



# Indiana Stadium & Convention Building Authority

**MINORITY/WOMEN BUSINESS PROGRAM  
2005–2011**



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## **EXECUTIVE SUMMARY**

The Indiana Stadium and Convention Building Authority (ISCBA) was created in 2005 by the Indiana Legislature with the mission of financing, designing and constructing the Lucas Oil Stadium (LOS) and Indiana Convention Center Expansion (ICCE) projects. The ISCBA was given spending goals of 15% with Minority Business Enterprises (MBE's) and 5% with Women Business Enterprises (WBE's). Ultimately, the ISCBA spent \$205 million with more than one hundred MBE's and WBE's, for a total of 22% of all project expenses. Respectively, the MWBE participation for LOS was 19.3%, and the ICCE project was 30%. Worth noting as well is that about 90% of these firms are Indiana based.

The success of the ISCBA in achieving project participation is due to the MWBE Program (Program) created at the beginning of the project. It established a clear direction for the construction managers and all contractors to follow. Included in the Program were the following activities:

- Development of a MWBE Plan with defined participation goals, policies, and procedures that could be included in bid documents and referred to as necessary
- Statewide outreach and marketing for both projects, using public meetings, media opportunities and mass mailings to inform contractors and interested groups about the ISCBA project opportunities
- Discussions with an MWBE Advisory Committee for feedback on the MWBE Program and how to increase participation on both projects
- Creation and implementation of the Emerging Business Training program to encourage small and new businesses to seek opportunities on ISCBA projects as well as information about how to succeed in business in general
- Continuous efforts to create community and organizational partnerships to allow for a two-way flow of information
- Conducting contractor close-out interviews to resolve outstanding issues, offer the contractors an opportunity to ask questions and for the ISCBA to receive feedback about how well the Program worked and/or where changes could be made on future projects.

The full report includes project specific details for the LOS and the ICCE projects, including reports from both Construction Management teams regarding their individual experiences. Additionally, more information is provided about the genesis of the ISCBA as well as a description of the major components of the ISCBA's MWBE Program.

# ISCBA MWBE REPORT

## *Overview of the ISCBA, and MWBE Goals*

The Indiana Stadium and Convention Building Authority (ISCBA) was created in 2005 by the Indiana Legislature with the mission of financing, designing and constructing the Lucas Oil Stadium (LOS) and Indiana Convention Center Expansion (ICCE) projects. The ISCBA was given spending goals of 15% with Minority Business Enterprises (MBE's) and 5% with Women Business Enterprises (WBE's).

The ISCBA, with the help of its Owners Representative for Minority and Women Business Affairs (Engaging Solutions), and Construction Managers (a joint venture of Hunt Construction Group, Smoot Construction and Mezzetta Construction for the LOS project; and a joint venture of Shiel Sexton Co, Powers and Sons Construction Co. and Nubian Construction Group on the ICCE project), exceeded the combined 20% MWBE goals. At the close of both projects, ISCBA recorded spending more than \$205 million or 22% with MWBEs. Of the \$205 million spent, more than \$150 million or 16% was spent with certified minority owned firms, and \$53 million or close to 6% with certified women business enterprises. An attachment to this report gives details of each project.

## *Organization and Planning*

The ISCBA created an MWBE Program (Program) that established a clear direction for the Construction Managers (CM's) and all contractors to follow. This Program was built on the foundation of a 6-point plan, stabilized by this mission:

***To create public awareness about the complexity of these projects, keep the public and key stakeholders aware of the progress of both projects, use the projects as an economic catalyst to create jobs, and allow diverse businesses an opportunity to increase capacity and prosper.***

The ISCBA's 6-point Program included these project level actions:

- 1) Develop a MWBE plan to provide structure and uniformity for the CM's and contractors to follow throughout the course of the design and construction of the LOS and the ICCE projects
- 2) Hold media conferences and/or participate on radio and television shows, conduct orientation sessions and key stakeholder tours
- 3) Create a News Corner on the ISCBA website to feature upcoming bid packages, bid awards and other information to keep the public informed about the progress of the projects, and publish feature stories about some of the MWBEs working on the project

- 4) Conduct Pre-bid conferences that would include specific written MWBE expectations for committal letters, definition of enforcement procedures and good faith efforts, providing direction on MWBE directory resources, and matchmaking sessions
- 5) Conduct capacity analyses pursuant to each bid package; Increase MWBE goals beyond the established 15% MBE and 5% WBE goals if the capacity analysis justified higher goals; and Report MWBE participation on a monthly basis or as requested
- 6) Create a training institute for minority and women businesses to help enhance core competencies and increase the capacity of the participants

Having a dynamic team in place to augment the ISCBA staff was vitally important to the success of the ISCBA MWBE Program. The team utilized the MWBE Plan that was prepared for each of the projects. The Plan advised the CM's how to count MWBE participation, detailed the bidding procedures, included targeted discussion about utilizing certified MWBE firms, and how to ensure program compliance. A copy of the MWBE Plan for both projects is available upon request.

