

September 26, 2023

Capital Projects Advisory Review Board  
Project Review Committee Washington State  
Department of Enterprise Services PO Box 41401  
Olympia, WA 98504-1401

Re: Question Responses Regarding DB Project Application for the Thurston and Grays Harbor Counties Remove Fish Barriers Project:

WSDOT is pleased to provide the following responses to the Capital Projects Advisory Review Board, Project Review Committee questions we received regarding the Thurston and Grays Harbor Counties Remove Fish Barrier Project.

- 1. Please provide a more aggregated project schedule to reference. The only schedule available was the graphic that compares DBB to DB and PDB but is not refined enough to make sure some project milestones are being considered.*

For the response to this question, we have provided a detailed milestone schedule as Attachment 1. This schedule was developed assuming that the 19 culvert sites included in the project would be developed in three separate Culvert Bundle Contract Amendments. The actual plan for bundling the culverts will be up to the design-builder to determine as part of their proposal. The schedule includes the critical activities through the Phase 1 design service and Phase 2 final design and construction. The duration of these activities is reflective of the current experience on the Coastal 29 progressive design-build project.

- 2. At what point do you begin the outreach process? Currently it appears as if you only think about it when the construction phase begins rather than at inception of the project.*

The outreach process starts as soon as a project begins. During the Pre-Design phase the project is supported by WSDOT's General Engineering Consult (GEC) to complete up-front engineering and development activities such as preparing the preliminary Hydraulic Reports and performing wetland and stream delineation for each culvert site. The GEC's Contract includes goals for including small, veteran, minority and woman business enterprises. We also share information about our projects in advance of advertisement. Once this project receives delivery method approval from the PRC we will be initiating a project specific website on WSDOT Contracting Opportunities Webpage (<https://wsdot.wa.gov/business-wsdot/contracts/search-contracting-opportunities>) with a pre-advertisement notice and other information. During the PDB Procurement phase the design-builder will be required to submit a plan for meeting the Enforceable goals in the PDB Contract. Once the project has been awarded the Design-Builder will initiate the plan included in their proposal to solicit SVBE and MWBE firms for Phase 1 Design Services and Phase 2 Final Design and Construction.

- 3. As a follow-up to your response to Question 10 (Subcontractor Outreach), please address the following:*
  - Could WSDOT bring a past successful story of the Capacity Building Mentorship Program (CBMP)? Perhaps having an actual participant of the CBMP to share their experience from a project. WSDOT has an established program with a good foundation and desire know more about the quality aspect of the program over numbers.*

We have provided a copy of the most recent report for the Capacity Building Mentorship Program from the Minority Business Development Agency as Attachment 2 in response to this question. If the Committee is interested in learning more about WSDOT's CBMP we can arrange a separate meeting outside of this project presentation.

- *Looking at the past records of participation, the goals are met and exceeded. What are your thoughts of raising them? The pattern indicates that WSDOT can set higher goals – the Design-Builder shows a healthy pattern of beating the goals. Shall we raise the goals and find out the limits? SBE 9%, VOB 2%, MBE 15% and WBE 9%*

For the MBE and WBE programs we have to run a narrowly tailored program based upon availability. For SVBE the current administrative code requirement is five percent.

