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RTD SMALL BUSINESS OPPORTUNITY OFFICE

SUMMER 2009

An RTD Small Business Opportunity Office FREE Resource

Signs of progress on the FasTracks program are visible with construction activity along the West Corridor, Denver Union Station and the U.S. 36 Corridor. These projects are just the beginning of FasTracks construction, which will serve as the Denver metro area's own stimulus package, serving as an economic driver through the recession and beyond.

#### West Corridor

Construction on the West Corridor continues with storm sewer improvements in and around Lakewood Dry Gulch, installation of retaining walls at Kipling, and the realignment of the agricultural ditch south of 6th Avenue at Union Boulevard. Crews began installing new fencing near the Denver Federal Center and at Sheridan Boulevard. Utility relocations also continue.

#### Denver Union Station

The American Recovery and Reinvestment Act (ARRA) funds, otherwise known as economic stimulus money, will be used for construction on Denver Union Station. Activities will include utility relocations, traffic engineering and initial work on RTD's underground bus facility.

#### U.S. 36 Corridor

Crews on the U.S. 36 Corridor have been busy with work on the bus slip ramps and a pedestrian bridge at U.S. 36 and 116th Avenue, next to the Broomfield Events Center. Bridge foundation work is also ongoing with the bridge scheduled to be set this fall. When the new slip ramps open next May, they are expected to shave six to eight minutes off the bus commute between Boulder and Denver.

ARRA stimulus money will also be applied to four interchanges along U.S. 36. Each is set to receive queue jumps and signal prioritization, giving RTD buses a jump on traffic. The four interchanges include Sheridan, Church Ranch/104th, Flatirons/96th and McCaslin. Environmental clearances are being finalized, with the goal of starting construction, later this summer.

For up-to-date information on upcoming construction, check the FasTracks Web site at [www.RTD-FasTracks.com](http://www.RTD-FasTracks.com).



West Corridor construction is in full swing with crews installing retaining walls.

THE NET WORD:

## Denver's own economic stimulus package

In an economy like this, there is a lot of uncertainty about what the future will hold, but it is comforting to know that FasTracks has big plans for the Denver Metro region.

The FasTracks program will serve as a local economic stimulus package of sorts, pumping jobs and money into the local economy. At the height of construction in 2011/2012, FasTracks is expected to create more than 10,000 construction-related jobs.

With the West Corridor underway and Denver Union Station ready

to begin in the coming months, hundreds of people have already been put to work. All of the corridors are wrapping up their environmental processes, making the next step to design and construction. This will bring an abundance of opportunities for D/SBE firms.

The three Public-Private Partnership teams, (Denver Transit Partners, Mile High Transit and Mountain-Air Transit Partners) for the Eagle P3 Project are already gathering potential D/SBE partners to reach the goals, which include 19 percent

D/SBE during design, 18 percent SBE and 20 percent DBE for construction and 17 percent SBE for operations.

Although these are high goals, estimated at more than \$370 million, they are attainable based on the under-utilization of local D/SBEs. Prime contractors are encouraged to tap into the nearly 1,500 D/SBEs registered with the Colorado Department of Transportation, RTD's Small Business Opportunity Office or the Denver Office of Economic Development. These certified businesses have expertise in a variety

of areas to fit into every aspect of transportation projects, whether it is recruiting, trucking or office equipment.

The Eagle P3 includes the East Corridor, Gold Line and the Commuter Rail Maintenance Facility projects.

Small businesses that aren't certified should get their certification in line and begin marketing themselves to these teams. Now is the time to act to make the most of our region's "economic stimulus package."



**Juanita**



**Lee Kemp,  
RTD Board Chair**

RTD SPEAKS:

The summer has been busy as the Regional Transportation District (RTD) continues to make progress on the FasTracks program. Among the many things that the agency has on its plate right now is a transition in leadership, as General Manager Clarence (Cal) Marsella moves on to another business opportunity after 14 years. While we are sad to see him go, we wish Cal the very best in his new endeavors and look forward to his continuous support of FasTracks and RTD.

