tips for completing a  
Certified Payroll Report

**PAGE 4**

**IN THIS ISSUE:**

# the NetWORK

**RTD** SMALL BUSINESS  
OPPORTUNITY OFFICE

An RTD Small Business Opportunity Office FREE Resource

**WINTER 2008**

## WEST CORRIDOR CONSTRUCTION CONTINUES TO MOVE FORWARD

It was a busy summer along the West Corridor, and progress continues to be seen as the project team moves forward with construction activities this fall.

Work around the Kipling Street Bridge began again as crews prepared for placement of retaining walls for the approaches. Storm drainage work in the area from Kipling east to Pikeview also began in October, with retaining walls added in early November.

Construction activity in the Lakewood Dry Gulch is ongoing from Sheridan Boulevard to Hazel Court. Crews at the Dry Gulch East Light Rail Bridge are back-filling the bridge abutments, and the girders should be set soon. Efforts in the Dry Gulch West area include excavating the light rail bridge abutment to prepare the area for the light rail bridge. The contractor has begun improvements to the channel along the gulch in an effort to permanently stabilize the water flow in the area.

Construction on the pedestrian bridge at Wolff Street continued with placement of the structure at the end of October. At Hazel Court, crews have excavated both abutments and set the piers. This bridge is scheduled to be set this year as well. Tennyson Street Bridge construction is moving ahead as scheduled and drilling for the caissons has started. When work on the pedestrian bridges is completed, the bridges at Hazel Court and Tennyson Street will carry pedestrians over the construction site; however, the bridge at Wolff Street will not be open until the approaches are built.

The team also has begun work on storm water drainage in Lakewood. This work will extend from as far west as Simms/Union and move through the corridor heading east. Initial efforts include storm water drainage improvements from Kipling east to Pikeview.

To keep up with West Corridor construction, visit the West Corridor section of the FasTracks Web site at [www.RTD-FasTracks.com](http://www.RTD-FasTracks.com).



Construction crews erect Kipling Street Bridge at 13th Avenue and Kipling in June.

**THE NET WORD:**

## Three strong teams compete for RTD's PPP project

RTD received Qualification Statements from three world-class teams for the FasTracks Eagle P3 Project. Since the three teams are strong and comprehensive teams, RTD is asking all three to continue pursuing the Public-Private Partnership (P3) contract to design, build, finance, operate and maintain the East Corridor, Gold Line and commuter rail maintenance facility. The teams will move into the next phase in the process, which includes an industry review of the draft Request for Proposals (RFP), with the final RFP scheduled for release in May 2009.

The FasTracks team recently tallied the results

from an online RFP input survey distributed on Aug. 4 to stakeholders including the RTD Board, FasTracks Citizens Advisory Committee, elected officials and staff members in the commuter rail corridors, FTA Region 8, CDOT, DRCOG, Downtown Denver Partnership, Transit Alliance, leaders of DBE/SBE community, and chambers of commerce. Some of the survey results of particular interest to the business community indicated that early morning breakfast and evening meetings seem to be the most effective times for networking opportunities for D/SBEs. The survey results also show that it is appropriate

to hold networking events bi-annually or on an as-needed basis. During construction, respondents said that it is best to notify businesses of construction and traffic impacts in their area by holding business outreach meetings. These responses provide helpful feedback that RTD is planning to incorporate into the P3 RFP as requirements for the team.

RTD is scheduled to select a team to lead the Eagle P3 effort in spring 2010. To learn more about the PPP program visit the FasTracks Web site at [www.RTD-FasTracks.com](http://www.RTD-FasTracks.com).

### Teams that will be moving forward in the PPP process

**MILE HIGH TRANSIT:**  
*John Laing; HOCHTIEF PPP Solutions; Bombardier; Flatiron Corporation; Archer-Western; Aldridge Electric; DMJM-Harris/AECOM; and CH2M-HILL*

**DENVER TRANSIT PARTNERS:**  
*Fluor Enterprises, Inc.; Macquarie Capital Group Ltd; Ames Construction; Balfour Beatty Rail, Inc.; Alternate Concepts, Inc.; HDR Global Design Consultants; Arup; Gannett Fleming, Orrick, Herrington & Sutcliffe LLP; Interfleet Technology, Inc.; and Romero and Wilson*

**MOUNTAIN AIR TRANSIT PARTNERS:** *Babcock & Brown; Siemens; Veolia; Kiewit; Herzog; Stacy and Witbeck; HNTB Corporation; Mass. Electric Construction Co.; Millibank, Tweed, Hadley & McCoy; Citi; and Merrill Lynch*



Juanita Chacon,  
RTD Director, District C

CHAIR SPEAKS:

## The Future of FasTracks – A Public Meeting Overview

Current economic challenges are hitting everyone hard, including RTD and the FasTracks transit expansion program. The unprecedented spikes in the cost of construction materials, labor and fuel, along with lower-than-projected sales tax revenues, are posing major challenges for RTD. In response, RTD is working with regional partners to consider changes to how we move forward with the FasTracks program.