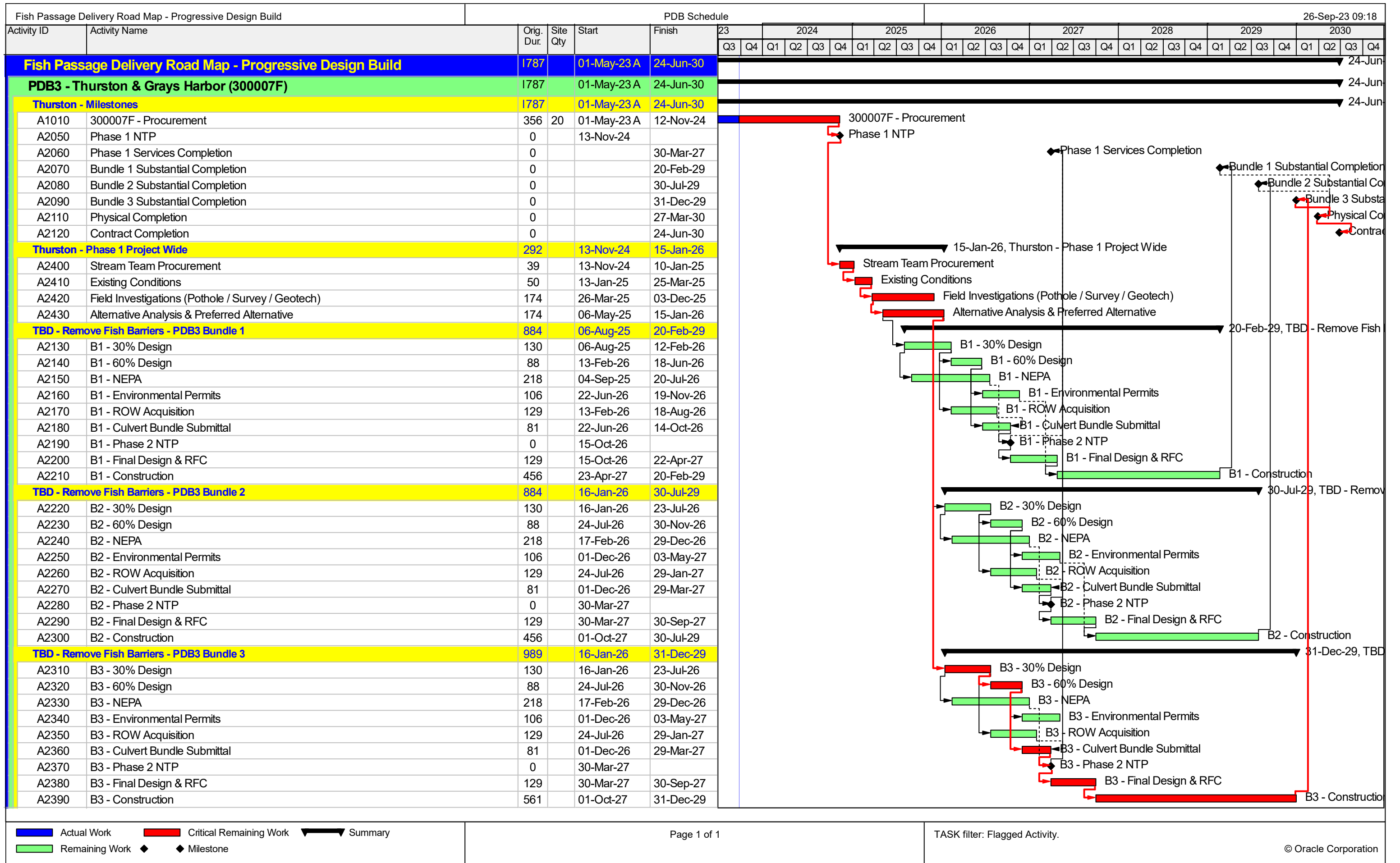
Sincerely,



**Jim Sammet, PE**  
WSDOT Procurement Manager  
WSDOT Tumwater Design Office  
Cell: (425) 999-2953

cc: Chris Christopher, P.E., Director of Construction Division, State  
Construction Engineer  
Jon Keeth, P.E., Lead Construction Engineer for Projects  
MaryLou Shannon, P.E., Olympic Region Assistant Region Administrator  
for Construction  
Dean Moon, P.E., Olympic Region Project Development Engineer/PDB  
Earl Key, Senior Director of Transportation Equity, Office of Equity &  
Civil Rights  
Jackie Bayne, Deputy Director, Office of Equity & Civil Rights

# Attachment 1 - PRC Question & Response - Question 1.



█ Actual Work   
 █ Critical Remaining Work   
  Summary  
█ Remaining Work   
 ◆ Milestone

# Capacity Building Mentorship Program



**Survey  
Report**  
2022-2023

**Prepared By:**  
Washington Minority Business  
Development Agency (WA-  
MBDA) Business Center



**Sponsored by**  
Washington State Department of Transportation (WSDOT) and Sound Transit

**Gov. Jay Inslee delivered his 2023 State of the State speech January 10, 2023, at a joint session of the House and Senate which is the first in-person session since 2020 and post-Covid-19 status. While we are still recovering from the devastating economic effects of the Covid-19 pandemic, we are projected to continue making a strong economic recovery.**

**Protégés report attaining contract opportunities between \$90,000-\$5,000,000 and collectively reporting \$14,888,992.25M in projected revenues for 2023. Seventy-Five (75%) of protégés reported to have met consistently with their respective mentors; (100%) reported making progress on their individualized development plan (IDP).**

**The overall satisfaction rate respective of both mentors and protégés in the CBMP program for cohorts 4&5 remain above 86%. Eighty-Seven percent (87%) of responding protégés affirmed that their mentors helped them or are in the process of helping them participate in new contracts, with WSDOT, Sound Transit or private sector contracts. The remaining twenty-three percent (23%), are eager for opportunities and access to impactful sub-contracts in size and value with their paired Primes.**

**Fifty-Eight percent (58%) of Protégés have completed the program where cohort 4&5 navigated Covid and post Covid-19 impacts. The Capacity Building Mentorship Program (CBMP) sponsors, administrator, mentors and protégés remain committed to grow, improve, and learn as we aim for continuous improvement and tangible results for the firms we serve and sponsors that we account to.**

**This report demonstrates how the CBMP is essential to improving contract readiness and access to contracts through intentional economic inclusion to underutilized, skilled, competent and expert minority and small firms in Washington State.**

**The Washington [Minority Business Development Agency] (WA-MBDA) – Business Center, as the program administrator, conducted the surveys for Cohorts 4-5 through an online survey platform for efficient and consolidated recordkeeping. This survey result captures responses from Cohorts 4&5 from December through July of 2023. We were able to capture results from the graduates of Cohort four and graduation occurred on February 24th, 2023.**

**The Program remains a partnership involving Prime Construction and A&E firms to work together to address matters necessary to help enhance the success of the Protégés' business by helping them build technical capacity. Mentors focus on assisting Protégés in developing their technical capacity needed to develop the Protégé firm's scope to bid and work on road-related projects.**

**This report summarizes the survey and covers a wide range of stakeholder insights regarding the program and begins with a summary of the key findings drawn from the survey analysis and strategic recommendations for future endeavors. The recommendations are based on analysis of the survey data, face-to-face conversations, and phone interviews.**

**Specifically examined are the following:**

- The overall performance of the program as it relates to increasing partnerships between established and developing firms,**
- Progress being made on the protégé's development plan,**
- Assessment on whether Mentors and Protégés are jointly pursuing projects,**
- Glean whether contracts are being awarded to protégés,**
- Overall level of satisfaction of pairings and program processes/operations**

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## COHORT 4 PARTICIPANTS

	Protégé	Mentor
1	Advanced Government Services	Guy F. Atkinson
2	American Abatement and Demo	Hensel Phelps
3	Blue Trident, LLC	WSP USA, Inc.
4	CETS LLC	Vigor Fab
5	CR Construction, LLC	Granite Construction Company
6	Marwood General Construction	Tucci & Sons
7	Quality Development, LLC	Absher
8	Revere Marine, LLC	Vigor Fab
9	Robert Carrillo Enterprises	AA Asphaltting LLC
10	Taylor made Concrete LLC	Absher
11	Utility Mapping Services	HNTB

## COHORT 5 PARTICIPANTS

	Protégé	Mentor
1	Demolition Solutions LLC dba D&E Solutions LLC	Saybr
2	Integrated Design Engineers	HDR
3	JLinder Painting	Granite Construction
4	Kamsy Group A & E Services	Otak
5	KCD Trucking	Hensel & Phelps
6	Onit	HNTB
7	PS Contractors & Construction Management	Parametrix
8	Reign City Services	Brice Civil Engineering
9	Reign City Services	Tunista
10	XP Painting & Property Service LLC	Skanska

**Two firms remain in quality pairings and therefore are extended into the Cohort 5 group bringing the Cohort 5 to 12 pairings**



## Program Ethnic Breakdown Cohort 4 & Cohort 5

The Program Ethnic Breakdown of firms includes the following:

- 11 African American
- 1 Asian American
- 4 Caucasian (Veteran and Women Owned)
- 4 Hispanic
- 1 Pacific Islander