Taking over the reins at RTD as Interim General Manager will be Phil Washington, who has served as RTD's Assistant General Manager of Administration for the past nine years. Phil also had a 24-year decorated military career in the Army before joining RTD. The RTD Board is leading a recruitment process for a permanent General Manager who possesses the skills and qualities to build upon the successes RTD has already achieved. In the meantime, RTD will continue forging ahead to keep the agency and the FasTracks program moving forward.

Big decisions will continue to be important as FasTracks evolves. One recent decision by the Board was not to seek an additional sales tax increase in 2009 to fund the current \$2.2 billion budget gap in order to complete the program by 2017. The main reasons for holding off on a vote include the uncertainty of the economy, the challenge in generating support for a campaign in an off-year election and the transition in RTD leadership. The Board will continue to evaluate the options for implementing FasTracks and when would be a prudent time to seek a sales tax increase.

Additionally, the release of the Request for Proposals (RFP) for the East Corridor and Gold Line Eagle P3 Project has been delayed. Reasons for the delay include the need to determine a final site for the commuter rail maintenance facility, the uncertainty on timing of a new federal transportation spending bill, and the need to resolve some questions that have been raised about the potential impact the State's TABOR law may have on the P3 financing. RTD is fully committed to the Eagle P3 Project and intends to issue an RFP as soon as some of the current issues are resolved.

While we face some challenges, we are making progress as the West Corridor moves into full construction, and construction ramps up at Denver Union Station and along the U.S. 36 Corridor. Even more progress will be realized as our various corridor environmental processes wrap up.

To stay current on FasTracks developments and for more information on upcoming construction, check the FasTracks Web site at [www.RTD-FasTracks.com](http://www.RTD-FasTracks.com).

SBE SPEAKS:

# Great customer service and good ethics is the key to making a business thrive

As the Principal of Classique, LLC, Selena Dunham knows the key to success: making her clients top priority. This is the reputation she has been striving to build for her four-year-old company. Prior to opening her own business, Dunham worked in the training industry for more than 20 years, obtaining clients strictly through referrals. Now, as the head of her own company, she has become a leader in providing personnel placement and training, providing services to a few companies on the FasTracks program including LTK Engineering, Front Range Systems Consultants and Global Transportation.



*Selena Dunham, Principal of Classique, LLC*

Dunham explains that providing excellent customer service is what builds a solid and favorable reputation for a business.

"You need to be ethical and do what you say you're going to do," said Dunham. "Many times small business owners struggle because they wear so many hats and they don't have time to do the networking to get clients. If you provide great customer service, previous clients won't have any hesitations sending referrals your way."

Having a business ethic that makes her clients the priority has paid off for Dunham, because she comes strongly recommended by the leadership at both LTK Engineering and Global Transportation. In addition, Dunham also has built a long-standing relationship with the Veteran's Administration and is working to help place veterans in transportation-related jobs.

As part of her commitment to great customer service, Dunham works hard to train and place qualified professionals in corresponding jobs with her clients. She also works hard to help her clients become competitive in their given industries by helping them to get D/SBE certified and providing professional training.

Additionally, Dunham has been chosen to participate in the Small Business Administration's E200. The E200 program is a national initiative to mentor, train and bolster success among emerging entrepreneurs. Enrollment into this program is limited to only 200 executives throughout the country and Dunham was one of 15 businesses chosen locally to participate.

Dunham believes that the combination of her expertise, the acceptance into the E200 program and her high level commitment to her clients will result in a winning formula for her business.

*"If you provide great customer service previous clients won't have any hesitations sending referrals your way."*

- SELENA DUNHAM

## DBE/SBE firms locked in for West Corridor project

YOU ASKED:

The West Corridor has started major project construction, with Denver Transit Construction Group (DTCG) and Balfour Beatty on the 12-mile corridor between Denver and Golden.

While early construction activities along the corridor, including utility relocation, bridge construction and work on retaining walls, have been going on over the past year, the official start of major construction began in June with the signing of the Notice to Proceed (NTP) with DTCG. The Issued for Construction (IFC) drawings have been completed and the NTP was

approved by the Board of Directors on April 21.

As construction ramps up, the project team estimates that in the next 36 months, the West Corridor will perform an average of \$10 million dollars worth of construction per month, creating approximately 600 jobs.

Subcontractors will play a large role in the construction phase of this project and DTCG is committed to utilizing D/SBE certified companies for 18 percent of the work on this project.