In August, the Board was presented with options for moving the program forward, given the challenges that we face. The five options presented to us were later presented to the public during a series of public meetings. All of the options include the following basic assumptions:

- Complete environmental documentation and basic engineering for all projects
- Purchase all railroad rights-of-way,
- Complete projects in construction, including West Corridor and US 36 BRT Phase 1
- Complete Denver Union Station and all Maintenance Facilities to support the system
- Complete Gold Line and East Corridor to retain eligibility for \$1 billion in federal funds

In addition to the basic assumptions, five options were presented with different scenarios for moving forward. They include:

- 1) Basic assumptions plus sections of some corridors by 2017; end the program
- 2) Basic assumptions plus one additional complete corridor by 2017; end the program (The RTD Board has eliminated this option due to lack of support)
- 3) Basic assumptions plus sections of some corridors by 2017; implement full program over an extended schedule by 2034 or sooner, as revenues allow
- 4) Basic assumptions plus longer sections of some corridors with limited service by 2017 – and implement the rest over an extended schedule by 2034 or sooner, as revenues allow
- 5) Maintain original scope and schedule – build complete program by 2017 – and seek additional revenue sources

While these options for moving forward were identified by staff, more have evolved from the public outreach we conducted in October. The input that we received from stakeholders is being analyzed along with additional information provided by staff. The RTD Board is working with a regional taskforce over the next few months to decide how the FasTracks program should move forward. Rest assured that our intention is to keep the program moving full speed ahead in the meantime, and to keep the public involved with the decisions we make.

SBE SPEAKS:

## Providing quality work is key to any contractor, large or small



Shan-Tai Yeh, P.E., founder of Yeh & Associates

Yeh & Associates knows what it's like to be a small business and even more what it means to grow, with two offices in Colorado, one in Denver and one in Glenwood Springs. Shan-Tai Yeh, P.E., founder of Yeh & Associates, established his business with co-owners Richard D. Andrew, P.G. and Roger A. Pihl, P.G., who have more than 60 years of combined experience in geotechnical engineering.

They began working with small, reputable firms and demonstrating how they strive for the highest quality. After gaining the trust of the smaller firms, word of mouth and networking helped develop their relationships with prime contractors.

"Once a prime contractor can see the abilities of the firm firsthand, they continue to come back with more business, establishing a positive working relationship," said Yeh.

Being certified as both SBE and DBE also has led to getting their foot in the door with large consultants, including RTD.

"Our niche expertise, coupled with our staff's competency, has attracted the attention of many prime consultants and specialty contractors who are also working with RTD," said Yeh.

Yeh & Associates has been hired to work on the geotechnical engineering study in the preliminary design of the East Corridor. Their work on the West Corridor includes materials testing, as

well as applying their expertise in retaining wall design, to help prime contractor Denver Transit Construction Group.

Their persistence and patience have been two important assets in their ability to participate in a large project like FasTracks.

"Since prime consultants allocate a portion of each contract to small businesses, we were able to strategically align our expertise with their needs," Yeh said. "Often prime consultants do not have an in-house capability for certain types of engineering projects."

The firm has maintained their positive reputation by committing to quality and responsive service to their existing clients and communicating these qualities to potential clients at networking opportunities.

"Always bring out your best solution and make your prospective clients feel comfortable about your ability to do the work," Yeh said.

*"Once a prime contractor can see the abilities of the firm firsthand, they continue to come back with more business, establishing a positive working relationship."*



Scott Epstein (left) of Pinyon Environmental collaborates with Joe Racosky of URS; Pinyon is one protégée firm mentored by URS.

PRIME ADVICE:

## Flexibility is key to successful partnering

When looking for a compatible D/SBE partner for a project, URS looks for the same thing they look for in any partner – a solid background, a good attitude, capability and flexibility.

“We look for a company that can adapt to things that change on a project; companies that can adapt to fire drills – changes in scope and direction,” said Joe Racosky, senior associate at URS and project manager for the North Metro Environmental Impact Statement.