The ISCBA Owner's Representative for MWBE affairs met regularly with the CM teams to ensure everyone was executing the ISCBA MWBE Plans according to the Program. Likewise, the CM team for each project interacted with its project managers, prime contractors and subcontractors to ensure compliance with the MWBE Plan requirements. At every stage of both projects, the team stayed focused on the ultimate goal of meeting the 15% MBE and 5% WBE goals. The teams were committed to providing "real opportunities and access to opportunities" for qualified MWBE firms, coaching primes to comply with the MWBE Plan requirements, and working with primes and subcontractors to mitigate problems and facilitate solutions.

### *Spreading the News*

The ISCBA reported its progress frequently in outlets such as the Indianapolis Recorder, the Indianapolis Star, the Amos Brown show on 1310 radio, and the Indianapolis Business Journal. These were utilized to broadcast upcoming bidding opportunities as well as scheduled matchmaking events for the ISCBA projects. The ISCBA website was also used to broadcast this information along with general project information, video of daily construction progress and construction update reports. Additionally, the ISCBA used the model of the LOS to attract attention at various events, including the Indiana State Fair.

The ISCBA marketed its project bid opportunities across the state of Indiana from 2005-2010 working collectively with the Indiana Department of Administration Minority and Women Business Department to reach a broad audience of MWBE's. The team:

- collected hundreds of business cards and marketing materials from MWBE's interested in working on both projects
- staffed information booths at various business opportunity fairs and/or networking events across Indiana
- attended numerous meetings of stakeholder organizations interested in the projects

- conducted tours and individual meetings with various state elected officials to keep them updated on the progress of minority and women business participation
- created an advisory council on the front end of the LOS project to obtain ideas for implementing a successful minority and women business participation program. The council consisted of approximately ten diverse businesses

ISCBA also met regularly with the Indiana Department of Administration's Minority and Women's Business Enterprises Division about matters relating to certification, outreach and MWBE participation on the projects.

### ***Goal Achievement Process***

As mentioned previously, the ISCBA exceeded the combined 20% minority and women business participation goal established by the Indiana General Assembly for the LOS and the ICCE projects. A combination of efforts caused this to happen, such as:

- the team was able to set goals based on the availability of MWBE's to work on certain bid packages. For instance, goals of 20% or better were set on packages involving interior finishes and/or painting because there are a significant number of diverse firms in these niche markets
- primes who were MWBE's were also required to meet the subcontracting goals set for each bid package
- the team monitored the amount of MWBE participation from the amount committed post-bid time to the actual amounts reported on monthly payment applications
- the Owner's Representative conducted a quarterly audit of payment applications to validate the payment progress of each prime contractor.
- the CM team hosted one-on-one progress, and project close-out meetings with all contractors. The intent of these meetings was to learn about their experiences on the projects, and ask for recommendations

### ***Documentation/Recording Progress***

The ISCBA compliance monitoring program was executed by the LOS and ICCE CM teams, as follows:

- Contractor orientation sessions at the pre-bid meetings and project kick-off meetings were held to ensure contractors were aware of all of the program requirements
- Contractors were expected to comply with the ISCBA MWBE program, and the CM teams held them accountable by monitoring paperwork submitted per the Plan
- Data collected from the contractors was summarized and included in a monthly report presented to the ISCBA Board and other stakeholders

## ***ISCBA Business Enhancement Training Program***

ISCBA established a training program in 2008 for emerging businesses as part of its commitment to increase capacity of MWBEs, especially those who might be interested in working on the LOS and ICCE projects. The program was a joint effort between the ISCBA and the Indiana Construction Roundtable (ICR). ISCBA partnered with the ICR because of its commitment to diversity and the development of emerging businesses in Indiana. More than a dozen workshops were facilitated from 2008-2009. In 2009 alone, close to 200 MWBEs ranging from 1-5 years in business attended the 6 workshops and lunch/learn sessions held from February 2009 to May 2009. The training topics included:

- Bonding and Insurance
- Finance and Accounting
- Business Practices/Principles
- Construction Overview
- Contracts
- Risk Management
- Additionally, a number of resource organizations such as the Indiana Department of Administration's Office of Minority and Women Business Enterprise, the Small Business Administration, and the NAWBO, just to name a few, showcased their services as part of some sessions.