*“The best way to kill a bad product is to promote it; the same goes for a small business.”*

- KAREN MORALES, owner of Communication Infrastructure Group (CIG)



The SCP team works with RTD Staff as members of the FasTracks Public Information Team to formulate communication strategies.

## Work hard first; promote second

It takes a joint effort from both the prime contractor and the D/SBE firms to develop a mutually beneficial partnership. The methodologies that Strategic Community Partners (SCP) has implemented have helped maximize D/SBE participation and build solid relationships.

As the prime contractor for the FasTracks public involvement/information team, SCP has made SBE participation a primary focus. Their commitment has paid off considerably for all parties involved.

SCP currently has 44.6 percent SBE participation, which is more than double the initial SBE goal of 20 percent. Their methodologies were set in place early to help achieve the goals, and can be adopted by other primes.

SCP began with the initial establishment of a joint venture between CRL Associates and Communication Infrastructure Group (CIG). Both firms have different, yet inter-related, disciplines that complement one another, with CIG also being a DBE, SBE-certified, woman-owned firm. The

nature of this partnership set the stage for the D/SBE participation for the entire contract. SCP utilizes SBE-certified vendors whenever feasible and encourages certification by assisting with the process. Through their efforts, SCP has helped six local businesses become SBE-certified, benefitting RTD, SCP and the individual businesses. In addition, SCP goes above the requirements by monitoring the certifications of their vendors and notifying them if their certification is about to lapse. With this process, SCP and its vendors are both benefiting from the project and laying the groundwork for a long-standing relationship.

“As a small business owner, I have the experience of working on both sides of the fence – as an SBE and a prime,” said Karen Morales, owner of CIG. “I have worked for a large prime contractor and now a D/SBE business and have learned lessons from both.”

In combination with the commitment of a prime contractor like SCP, D/SBEs need to demonstrate to the primes that they can provide the same, or better, quality of work as the larger firms. The best way to

do this is by having comparable expertise.

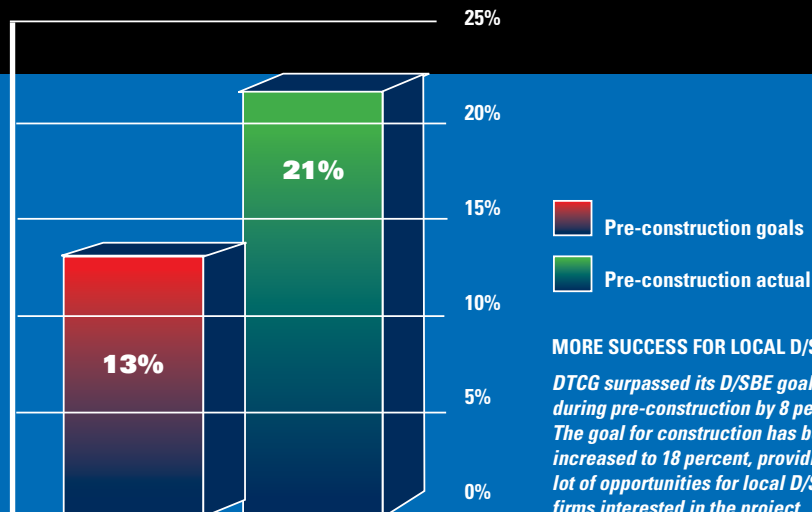
Morales advises small businesses to find an area of focus and become the expert in that core focus. From a business development perspective, the most effective way to narrow a business’s focus is to ask the prime contractors what they are in need of most to meet their D/SBE requirements. The next step is to align the small business or owner’s current areas of expertise with that need.

After a business has found a niche and become an expert in it, they should become D/SBE certified to further market their business. The certification is the icing on the cake, giving small businesses a level playing field to land the larger, more sustainable contracts.

“The best way to kill a bad product is to promote it,” said Morales. “The same goes for a business. Make sure you have an outstanding product or service, then hit the promotion circuit.”

To accomplish this, DTCG has started a DBE Trucking Consortium that will be 100 percent DBE firms. They anticipate awarding first tier subcontracts to approximately 27 DBE firms and will require their non-DBE first tier subs to adhere to the 18 percent DBE participation goal as well.