Flexibility is an asset that that can benefit both prime contractors and small businesses. According to Racosky, the scope and emphasis of a project can often change and everyone should be ready to move in the new direction.

URS takes an interest in small businesses and tries to informally mentor them by encouraging them to move into more prominent positions on future projects. The firm also recommends small businesses for URS projects in other states. URS credits David Evans and Associates for being a principal partner in actively mentoring small businesses on the North Metro team. Racosky also recommends small businesses do their research and homework.

“Learn as much as you can about the project ahead of time,” said Racosky. “When URS organizes a team prior to bidding on a project, we look for subcontractors that have an understanding of critical issues involved with the project

and what it will take to address anticipated issues and challenges.”

Racosky also encourages small businesses to ask questions and inquire about how they can enhance the team. D/SBEs should find out what tools or training they should be investing in to help make their businesses more successful.

Communication with the project manager or task leader on a project is key to attaining specific project experience and will help companies be successful on future projects. Racosky said URS wants to see small businesses succeed and grow, and encourages communication to make that happen.

YOU ASKED:

## What is the competitive bidding process?

A competitive bidding process is the best way for RTD to get the most cost-effective price and the best team for a project. While this process is not only beneficial to RTD, it also helps small businesses, by opening up opportunities to bid on large contract jobs. Many organizations, like utility companies, have a preferred pool of contractors they will call upon to bid on projects. RTD opens project bidding to any business, large or small, that can perform the work at a competitive price.

This process creates more competition for businesses who are bidding on the project and allows RTD to evaluate and find the most capable company. It also provides an opportunity for businesses that may not have a chance to bid on a job under other circumstances.

Through this process, a job is advertised with the terms and conditions of the work stated in the advertisement. The scope of work, the specifications, terms and conditions of the work, and the criteria

by which the bids will be compared, are also advertised with the request for bids. For example, if the project comparison criteria is listed as “lowest price,” the successful bidder will be the one with the lowest price. Often, the criteria for selection are a combination of elements like low price, understanding of the scope, or the business’s capabilities.

### There are two types of competitive bidding:

#### Open Competitive Bidding

- Bids are delivered to a specific location at a specific time
- Bidders are allowed to be present as the bids are opened and reviewed

#### Closed Competitive Bidding

- Bids are submitted by a specific date, but are opened by the purchasing agent in private

To learn more about the competitive bidding process or upcoming opportunities visit the Business Center section of the FasTracks Web site at [www.RTD-FasTracks.com](http://www.RTD-FasTracks.com).

### CERTIFICATION COUNTS!

Remember to have your business certified with RTD or the two DBE certifying agencies (CDOT or City & County of Denver (OED)). Being certified with other organizations does not guarantee that your business is certified for RTD projects. Prime contractors look for organizations that are certified to do work with RTD so they can meet their DBE/SBE goals. For more information on certification with RTD, contact the Small Business Opportunity Office at 303.299.2111 or visit the Business Center section of the Web site, [www.RTD-FasTracks.com](http://www.RTD-FasTracks.com).

## MARK YOUR CALENDAR.

Here's a list of upcoming DBE/SBE networking opportunities and seminars.

If you'd like to share an upcoming event, please contact the

### COMTO COLORADO

[www.comtocolorado.org](http://www.comtocolorado.org)

**Hop on the Transportation Express to Opportunity – Learn about two CDOT Highway Design-Build Opportunities CDOT Region 6 Resident Engineers will discuss “Design-Build”**

**Process and Scope of Work**

Thursday, Dec. 18

5 p.m. – 8 p.m.

(Presentation begins at 5:15 p.m.)

*Red Lion Hotel*

4040 Quebec St., Denver, CO 80216

RSVP: Nyedra Hanns at (303) 295-3008

or [constructiondeve@qwestoffice.net](mailto:constructiondeve@qwestoffice.net)

**US 285 Reconstruction:**

[www.dot.state.co.us/us285wadfdb/](http://www.dot.state.co.us/us285wadfdb/)

Presenter: Tony Gross, CDOT Region 6

Resident Engineer

**120th Avenue Connection:** [www.dot.state.co.us/120AvenueConnection/index.cfm](http://www.dot.state.co.us/120AvenueConnection/index.cfm)

Presenter: Irena Motas, CDOT Region 6

Resident Engineer

### February Monthly Meeting

Thursday, Feb. 19

5 p.m. – 7 p.m.