## ***Conclusion***

The ISCBA helped put over 100 MWBE firms to work on the LOS and ICCE projects resulting in over \$200 million being spent with these firms. This MWBE program was built upon a strong foundation of open communication and reporting. Having an Owner Representative working specifically on minority and women business affairs with the Construction Management teams helped to ensure the vision to achieve, if not exceed, the 20% combined MWBE goal was executed. The end result was a greater percentage of utilization than was expected. Prime contractors and subcontractors who worked on both projects called the experiences a privilege to work on one of the single largest projects happening in Indianapolis from 2005-2010. Some contractors reported the following:

- Heather Diers, President of MobilWorks, Inc. said, "The entire ISCBA team wanted to make sure I was aware of the opportunities on both projects, and that I had the chance to bid on them."
- Kim Payne of Diversified Commercial & Industrial Supply commented in the Indianapolis Star Metro & State section in June/2006 that it was her mission to go after the contract opportunities and get as many contracts as she could.
- Frank Davis, CEO of Circle City Rebar commented, "I saw the value of what my company provided to the projects, and I never felt better knowing that my work is a part of such a major project in Indiana."

To sum it up, the ISCBA opened the door for businesses like these to take advantage of the many contract opportunities created by the LOS and the ICCE projects. Firms working on both projects were able to increase their capacity as well as put Hoosiers to work. Thus, the ISCBA projects were indeed stimulants for the Indiana economy.

Each of the CM teams for the two ISCBA projects developed an exit report providing details about their efforts and other information captured from conversations with contractors. These reports and the most recent MWBE utilization report are included in the appendix of this report.

# ATTACHMENTS

*Included in the appendix are the following reports:*

- **MINORITY/WOMEN BUSINESS ENTERPRISE PARTICIPATION REPORT**
- **LUCAS OIL STADIUM MWBE REPORT**
- **INDIANA CONVENTION CENTER EXPANSION MWBE REPORT**

*Documents available upon request are:*

- **MWBE PLAN**
- **OUTREACH PLAN**
- **MWBE EMERGING BUSINESS TRAINING MATERIALS**

**ISCBA MINORITY AND WOMEN BUSINESS ENTERPRISE  
PARTICIPATION REPORT**

Category	Current Commitment	%
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**Indiana Convention Center Phase V Expansion**

Category	Current Commitment	%
<b>Total Soft Costs</b>		
Total Contracts	\$ 49,303,667	
Total MBE	\$ 8,676,467	17.60%
Total WBE	\$ 5,075,309	10.29%
<b>Total MWBE</b>	<b>\$ 13,751,776</b>	<b>27.89%</b>
<b>Total Hard Costs</b>		
Total Contracts	\$ 197,761,723	
Total MBE	\$ 41,876,075	21.18%
Total WBE	\$ 18,680,033	9.45%
<b>Total MWBE</b>	<b>\$ 60,556,108</b>	<b>30.62%</b>
<b>Combined Totals</b>		
Total Contracts	\$ 247,065,390	
Total MBE	\$ 50,552,542	20.46%
Total WBE	\$ 23,755,342	9.62%
<b>Total MWBE</b>	<b>\$ 74,307,884</b>	<b>30.08%</b>

Category	Current Commitment	%
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**Lucas Oil Stadium**

Category	Current Commitment	%
<b>Total Soft Costs</b>		
Total Contracts	\$ 83,067,753	
Total MBE	\$ 13,359,289	16.08%
Total WBE	\$ 3,745,518	4.51%
<b>Total MWBE</b>	<b>\$ 17,104,807</b>	<b>20.59%</b>
<b>Total Hard Costs</b>		
Total Contracts	\$ 603,285,091	
Total MBE	\$ 89,338,128	14.81%
Total WBE	\$ 26,038,163	4.32%
<b>Total MWBE</b>	<b>\$ 115,376,291</b>	<b>19.12%</b>
<b>Combined Totals</b>		
Total Contracts	\$ 686,352,844	
Total MBE	\$ 102,697,417	14.96%
Total WBE	\$ 29,783,681	4.34%
<b>Total MWBE</b>	<b>\$ 132,481,098</b>	<b>19.30%</b>

Category	Current Commitment	%
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**Combined ISCBA Projects Summary**

Category	Current Commitment	%
<b>Combined Totals</b>		
Total Contracts	\$ 933,418,234	
Total MBE	\$ 153,249,959	16.42%
Total WBE	\$ 53,539,023	5.74%
<b>Total MWBE</b>	<b>\$ 206,788,982</b>	<b>22.15%</b>

# **LUCAS OIL STADIUM**

## **MWBE REPORT**

## **OVERVIEW OF LUCAS OIL STADIUM CONTRACT COMPLIANCE ACTIVITY PROGRAM**

Attached is the Lucas Oil Stadium (LOS) Contractor M/WBE Close-out Participation Report, which was submitted by Hunt Construction Group, Inc.'s (Hunt) Contract Administrator, Robert May (see attached). The Minority and Woman Business (M/WBE) Report was compiled on a monthly basis by Robert May, with the verification for the monthly M/WBE Report conducted by Barbara Holder, M/WBE Coordinator, Smoot Construction, LLC and Sandra Rhodes, M/WBE Coordinator, Hunt Construction Group.