### CBMP C4 & C5 Participants Ethnicity Breakdown

- Black (52%)
- Hispanic (19%)
- Asian (5%)
- Asian Pacific (5%)
- White (19%)

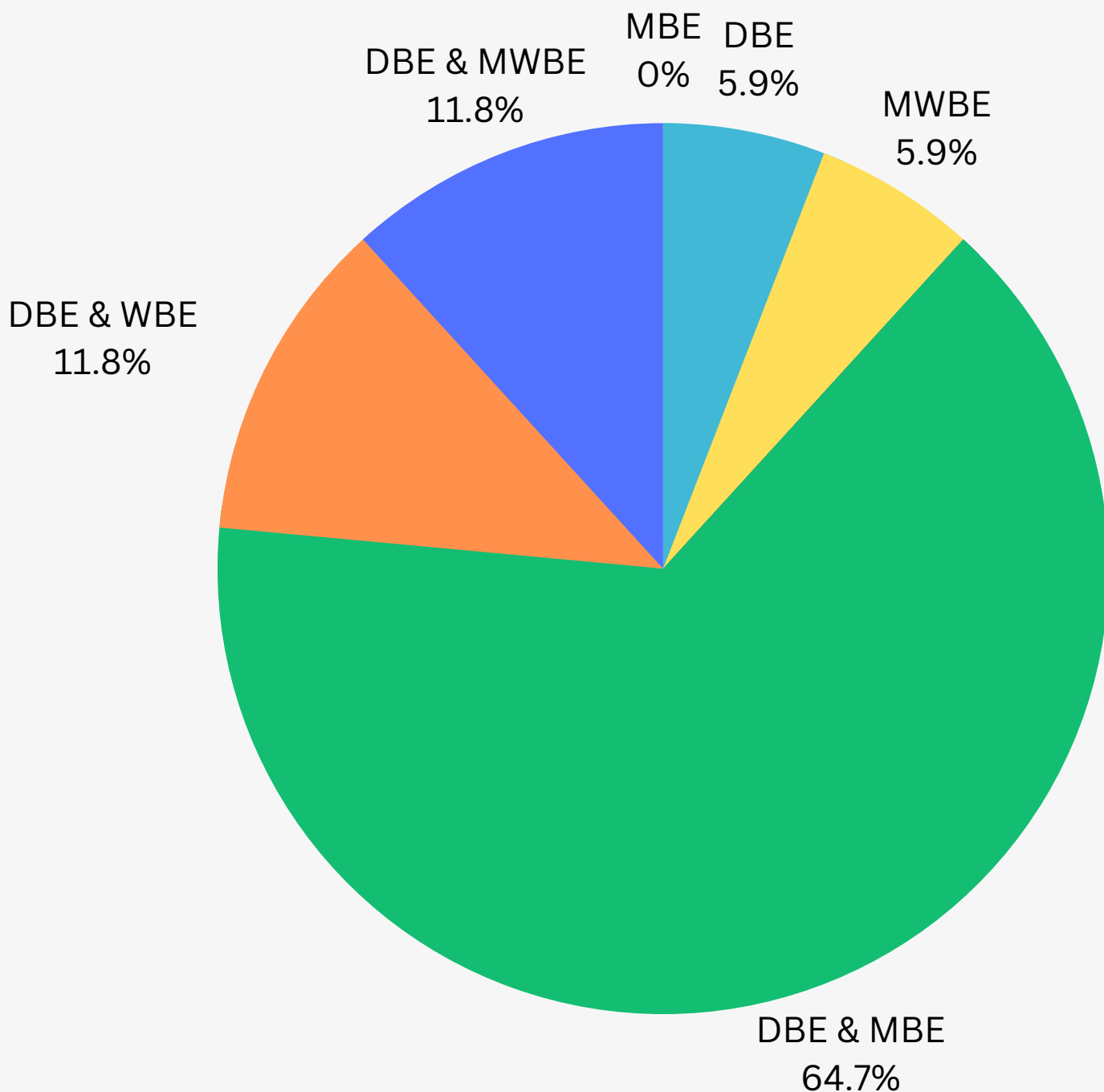


## Program OMWBE Certification Breakdown Cohort 4 & 5

The Program Certification Breakdown includes the following:

- MBE (only)-0%
- DBE (only)-5.9%
- MWBE (only)-0%
- DBE & MBE-64.7%
- DBE & WBE-11.8%
- DBE & MWBE-11.8%

**Note:** Two of the graduated C4 firms no longer have certification as of 8/10/2023



“ WE HAVE ENJOYED THE INTERFACE AND LEARNED MORE ABOUT HOW TO SUPPORT A SMALL BUSINESS AND OUR SUBCONTRACTORS. -JLINDER PAINTING

# CBMP Program & Pairing Satisfaction Rating

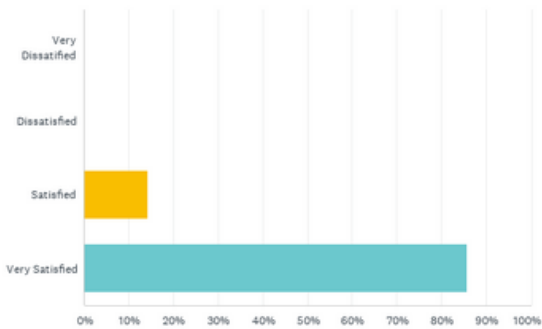
**A total of 10 Protégés participated in cohorts of 4 & 5.**

8 responded to the survey, One was dissatisfied with their mentor. 7 were satisfied or very satisfied with the program and one were dissatisfied.

**A total of 7 Mentors participated in cohort of 4 & 5.**

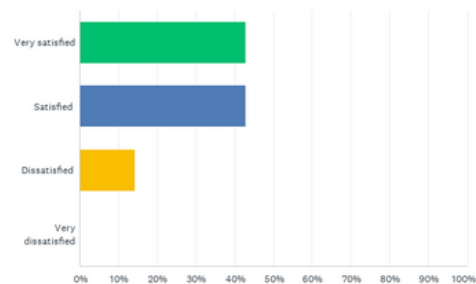
7 responded to the survey and all were satisfied or very satisfied with their Protégés, 6 were satisfied or very satisfied with the CBMP while 1 was dissatisfied due to mentor firm desiring more support for the prime.

