



Implementing DBE Goals on Design-Build, Construction Manager at Risk and other Alternative Delivery Projects

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CMAR at NDOT

▶ 4 CMAR projects

▶ Stateline Bike Path

- ▶ No real plan or strategy
- ▶ Discovered goal setting process set too late – limited DBEs available

▶ Carlin Tunnels

- ▶ Project was divided into two projects/one CMAR
- ▶ Goal set during 2nd phase, between 60-90% of design
- ▶ Required DBE plan from CM
- ▶ Goal set collectively
- ▶ Monitoring
 - Monthly DBE payments report
 - Goal attainment checked monthly and quarterly
 - Identify any design plan changes and impact on goal



CMAR at NDOT

- ▶ Tropicana Pedestrian Bridge
 - ▶ No goal set at design phase
 - ▶ Construction goal not set yet
 - ▶ DBE plan required from CM
- ▶ Kingsbury Grade Pavement Reconstruction
 - ▶ Met with CM first to identify what worked and what didn't work with Carlin Tunnels project (same CM)
 - CM did not realize the nature and degree of outreach required
 - CM reporting was deficient
 - ▶ Goal will be set after CM provides DBE Plan



- ▶ Civil Rights needs to get involved earlier in the process
 - ▶ Provide DBE opportunities in the Design phase
- ▶ More Collaboration
 - ▶ Civil Rights should be more actively involved in execution of the plan
 - ▶ Outreach
 - ▶ Monitoring

General Learnings

OBSERVATIONS and ADJUSTMENTS