Monthly Compliance Meetings were held with representatives from the Indiana Department of Administration, City of Indianapolis, Hunt, Smoot and Mezzetta (H/S/M) and Indiana Stadium Convention Building Authority (ISCBA) staff. The agenda for these meetings included:

- Discussion of community outreach
- Planning/strategies for the upcoming pre-bid/bid meetings
- Review of the previous months M/WBE Report
- Discussion on existing M/WBE subcontractor issues

The M/WBE Coordinators were in attendance for all pre-bid meetings and bid openings. The M/WBE Coordinator's role during these meetings was to:

- Provide detailed explanation of the Lucas Oil Stadium M/WBE Program to the Prime Contractors and subcontractors
- Discuss ways of obtaining and maintaining the goals
- Inform the primes and subs of the project expectations and their reporting requirements
- Introduce the certified M/WBE firms in attendance for networking purposes.

### **Contract Monitoring Process**

The contracts were divided between the coordinators by scopes. Once the M/WBE Coordinator received notice of the prevailing low bidder on her contract, a congratulatory letter was issued. The letter included details of the level of communication they could expect from their M/WBE Coordinator, the reporting responsibilities of the Primes/M/WBE Contractors, and it requested their verification of the scope of work and their awarded contract dollar amount.

Throughout the lifetime of the contract, verification of the scope of services/payments were sent and reviewed by the coordinators monthly. One-on-one meetings were held with the subcontractor routinely and as issues arose. The coordinators duty was to resolve any/all contract/payment issues; respond to calls and provide follow-up information to calls. This became part of the ongoing monitoring process.

### **Exit Interview Process**

Whenever a contract was listed 80% complete on the monthly report, and it was verified by the Project Manager/Accounting Department the exit process began. This included an exit interview. During the exit interview the prime contractor and the M/WBE's were afforded the opportunity to openly discuss:

- Their overall opinion of the construction management team
- The implementation of their scope of service
- Their relationship with the prime or subcontractor
- Any and all accounting issues,
- Delayed payments or work delays
- Retainage or other payment issues

### **The outcome of the exit interviews**

- 90% had no issues
- 5% felt there was no need for them to come in due to distance (phone interviews conducted if necessary)
- 4% were issues regarding final payment, which were generally retainage,
- 1% had issues that required compliance meetings where the project team/owners representative/prime contractor met to resolve

## **SUCCESS STORIES**

The Hunt Construction/Smoot Construction, LLC/Mezzetta Construction, Inc. Team is proud to list the following M/WBE Companies that participated on the Lucas Oil Project, and proudly made the following statements regarding their individual participation on this project. Their contribution on the project has allowed them to leave a legacy for generations come.

They are:

- Affordable Building Supplies, MBE
- Brooks Hayden Electrical, WBE
- Finch Constructors, MBE
- ACCC Company, WBE
- VTI, WBE

Attached you will find their individual testimonials.

## **THE LESSONS LEARNED**

### **Outreach**

Outreach is most effective when conducted statewide. The results of the Statewide Outreach Sessions conducted for the Lucas Oil Stadium were most noted after the bidding process. We received M/WBE bidders from Northwest Indiana, Ft Wayne, South Bend, Evansville, and Kokomo, of which many resulted in contracts being awarded. Presentations regarding the LOS M/WBE Program were given to Black Chamber of Commerce, Hispanic Chamber of Commerce, Lake County Chamber of Commerce, Indiana State NAACP, NAWBO, Black Expo, NMBOC, Indiana Subcontractors Association, Indiana Mechanical Assoc. IMSDC and numerous other Community Based Organizations. As a result a vast number of our pre-bids had standing room only.

Note: The M/WBE Coordinators were interviewed on the Amos Brown Show and participated in various workshops regarding minority and women participation within the construction industry. In addition, our successful efforts were reported in the Indiana Business Journal .We received various accolades regarding our diligent compliance monitoring.

### **Verification Process**

This process required the subcontractors to submit their monthly payment numbers separate from those reported by the prime for comparison, which provided the tracking of the M/WBE Participation from a better standpoint and for the best interest of both the Prime and the subcontractor. This comparison consisted of reviewing the M/WBE Participation Report along with the verification report, and the prime's pay applications to ensure that the contract award information/commitments/payments did not have conflicting information. If so, immediate follow-up took place.

### **Lesson Learned**

Verification is needed monthly– not quarterly in order to prevent payment delays and ensure accurate reporting. Communication between prime and subcontractors would be non-existent without the verification process and the verification process.