Q9 Overall, how satisfied were you with your protégé?



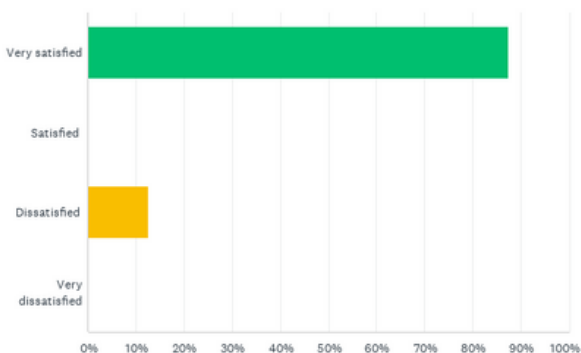
## Mentor Satisfaction

Q29 Overall, how satisfied are you with the Capacity Building Mentorship Program?

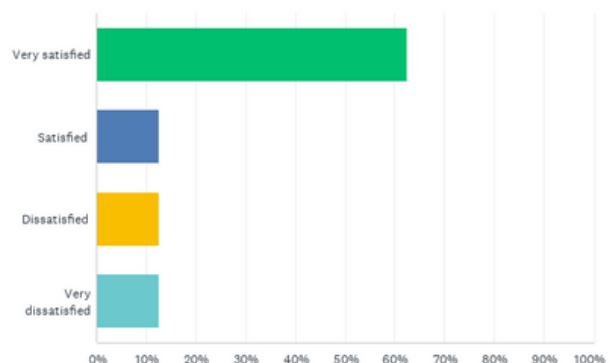


## Protégé Satisfaction

Q6 Overall, how satisfied are you with your mentor?



Q32 Overall, how satisfied are you with the Capacity Building Mentorship Program?



# CBMP Program & Pairing Satisfaction Rating

## Mentor Satisfaction

	STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE	TOTAL
▼ The experience of helping a protege on their projects was worthwhile	0.00% 0	0.00% 0	14.29% 1	85.71% 6	7
▼ My Mentor experience has been a valuable addition to my business	0.00% 0	0.00% 0	28.57% 2	71.43% 5	7

## Protégé Satisfaction

	STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE	TOTAL
Capacity Building Mentorship Program is a worthwhile use of my time.	12.50% 1	12.50% 1	0.00% 0	75.00% 6	8
Mentor was available for consultations, observations, and demonstrations	12.50% 1	0.00% 0	12.50% 1	75.00% 6	8
I was available for consultations, observations, and demonstrations	12.50% 1	0.00% 0	37.50% 3	50.00% 4	8
Mentor was engaged and encouraged professional growth	12.50% 1	0.00% 0	12.50% 1	75.00% 6	8
My Mentor-Protege relationship has been a valuable addition to my business	12.50% 1	12.50% 1	12.50% 1	62.50% 5	8

**" ANDREW THOMPSON WAS GREAT. DID AN EXCELLENT JOB OF GETTING ME IN TOUCH WITH RESOURCES AND CONTACTS FOR EDUCATION AND INFO AS REQUESTED. ANDREW INVESTED A CONSIDERABLE AMOUNT OF TIME WITH ME AND IT WAS MUCH APPRECIATED"**

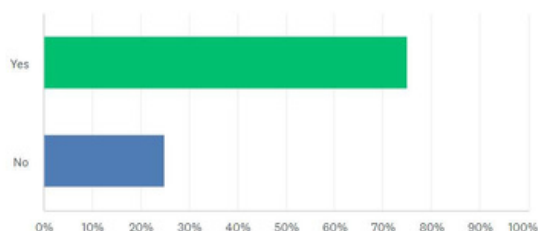
**-SARA SLATTEN, CR CONSTRUCTION LLC.**

"THE DEVOTION THAT HENSEL PHELPS HAS HAD ON ALL LEVELS HAS BEEN AN INTEGRAL PART OF WHY I WANT TO SCALE. I HAVE A PARTNER THAT I CAN REACH OUT TO AT LITERALLY ANY TIME AND THEY WILL RESPOND TO HELP GUIDE ME. I CONTRIBUTE THE GROWTH AND SCALING SUCCESS TO THEIR SUPPORT."

## COMMUNICATION & DEVELOPMENT - Protégés

Have you met with your mentor on a monthly basis?

Answered: 8 Skipped: 0



ANSWER CHOICES	RESPONSES
Yes	75.00% 6
No	25.00% 2
<b>TOTAL</b>	<b>8</b>

If No, please explain:

- "Due to conflicting schedule"
- We met as required but not necessarily monthly.

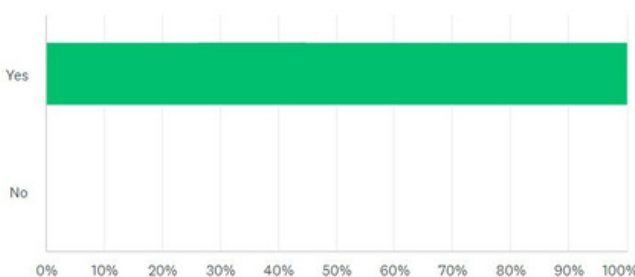
ANSWER CHOICES	RESPONSES
In-Person	83.33% 5
Virtually	66.67% 4
By phone or conference call	83.33% 5
Email	66.67% 4
Postal Mail	0.00% 0
Text	50.00% 3
Webinars/Training	50.00% 3
<b>Total Respondents: 6</b>	

**75%**  
OF  
PARTICIPANTS  
MET ON A  
MONTHLY  
BASIS

**100%**  
OF PROTEGES  
MADE  
PROGRESS IN  
THEIR  
DEVELOPMENT  
PLAN

Have you made progress on the training/development needs based on your development plan?