*Red Lion Hotel*

4040 Quebec St., Denver, CO 80216

### March Monthly Meeting

Thursday, March 19

5 p.m. – 7 p.m.

*ABC Education and Training Center*

789 Sherman St., Ste. 370, Denver, CO 80203

### HISPANIC CONTRACTORS OF COLORADO

#### 19th Annual Awards Banquet

Saturday, March 7

*Marriott City Center*

1701 California St., Denver, CO 80202

### MI CASA

For registration, contact Ginger Alferos

at [galferos@micasaresourcecenter.org](mailto:galferos@micasaresourcecenter.org),

or (303) 571-1881. For free workshops,

contact Veronica Rios at

[vrios@micasadenver.org](mailto:vrios@micasadenver.org) or (303) 539-565.

### ESL Program

Registration Deadline Jan. 20

Tuesdays and Thursdays

6 p.m. – 8:30 p.m.

*Lake Middle School*

1820 Lowell Blvd., Denver, CO 80204

### Entrepreneurial Training Course

Wednesday, Jan. 21

*Mi Casa Resource Center*

360 Acoma St., Denver, CO 80223

### Mi Negocio

Thursday, Jan. 22

*Mi Casa Resource Center*

360 Acoma St., Denver, CO 80223

### Basic Construction & Maintenance Program

Register with Debbie Rossetti,

(303) 573-5612

Saturday, Feb. 23

*Mi Casa Resource Center*

360 Acoma St., Denver, CO 80223

### NATIONAL WESTERN STOCK SHOW

For more information, contact Peggy

Worham at [worhtpeggy@aol.com](mailto:worhtpeggy@aol.com),

or (303) 796-0132

### Dr. Martin Luther King, Jr.

#### “Rodeo of Champions”

Monday, Jan. 19

6 p.m.

*National Western Stock Show*

4655 Humboldt St., Denver, CO 80216

### U.S. SMALL BUSINESS ADMINISTRATION, COLORADO DISTRICT OFFICE

For more information call

Jeanette DeHerrera at

[jeanette.deherrera@sba.gov](mailto:jeanette.deherrera@sba.gov),

or call (303) 884-2607 ext.226

### 8(a)/Hubzone workshops

Tuesday, Jan. 13

Tuesday, Feb. 10

Tuesday, March 10

9 a.m. – 11:30 a.m.

*SBA Colorado District Office*

721 19th St., Suite 426, Denver 80202



SMALL BUSINESS  
OPPORTUNITY OFFICE

THE SOURCE:

## What is Certified Payroll?

Companies working on RTD construction projects that receive federal funding are required to provide RTD with Certified Payroll Reports. These reports should begin the first week a company begins working on a project and should be submitted weekly until a company has completed the work they are contracted to complete. This reporting ensures that workers are being paid fair, prevailing wages.

Providing a certified payroll report is simple, if you remember to follow all of the information in the checklist below:

- List employees performing construction work on the project, the working foreman or supervisor who works more than 20 percent of their time completing construction work on the project
- Apprentices and trainers can be paid below the wage rate, only if they are registered in an approved apprenticeship or training program
- The Contractor's or Subcontractor's company name and address; payroll number; pay period ending date; project name and project location, and the project number
- The full name, address and social security number of all employees who worked on the project for the week of reporting
- The number of Federal Withholding exemptions claimed by each employee
- Classification of each employee in accordance with the type of work they perform on the jobsite; employees performing work under more than one type of classification must be reported in separate entries on the report
- Days, dates and number of hours each employee worked during the week; include the number of straight/regular time hours, and the number of overtime or double time hours separately; and the total hours worked by the employee on the specific project
- Contractors who pay fringe benefits in cash must show the actual base rate of pay, plus the fringe benefit rate per hour, that is paid to the employee
- Contractors who pay fringe benefits directly to a Union or approved plan only need to show the base rate of pay for both regular time and overtime
- Include the gross amount earned on this project. If part of the employee's total weekly gross wage was earned on projects other than the project described on this payroll, you are required to report gross wages on this project, and then gross wages on all projects on the same report
- Deductions that are classified as “Other Withholding” require an explanation; all deductions must be in accordance with the provisions of the Copeland Act Regulations: 29 CFR, Part 3
- If an employee worked on other jobs in addition to the specific project, report deductions as the actual total deductions from the full weekly gross pay, and indicate that deductions are based on gross pay
- Total deductions from gross pay must be reported in the Total Deductions column
- The employee's net wages for the week must agree with the employee's take-home pay printed on their paycheck (total of Gross Wages All Projects, minus Total Deductions)