### **Business-to- Business**

Networking is needed to allow the Prime Contractor along with the M/WBE's to exchange information and allow them to engage in the business-to-business conversation which promotes networking and the development of new business relationships.

## **Public Relations**

There was a definite need for Public Relations for M/WBE on this project, an Aggressive PR kept the community at large informed of the progress at LOS and dismisses any and all of the rumors regarding the M/WBE participation or the lack there of.

**In conclusion, it was indeed an honor and a pleasure for us to be an integral part of the Construction Management Team in the building of the Lucas Oil Stadium.**

**INDIANA CONVENTION CENTER EXPANSION  
MWBE REPORT**

# Indiana Convention Center - Phase V Shiel Sexton/Powers & Sons and Nubian Construction Group Final M/WBE Report



PREPARED BY



May 23, 2011

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## **M/WBE Plan Overview**

The Indiana Legislature established the Indiana Stadium and Convention Building Authority (ISCBA) to manage construction of the Lucas Oil Stadium and Indiana Convention Center Phase V Project. In turn, ISCBA designated Shiel Sexton/Powers & Sons (SS&P) and Nubian Construction Group (Nubian) as its construction management team (Team) for the Indiana Convention Center Phase V Project. The SS&P and Nubian Team committed to a goal of minority participation on the project of 15% Minority Business Enterprise (MBE) and 5% Women Business Enterprise (WBE). Our Team is pleased to report that we have exceeded our initial goals with a combined M/WBE participation that reached over 30%.

## **Program Objectives—Implementing an Aggressive Strategic Approach**

The most important objective in the planning phase was to ensure a wider statewide audience was reached. In order to achieve objective, the Team developed a two-pronged approach in identifying current and potential M/WBE firms throughout the State of Indiana.

First, the Team identified certified M/WBE firms by code and trade from the Indiana Department of Administration – Minority and Women’s Business Enterprise Division (IDOA) certification list. Second, the Team reached out to non-IDOA firms interested in certification and held information workshops to educate contractors regarding program specifications and project expectations. This aided in our efforts to secure the highest level of participation and created an accessible database of highly skilled and certified firms.

## **SS&P & Nubian Roles and Responsibilities**

As Manager/Outreach Partner for the Team, Nubian’s first objectives were to understand business owner and stakeholder expectations, establish procedures for implementing the program, and encourage and recruit IDOA-certified M/WBEs. To do this, Nubian used a strategic and proactive approach by developing relationships with M/WBE firms. To enhance those relationships, Nubian conducted outreach events, and advocated for monitoring, compliance and participation to meet the intent of the program and its M/WBE business participation goal. The Team facilitated meetings with prime contractors and M/WBE relationships that led to tangible opportunities for minority and women owned firms. In addition, Nubian participated in the bid evaluation process to ensure maximum M/WBE utilization.

## **Statewide Outreach—Laying the Groundwork for Success**

In order to achieve the 20% M/WBE participation goal from a statewide pool of contractors, the second collaborative Team effort in this phase of the project was introduced through the development of a partnership with M/WBE outreach specialty firm Blalock and Brown. Our Team was joined by ISCBA representatives, Engaging Solutions (M/WBE representative for ISCBA), the Governor’s Office, IDOA and the Minority Business Enterprise Center (MBEC) as we travelled over 1500 miles presenting a series of statewide outreach events.

Aggressive outreach events were conducted in the following cities:

- Gary
- Fort Wayne
- Jeffersonville
- Evansville
- Indianapolis

Statewide opportunity sessions were presented by IDOA and MBEC. SS&P and Nubian held one-on-one interview sessions to assess M/WBE interest and capacity for bid opportunities on the project.

### **Pre-Bid Open House, Match-Making Events, Networking Events & Presentations**

The Team held more targeted statewide pre-bid open houses and match-making events to develop bidding and contracting relationships, beginning in November, 2007, with 120 M/WBE companies in attendance at our first open house. The largest statewide pre-bid open house and match-making event was held in June, 2008, hosting nearly 250 M/WBE contractors and finishing with pre-bid meetings and match-making events through December, 2009. Outreach and M/WBE facilitation with prime contractors continued throughout the award of the final bid packages. The well-attended pre-bid open houses and match-making events provided valuable information for a total of 863 M/WBE contractors. The purpose of the match-making events was to facilitate and develop relationships between prime contractors and M/WBE businesses, and these, too, were very successful.

Throughout these events, the Team continued to aggressively recruit IDOA-certified M/WBE firms, targeted by trade and scope from the IDOA Certified List. In addition, the Team encouraged non-certified minority and women-owned businesses to seek certification. The ISCBA Business Enhancement Workshops allowed the Team to build a list of contacts thus allowing follow up with interested firms.