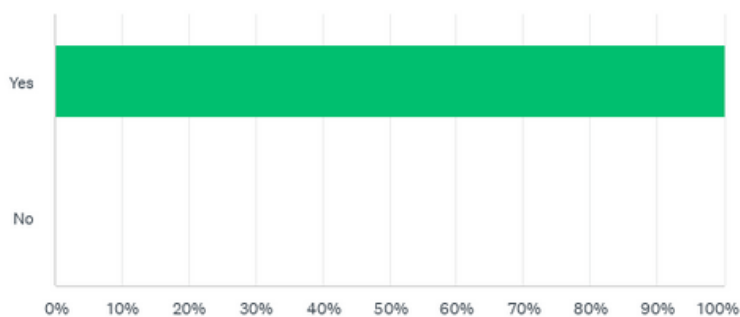
Answered: 8 Skipped: 0





## COMMUNICATION & DEVELOPMENT - Mentors

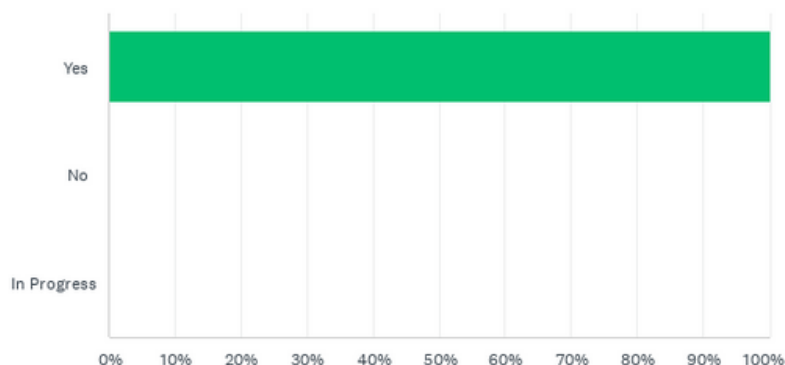
Q11 Have you been meeting monthly with your protégé to discuss a development plan?



**100 %**

of mentors surveyed, have met monthly with proteges to discuss, train and develop needs based on the development plans

Q13 Are you providing your protégé with the training/development needs based on their development plan?



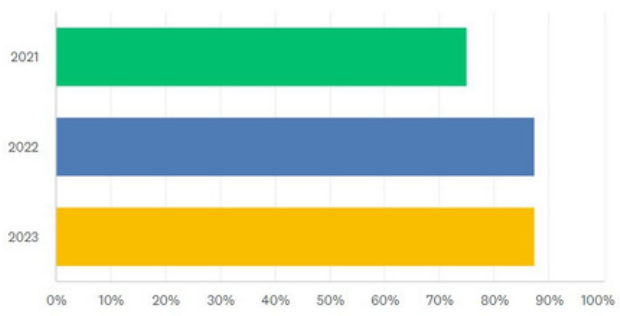
**\$14,888,992.25**

The Protégés' perspectives

OUR PROTEGES TOTAL REVENUE FOR 2022-2023

Have you been awarded a contract in any of the following years? (Please select all that apply)

Answered: 8 Skipped: 0



ANSWER CHOICES	RESPONSES
2021	75.00% 6
2022	87.50% 7
2023	87.50% 7
Total Respondents: 8	

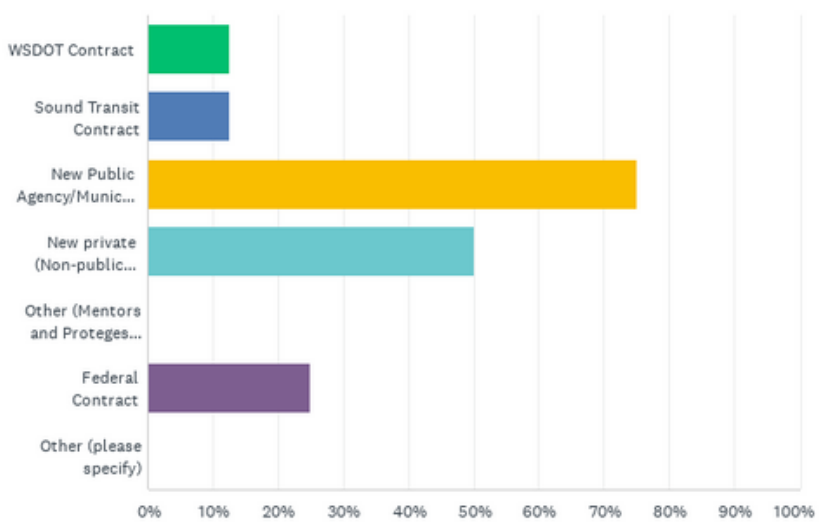
## IF YES, WHAT WAS THE CONTRACT VALUE?

8 Responses ranging from \$90,000 to \$7,000,000

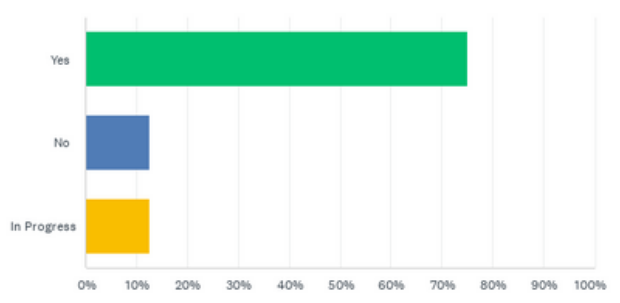
## DESCRIBE THE PROJECT OPPORTUNITY

- Abatement and Demolition services for Snohomish County
- City of Bellevue
- City of Tacoma Housing Development Project
- Kitsap County storm line repair
- Department of Justice
- Department of the Navy
- Department of Veteran Affairs
- New Public Agency/Municipality Contract
- Port of Seattle and WSBL
- United States Air Force (USAF)
- Vigor's MSVL new vessel construction proposal estimate and regulatory test inspection plans

Q25 If awarded a contract, who was it with? (Mark all that apply)



Q21 Has your mentor assisted you in pursuing any contracting opportunities to include WSDOT, Sound Transit, Federal, Municipality, and/or another Private Entity?