During pre-construction, DTCG had a goal of 13 percent DBE participation, which they surpassed by 8 percent. RTD and DTCG will work together to strengthen and increase capacity of the DBE firms utilized on the West Corridor.



### MORE SUCCESS FOR LOCAL D/SBE FIRMS!

DTCG surpassed its D/SBE goals during pre-construction by 8 percent. The goal for construction has been increased to 18 percent, providing a lot of opportunities for local D/SBE firms interested in the project.

## MARK YOUR CALENDAR.

Here's a list of upcoming D/SBE networking opportunities and seminars. If you'd like to share an upcoming event, please contact the Small Business Opportunity Office at (303) 299-2111.

### ASIAN CHAMBER

303-595-9737,  
[www.asianchambercommerce.org](http://www.asianchambercommerce.org),  
John Wright: [asiancc@rmi.net](mailto:asiancc@rmi.net)

### Golf Tournament

Thursday, Aug. 13  
12:30 p.m. Registration  
and practice  
1:30 p.m. Shotgun Start  
*The Ridge at Castle Pines North,*  
1414 Castle Pines Parkway  
Castle Rock, CO 80108  
\$175 per person (includes green  
fee, practice balls, golf cart, dinner  
and prizes)

### COLORADO WOMEN'S CHAMBER OF COMMERCE

303-458-0220, [www.cwcc.org](http://www.cwcc.org)

**Leadership Workshop – Employee  
Engagement: How to Keep the Best  
and the Brightest**  
Tuesday, Aug. 4

**Leadership Workshop –  
Communication Skills**  
Thursday, Aug. 6

**North Luncheon**  
Thursday, Aug. 6

**Procurement Series –  
Utilizing Your Certifications**  
Thursday, Aug. 13

**Downtown Luncheon**  
Thursday, Aug. 20

**YPG Knowledge Workshop**  
Thursday, Aug. 20

**MED Week 2009 Awards Lunch**  
Friday, Aug. 21

**President's Circle Reception/BAH**  
Monday, Aug. 24

**Educational Workshop –  
Making Wise Business  
Decisions with Fully Alive  
Business Numbers**  
Thursday, Aug. 27

**Leadership Workshop –  
Search engine optimization  
& Online Marketing**  
Date TBD

**Leadership Workshop –  
Torture-Free Meetings**  
Tuesday, Sept. 1

**Member Orientation**  
Wednesday, Sept. 2

**Business Decisions Reference USA**  
Thursday, Sept. 3

### DTC Luncheon

Thursday, Sept. 3

**Leadership Workshop –  
Dealing with Conflict**  
Wednesday Sept. 16

**Downtown Luncheon**  
Wednesday, Sept. 16

**YPG Knowledge Workshop**  
Thursday, Sept. 17

**Educational Workshop –  
Share Save Spend**  
Thursday, Sept. 24

**Public Policy**  
TBD

**Leadership Workshop –  
Green Workshop (panel)**  
TBD

### HISPANIC CONTRACTORS OF COLORADO

Jeff Pugh, 303-893-3893

**Dinner/Reception**  
Wednesday, July 15  
5:30 p.m. – 9 p.m.  
*Wynkoop Brewery*  
1634 18th St., Denver, CO 80202

**HCC Annual Barbecue**  
Wednesday, Aug. 19  
*AMI Mechanical*  
12141 Pennsylvania St.,  
Thornton, CO 80421  
\$10.00 per person

**HCC Golf Tournament**  
Friday, Sept. 18  
*Red Hawk Ridge*  
2156 Red Hawk Ridge Dr.,  
Castle Rock, CO 80109  
\$150 per player

**LATINA CHAMBER FOUNDATION**  
Jessica Aerni,  
[latinachamber@gmail.com](mailto:latinachamber@gmail.com)

**Celebrating Latinas 2009 – A Power  
Guide to Personal & Professional  
Success! Conference**  
Friday, Aug. 28  
3 p.m. – 8:30 p.m.  
*Centro San Juan Diego*  
2830 Lawrence St.  
Denver, CO 80205

**2009 Annual National  
Convention and Business Expo,  
30th Anniversary**  
Sept. 16 – 19  
TBD  
Denver, CO  
For more information visit  
[www.usfcc.com](http://www.usfcc.com)