Additionally, the Team developed a presence at IDOA and various M/WBE sponsored events. In collaboration with State, City, and MBE/WBE advocacy community organizations and business associations, we participated in the following events:

- IDOA's Spring Resource Fairs and Contact to Contract events
- Indiana Black Expo Summer Celebrations held by the State of Indiana and City of Indianapolis
- Indianapolis Black Chamber of Commerce
- NAACP Events
- Indiana Minority Supplier Development Council (IMSDC) Resource Fair
- Historically Underutilized Small Business (HUSB) Events "Tools for Progress"
- Indiana State Fair
- Indiana Hispanic State Chamber Events

- National Association of Women Business Owners (NAWBO)
- Indiana Subcontractors Association (ISA) Trade Show and General Contractor Pavilion
- American Contract Compliance Association 2010 National Training Institute, "Crossroads to Raising the Bar for Contract Compliance and Diversity"

These events and efforts allowed us to reach deep into the statewide contracting community. In total, the Team's efforts resulted in contacts with nearly 7,000 minority and women Indiana businesses.

### **Outreach/Pre-bid/Match-Making Event Matrix (Appendix A)**

#### **Compliance & Monitoring**

One of the most important functions that Nubian Construction Group fulfilled was Compliance and Monitoring. Nubian advocated for compliance and participation to meet the intent of the program and goals. In order to assure that the program was in compliance with ISCBA's process and procedures, the Team conducted one-on-one interviews throughout the project and required that all M/WBEs submit payment verifications. The Team conducted unannounced on-site field visits and interviews to assure that the businesses hired for the project were fulfilling their scope of work per their contracts. The Team also emphasized the "Buy Indiana" program to all of its prime contractors. Buy Indiana is part of the State of Indiana's procurement policy established by Executive Order 05-05 which set a goal for state agencies to obtain ninety cents on each dollar for Indiana business.

#### **Buy Indiana Pie Chart (Appendix B)**

Compliance and Monitoring initiatives began during the pre-construction phases as the Team coordinated with potential primes and potential M/WBEs. During this stage, the primary function was to ensure that all contractors had a clear understanding of the program and project expectations. In an effort to go beyond the requirements of the program, the Team strongly communicated the State's desire to not just fulfill the original commitment, but to take advantage of additional opportunities to increase M/WBE contract/P.O. values.

The Team collaborated internally and externally throughout the Construction phase of the project to recognize opportunities to increase M/WBE participation through Owner-initiated change orders. Once these scopes of work were identified, the Team proactively communicated with primes and requested M/WBE utilization plans based on their contract change. The Team's knowledge of current certified M/WBEs and their scope of services provided the ability to greater maximize this strategy.

Compliance and Monitoring initiatives extended beyond the pre-construction and construction phases and into the close-out phase as well. This final phase provided opportunities to continue to communicate the program requirements, organize document control, and manage M/WBE commitment risk. The Team consistently implemented strategies to manage the potential loss of M/WBE commitment. Monthly analysis of prime pay applications allowed Nubian the ability to determine potential commitment risks, address discrepancies and monitor payment progress.

The Team took pride in their strategy to keep the money moving. Because primes were paid in a timely manner, the M/WBE subs were paid on a timely basis as well. As primes submitted monthly pay applications, Nubian tracked payments and evaluated the prime's progress to move contract values from commitments to dollars spent.

## Summary

SS&P and Nubian Construction Group are proud to have had a part in making the Indiana Convention Center Phase V Project a success in attracting minority and women businesses to the project. Our Team is pleased that we exceeded our initial goals of 20% combined total of minority and women participation in the project with the M/WBE participation of over 30%. Under the direction of ISCBA, the Team demonstrated their commitment to reach and exceed M/WBE participation goals for this project. Targeted Match-Making events following pre-bid meetings allowed us to identify and understand the best ways to engage M/WBE businesses by specific types of work based on trades to maximize participation. All participants—ISCBA, our Team, prime contractors, and M/WBE contractors recognized and appreciated the positive economic impact of this project on the State of Indiana. The actual M/WBE participation to date is 30.08% (MBE 20.46%; WBE 9.62%).

## M/WBE Participation Summary Report (Appendix C)

The M/WBE program and Team's strategic approach created successful growth opportunities for M/WBE companies, for example:

- S&P Construction, a small MBE firm, gained greater capacity through increased participation.
- Finch Constructors (originally a MBE subcontractor to prime), became a successful prime contractor – exceeding M/WBE subcontractor participation.
- Resource Construction, a MBE/WBE firm, successfully achieved participation on two packages, utilizing experience, relationships and both M/WBE certifications.
- Resource Strategies, a WBE firm, was successful with its first bid ever on a public project.

## Best Practices

The Team is happy to have assisted in developing Best Practices for future projects, and it is our belief that this Team project has created a model and template for future M/WBE diversity, participation and inclusion programs.