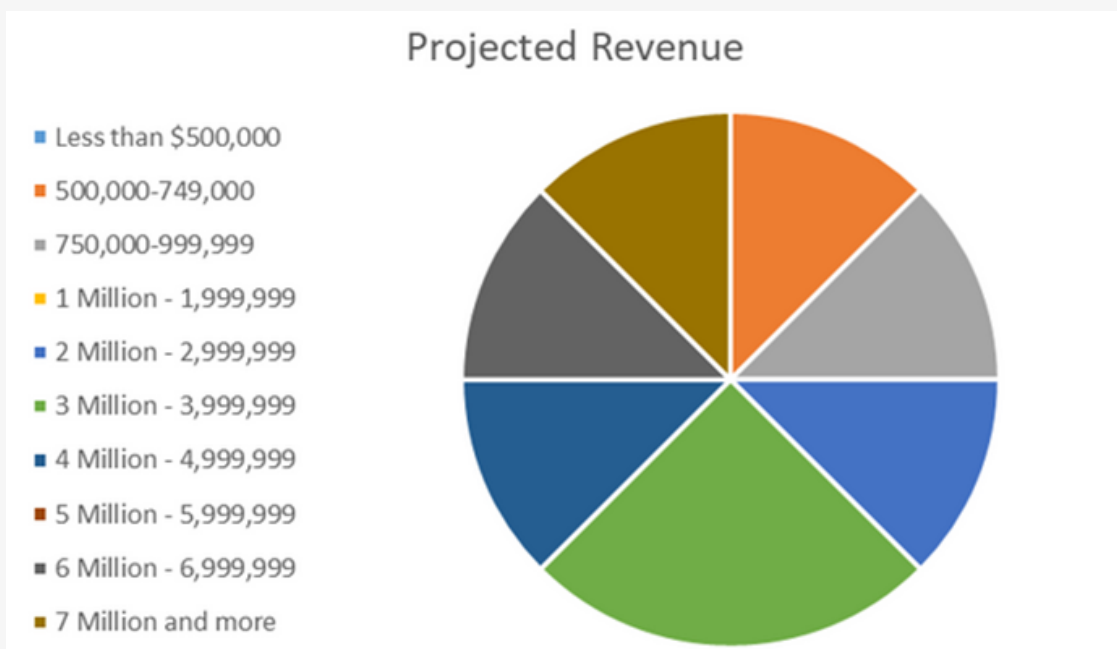


The Mentors' perspectives

## CONTRACT OPPORTUNITY EXAMPLES

Protégé Firms Name	Have you been awarded a contract in 2021	Have you been awarded a contract in 2022	Have you been awarded a contract in 2023	Who was it with?	Contract \$ Amount	Scope of work
CR Construction	Yes	Yes	Yes	New Public Agency/Municipality Contract	Skipped	Skipped
Blue Trident	Yes	No	No	Federal Contract	\$ 4,973,992.25	Skipped
Revere Marine	Yes	Yes	Yes	New Public Agency/Municipality Contract	Skipped	Staff Augmentation and regulatory test inspection plans
Taylor Made Concrete	Yes	Yes	Yes	New private (Non-public sector) Contract	Skipped	Networking
Robert Carrillo Enterprises, Inc	Yes	Yes	Yes	New private (Non-public sector) Contract New Public Agency/Municipality Contract	\$ 90,000.00	Skipped
American Abatement & Demo	Yes	Yes	Yes	WSDOT Federal Contract New private (Non-public sector) Contract New Public Agency/Municipality Contract	\$ 1,200,000.00	Abatement & Demolition Services
Utility Mapping Services	No	Yes	Yes	Sound Transit New Public Agency/Municipality	\$ 1,625,000.00	Skipped
Marwood Construction	No	Yes	Yes	New private (Non-public sector) Contract New Public Agency/Municipality Contract	\$ 7,000,000.00	Stormline Repair Housing Development

The below projections are based off of committed and anticipated contracts as reflected in the table above.

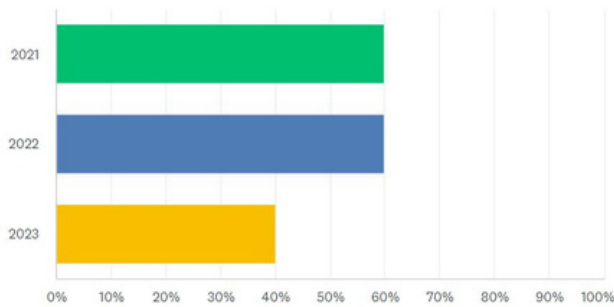




## The Mentors' perspectives

Was your company awarded a new contract as a prime during any of the following years? (please select all that apply)

Answered: 5 Skipped: 2



ANSWER CHOICES	RESPONSES
2021	60.00% (3)
2022	60.00% (3)
2023	40.00% (2)
<b>Total Respondents: 5</b>	

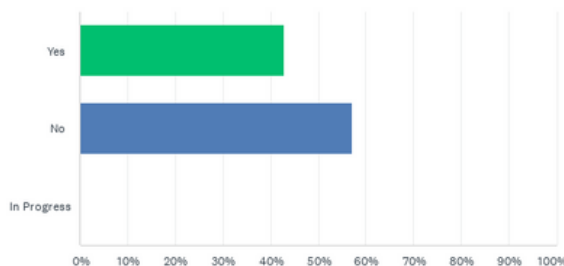
### IF YES, WHAT WAS THE CONTRACT VALUE?

Ranges from \$5,000,000.00 to \$179,000,000.00

### WHO WAS IT WITH?

- WSDOT Contract-40%
- Sound Transit Contract-20%
- New Public Agency/Municipality Contract-40%
- New Private (Non-Public Sector) Contract-40%
- Federal Contract-20%

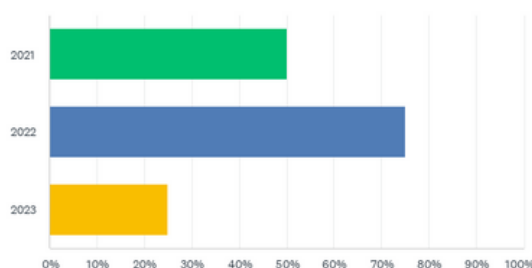
Q17 Have you partnered with your protégé to pursue contracts with WSDOT, Sound Transit, Federal, Municipality or another Private Entity?



### DESCRIBE THE PROJECT OPPORTUNITY

- Demo and prep for concrete
- Federal Land Port of Entry Elementary School Alaska Airlines Project Delta Airlines Project
- Federal Land Port of Entry Project (GSA) for Demo and Scaffold work
- Federal Way Link Extension (Kiewit Prime) Auburn Station
- HNTB Contracts
- WSDOT 009804 SR 99 Duwamish River to S Spokane Street Paving & ADA\Construction
- WSDOT NWR general engineering consultant.