**MINORITY ENTERPRISE  
DEVELOPMENT (MED) WEEK**  
[www.Medweekcolorado.com](http://www.Medweekcolorado.com)  
to register for events (unless  
otherwise noted)

### Trailblazers: Women Entrepreneurs of the Next Generation

Monday, Aug. 17  
11:30 a.m. – 1 p.m.  
550 15th St. (15th Street and Welton)  
\$15.00 Lunch (Registration required  
by Aug. 14)  
Come enjoy lunch with a panel of  
extraordinary women entrepreneurs  
who will offer insight, feedback  
and encouragement to future  
“trailblazers” wanting to explore the  
possibilities of business ownership.  
Event limited to 100 people so  
register early!

### SADBOC Empowerment Breakfast

Tuesday, Aug. 18  
7:30 a.m. – 10:30 a.m.  
*PPA Event Center*  
2105 Decatur St.  
Denver, CO 80211  
To register, visit [www.sadbo.org](http://www.sadbo.org)

### Minority and Women Chambers' and MED Week Partners Business After Hours

Wednesday, Aug. 19  
5:30 p.m. – 8 p.m.  
*Park Hill Golf Club*  
4141 E. 35th Ave.  
Denver, CO 80207  
(Colorado Blvd. to E. 35th Avenue)  
Join us for an evening of networking  
during the 27th Annual MED Week.  
RSVP by August 15 at 303-595-9737.  
There is no charge for this event;  
however, RSVPs are required.

### SBA Resource Fair

Thursday, Aug. 20  
10 a.m. – 3:45 p.m.  
*Denver Public Library, Central*  
14th Avenue and Broadway  
This event is free and open to the  
public for anyone who is planning on  
starting a business or wants to grow  
their business. For more information,  
call the SBA's Jeanette DeHerrera  
at 303-844-2607 Ext. 226

### 27th Annual MED Week Business Awards Luncheon

Friday, Aug. 21  
10:30 a.m. Check In/ Networking  
11:15 a.m. Lunch/ Awards  
Program  
*Crowne Plaza Hotel – DIA,*  
15500 E 40th Ave.  
Denver, CO 80239  
Registration Deadline: August 14,  
for more information contact:  
MED Office at 303-296-2969



SMALL BUSINESS  
OPPORTUNITY OFFICE

THE SOURCE:

# Growing our team to help you grow your business

As contract opportunities at RTD and on the FasTracks program continue to grow, the Small Business Opportunity Office is busier than ever. We've added new members to our team to help you access all the resources you need for success. Meet the newest additions to the Small Business Opportunity Office:



Michael Washington is RTD's Small Business Specialist ensuring that the Small Business Opportunity Office remains in compliance with all federal regulatory requirements for DBE and Title VI Programs and performs compliance reviews of contractor workforce diversity plans. He also provides detailed D/SBE availability calculations for goal development and contractor utilization.



Johanna Medina, with Armand Resource Group, Inc., is the DBE Project Manager for the West Corridor. She is responsible for implementing and overseeing the DBE and workforce compliance procedures and systems. She manages Certified Payrolls, performs on-site labor interviews and validates trade rates for Davis Bacon Act compliance. Johanna also provides training and technical assistance for small businesses working on the West Corridor project.



Martell Dyles, with Armand Resource Group, Inc., is responsible for the compliance monitoring, reporting and analysis for the FasTracks D/SBE team. Martell also assists with the special projects and training services implemented by the FasTracks D/SBE compliance monitoring team.



Adrina Gibson assists with reporting, monitoring and compliance of all of RTD's D/SBE contracts. She also tracks compliance of D/SBE participation on FasTracks Transit Oriented Development (TOD) and Station Area Planning projects.



BJ Rael is the Administrative Assistant in charge of managing the details of the day-to-day business operations for the entire RTD Small Business Opportunity Office team.

To learn more about the Small Business Opportunity Office, log on to [www.RTD-FasTracks.com](http://www.RTD-FasTracks.com) and click on the Business Center tab.

Did you know that the U.S. Small Business Association had new online resources, including free online courses, to help small businesses with economic recovery? Visit [www.sba.gov](http://www.sba.gov) to check out these valuable resources!