- The Team utilized a strategic team approach with this project.
- Through the pre-bid open house and match-making events, we encouraged participation and facilitated relationships that led to the identification of qualified M/WBE companies.
- Bid packaging required creativity, and the Team was quick to respond to M/WBE inquiries by connecting with these businesses early in the contracting process.
- The Team facilitated meetings between prime contractors and M/WBEs, and performed a capacity analysis prior to each bid package release.

- The Team emphasized and maximized labor in lieu of supplies at every opportunity during coordination with prime contractors.
- The Team received payment verifications and implemented a payment tracking and contract compliance reporting system.
- The Team implemented an analysis-based Exit Interview process conducted with primes and M/WBE participants to share their experience on the project.
- Throughout the entire project, the State of Indiana and IDOA were active partners and committed to the success of this project.

### **Comments from Exit Interviews (Appendix D)**

#### **Lessons Learned**

- Even after the completion of a successful project, our Team seeks continuous improvement by asking, “What could we have done better; how could we have been more effective; what could we have done to increase and enhance M/WBE participation?”
- The Team provided information electronically and made calls to many companies, yet still some businesses arrived at pre-bid meetings without a full understanding of what they needed to do to better prepare in advance for successful bid opportunities. Recognizing that information gap, the Team worked continuously at educating the prime contractors about M/WBE needs and educating the M/WBE firms about their responsibilities.
- The Team discovered early in the project that a more efficient process was needed to move participants into the meetings more quickly. The Team structured its efforts to become more effective at the on-site registrations.

#### **Conclusion**

The Team of SS&P and Nubian Construction Group delivered an exceptional project and created a project delivery model for the State of Indiana and other agencies to use in future projects. The Team exceeded its goals in M/WBE participation. Moreover, the strength of M/WBE firms participating in the project has improved, which in turn will lead to more opportunities for growth and participation in future projects. Additionally, the relationships established between the prime and subcontractors will lead to numerous joint venture opportunities for many years to come.



## APPENDIX – A

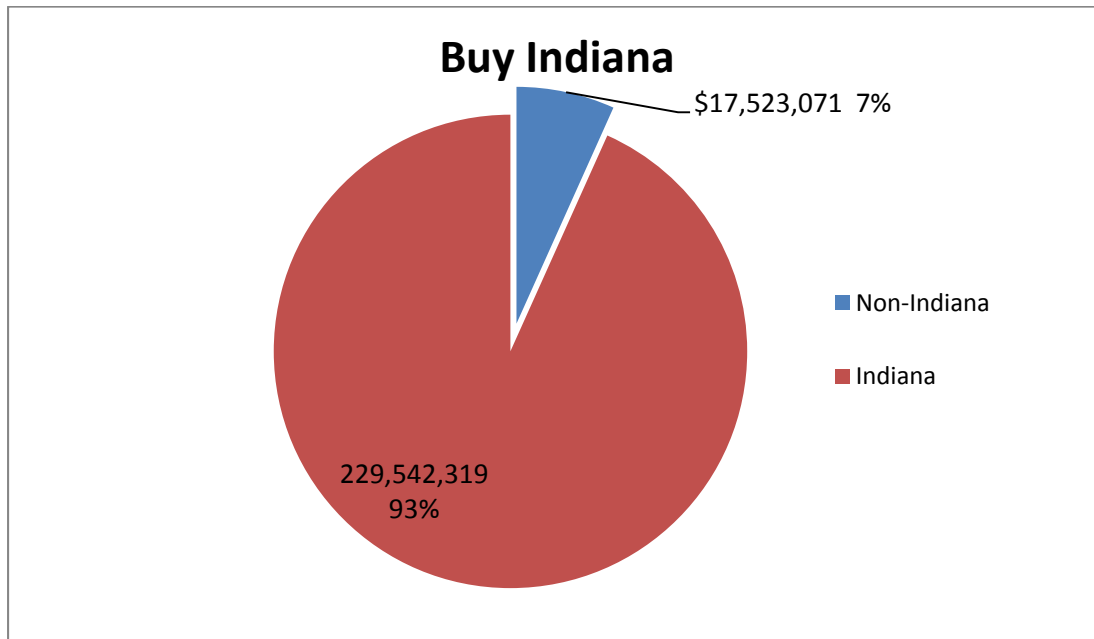
### Indiana Convention Center Phase V MWBE Project Outreach Matrix