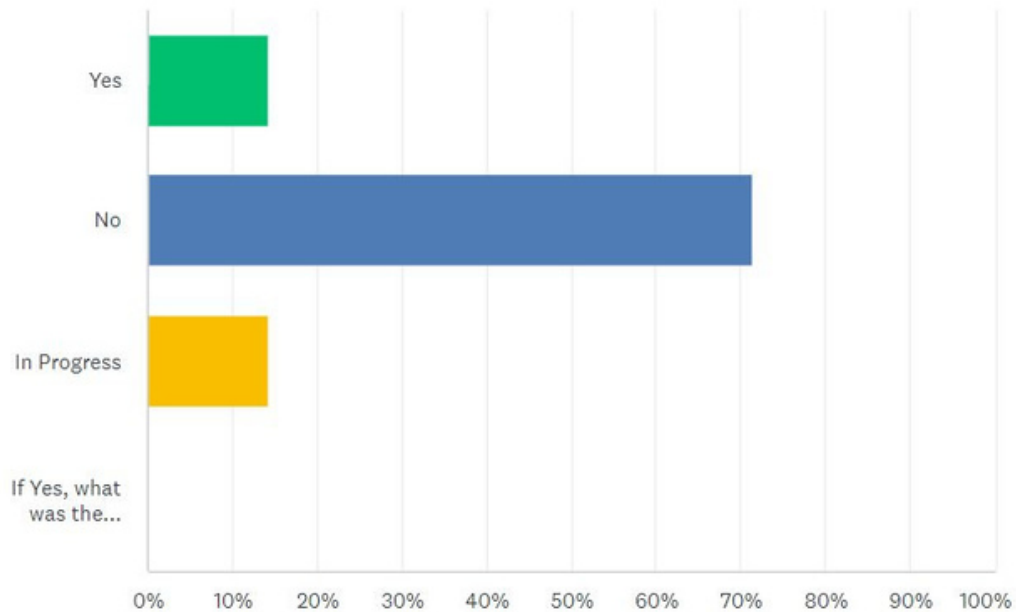
Q21 Were you able to award a subcontracting opportunity to your protégé during any of the following years? (please select all that apply)



# Bonding Capacity & Indirect Cost Rates

(Construction firms only) Was it necessary for your firm to increase its bonding?

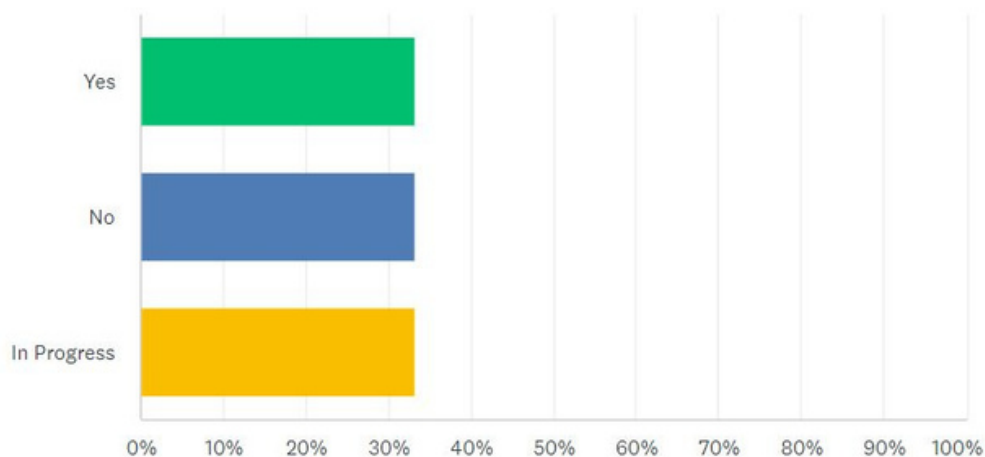
Answered: 7 Skipped: 1



**Majority of firms didn't need to address their bonding capacity, but of those that did, the increase was in the amount of \$2,000,000.00**

(Consulting/A&E Firms Only) Have you worked to establish an indirect/direct cost rate?(Attending workshops, self directed training, one-on-one technical assistance, or reached out to CBMP Project Team.)

Answered: 6 Skipped: 2

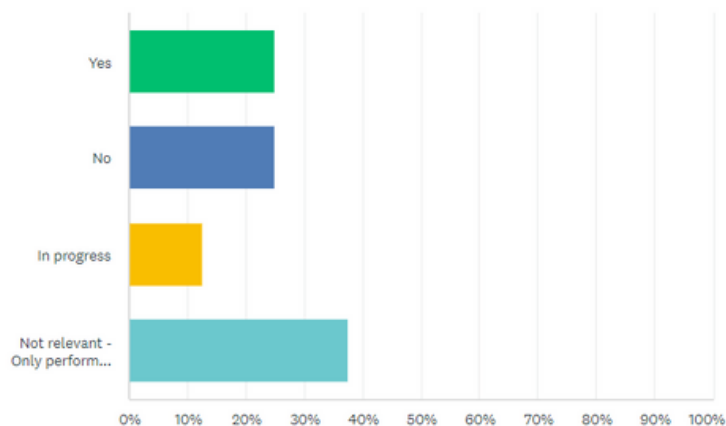


# North American Industrial Classification

When Protégé's were asked about how the Capacity Building Mentorship Program expanded their firm in to other NAICS, majority stated due to only performing work within a specific NAICS due to certification that it was not applicable.

Has this program aided you in expanding your current or assigned North American Industrial Classification (NAICS) or expand into another NAICS code?

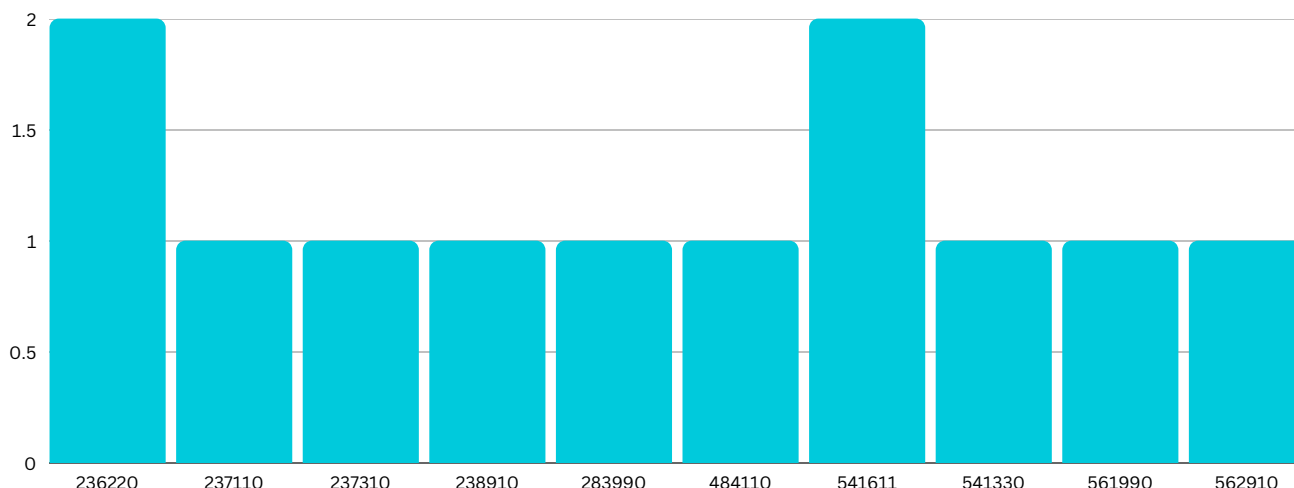
Answered: 8 Skipped: 0



ANSWER CHOICES	RESPONSES
Yes	25.00% 2
No	25.00% 2
In progress	12.50% 1
Not relevant - Only performing work in current NAICS Code based on our certification status	37.50% 3
<b>TOTAL</b>	<b>8</b>

**The NAICS breakdown are as follows (in order left to right on the table below):**

- 236220-Administrative Management and General Management Consulting Services,
- 237110-All Other Support Services, and
- 237310-Commercial and Institutional Building Construction,
- 238910-Engineering Services,
- 283990-General Freight Trucking, Local,
- 484110-Highway, Street, and Bridge Construction,
- 541611-Remediation Services
- 541330-Site Preparation Contractors,
- 561990-Water and Sewer Line and Related Structures Construction,
- 562910-Remediation Services



# Additional Comments from participants

**Protégés:**

*"I am only somewhat dissatisfied. Under the Cohort program we have not really received any tangible benefit to our company. We have had many conversations about potential opportunities and areas of support, but nothing concrete has come from it. I am pleased with the people from my mentor firm that I am currently working with, but early on it felt like my mentor firm had bigger fish to fry. We have been very successful in the Federal Space, and have concentrated our efforts.*

*"We have tried to get a meaningful meeting with a few big contractors on WSDOT and Sound Transit projects but with no luck. Could use some help from CBMP."*

**Mentors:**

*"The survey form is an excellent way to measure and manage the effectiveness of the Capacity Building Mentorship Program. Thank you."*

# Suggestions for Improvement

Mentor and Protégés echoed sentiments from the previous cohorts and are reflected below.

The WA MBDA Business Center has also received verbal feedback such as,

*"My suggestion would be for large companies to put more of a priority on the Cohort protege."*

*"CBMP representatives should be facilitating meetings between large GC's and the M/P teams."*

*"Staff Augmentation for Vigor's MSVL new vessel construction proposal estimate and regulatory test inspection plans."*

*"Bid Design and Design Build projects should be separated and handled differently within the DBE Program. Design Build projects have different bidding approaches and barriers to entry for subcontractors to be awarded a contract versus the traditional Bid Design projects. With Bid Design projects, there should be some way that when a mentor accepts a protégé, there should be a requirement for the mentor to provide an opportunity for the protégé to gain some real work experience working for the mentor on a project. Exceptions to low bid situations or some other financial incentives need to be provided to the Mentor to incentivize them to want to award, at least a portion of a project, to their protégé. Actual hands-on experience is worth far more than a weekly or monthly conversation, etc. Unlike Bid Design WSDOT projects, there is no transparency in the selection and bid selection information regarding subcontractors that submitted bids to Primes in the Design Build process."*

*"We are very satisfied with the program. The big issue we have been encountering is change orders with Prime's on design build projects. However, it sounded like WSDOT will have a 3rd party panel to review CO's which would be extremely helpful in getting changes process and paid in a timelier manner."*

*"How WSDOT has addressed Indirect Cost Rates is having a chilling effect on DBE firms. It seems like just one more roadblock to keep us from even wanting to compete. I suspect DBE participation will be down over the next two years and there is zero reason for this. There are so many talented DBE firms in our community."*

The Washington Minority Business Development Agency aims to continue working with the innovative leadership of WSDOT and Sound Transit to strengthen the partnership and support the administering of the Capacity Building Mentorship Program (CBMP) in ways that best serve the stakeholders and businesses.

# Conclusion & Recommendations

The survey results convey that majority of the CBMP participants are mostly satisfied with the program.

Overall, an average of seventy-five percent (75%) of responding protégés reported Satisfied or Very Satisfied with the Capacity Building Mentorship Program. Eighty-seven percent (87%) are Satisfied or Very Satisfied with their mentors.

On the Mentors side, an average of ninety-three (93%) mentors reported Satisfied or Very Satisfied with the program, one hundred percent (100%) think the experience is a valuable addition to their business and are Satisfied or Very Satisfied with their protégés.

In spite of the overall satisfaction, it is important to highlight the suggestions for improvements in order to continuously improve the program. Only eighty-seven percent (87%) of responding protégés affirmed that their mentors helped them, or are in the process of helping them participate in new contracts, with WSDOT, Sound Transit or private sector contracts contributing to their success. For the remaining twenty three percent (23%), they are still hoping for a chance to be awarded meaningful sub-contracts in size and value with their paired Primes.

## **Recommendations:**

- A. Create a plan to provide workshops and more direct support on Indirect/Direct Cost Rate
- B. Continue to identify and refer firms with technical assistance to the WA MBDA Business Center DBESS Program to build capacity
- C. Address issues in the comments sections
- D. Develop a strategy to better support mentors on ways to be impactful and navigate challenges