Outreach Events	Total M/WBE Contractors
Statewide Outreach Events	249
Pre-Bid Open-House Match-Making*	
<ul style="list-style-type: none"> <li>• Bid Package # 1-3</li> </ul>	120
<ul style="list-style-type: none"> <li>• Bid Package # 4</li> </ul>	30
<ul style="list-style-type: none"> <li>• Bid Package # 6-11</li> </ul>	70
<ul style="list-style-type: none"> <li>• Bid Package # 12-34</li> </ul>	246
<ul style="list-style-type: none"> <li>• Bid Package # 35</li> </ul>	28
<ul style="list-style-type: none"> <li>• Bid Package # 36</li> </ul>	79
<ul style="list-style-type: none"> <li>• Bid Package # 37</li> </ul>	24
<ul style="list-style-type: none"> <li>• Bid Package # 38</li> </ul>	17
<b>Totals</b>	<b>863</b>
<b>Note: Pre-Bid Open House Match-Making Events Targeted by Trade*</b>	

## APPENDIX - B

### Buy Indiana: Indiana Convention Center Phase V

Buy Indiana is part of the State of Indiana's procurement policy established by Executive Order 05-05 which set a goal for state agencies to obtain ninety cents on each dollar from Indiana businesses. A business is deemed an Indiana business if it meets one of the five criteria established in Indiana Code 5-22-15-20.5. Currently, ISCBA collects data concerning the evaluation of the first criteria which establishes an Indiana business as one "whose principle place of business is located in Indiana." The following "Buy Indiana" pie graph and "Buy Indiana: Location and Contract Value" table constitute our documented efforts to obtain above 90% of our purchases from Indiana businesses.



ISCBA has contracted professional services contracts and hard cost contracts with Indiana businesses at a level of 93% of total contracted dollars through Doc Issue No 3 and FF&E scopes. The total contracted value with Indiana business is \$229,542,319 out of a total contracted amount of \$247,065,390. The ISCBA continues to work to ensure that the overall goal of transferring government project dollars to Indiana pay checks is accomplished at a high level.

**Indiana Convention Center Phase V  
MWBE Participation Report  
Summary**

Category	Current Commitment	%
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**Indiana Convention Center Phase V Expansion**

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**Total Soft Costs**

Total Contracts	\$ 49,303,667	
Total MBE	\$ 8,676,467	17.60%
Total WBE	\$ 5,075,309	10.29%
<b>Total MWBE</b>	<b>\$ 13,751,776</b>	<b>27.89%</b>

**Total Hard Costs**

Total Contracts	\$ 197,761,723	
Total MBE	\$ 41,876,075	21.18%
Total WBE	\$ 18,680,033	9.45%
<b>Total MWBE</b>	<b>\$ 60,556,108</b>	<b>30.62%</b>

**Combined Totals**

Total Contracts	\$ 247,065,390	
Total MBE	\$ 50,552,542	20.46%
Total WBE	\$ 23,755,342	9.62%
<b>Total MWBE</b>	<b>\$ 74,307,884</b>	<b>30.08%</b>

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## APPENDIX – D

### Indiana Convention Center Phase V MWBE Program Close-Out Interview

#### Prime Contractors

##### **Outreach/Matching**

- 72% of all Prime contractors interviewed said that they had a representative in attendance at the ICC match making events.
- 14% of all Prime contractors interviewed said they had representatives in attendance at the LOS events and had planned to use the MWBE team they had previously put together to bid ICC projects.

##### **MWBE Exposure and Growth**

- 83% of all Prime contractors interviewed said that they developed relationships with new MWBE contractors to perform work on the Indiana Convention Center Project.
- A total of 41 new relationships were developed between primes and MWBEs.
- 34% of the Prime contractors interviewed stated that the new MWBE relationships developed have led to additional bid opportunities and/or awards.

##### **Project Payment**

- 86% of all Prime contractors interviewed said that the pay turn-around was a positive experience on the project.
- 10% of all Prime contractors interviewed said the pay turn-around was somewhat positive and although they may not have received payment as timely as they would like, the CM Team always made it clear what project requirements would potentially delay issuance of payment.

##### **Overall Experience**

- 70% of all Prime contractors interviewed said the CM team's expectation regarding MWBE participation was delivered clearly and 25% said they were somewhat clear however; initially they did not understand that MWBE commitments were expected to be completely fulfilled.
- 93% of all Prime contractors interviewed said they were treated fairly.

#### MWBE Contractors

##### **Coordination with Primes & scope**

- 94% of the MWBE contractors interviewed were able to perform their scope as they bid it, without issues. In some cases there were initial coordination and communication challenges that were addressed.
- 81% of the MWBE contractors interviewed stated that they did not experience any scheduling conflicts or coordination issues with executing their scope.
- 68% of all MWBE contractors interviewed said that their contacts/PO were impacted by an owner initiated Change Orders.

##### **Project Profitability / Project Payment**

- 100% of the MWBE contractors interviewed said that the cost to complete their work did not exceed their original bid amount.
- 100% of all MWBE contractors interviewed said this project was profitable
- 77% of all MWBE contractors interviewed said they were paid in a timely manner. 15% said the initial pay was somewhat slow but improved after submission of the next month's application.