

Adrina D. Gibson

PROFESSIONAL EXPERIENCE

Leadership

- Leads, hires, trains, develops and supports 26 FTE at City and County of Denver (CCD): 4 Directors, 22 support team-members that effectuate equity, diversity and inclusion for small, minority and women-owned businesses
- Led, hired, trained, developed, and supported a team of 12 FTE and consultants for RTD
- Created positions and wrote job descriptions for CCD and RTD
- Responsible for the retention and promotion of DSBO staff, including the advisement of employees and applicants of training programs and professional development opportunities
- Initiated CCD Pay Equity Survey Assessments of the entire DSBO compliance unit, Small Business Program Manager, and DSBO Certification Supervisor to ensure the provision of market-competitive and internally equitable pay. This aided in attracting and retaining talent who delivers exceptional services.
- Serves on CCD DEDO leadership team as the strategic executive sponsor for DSBO

Budget

- Manages over a \$1.7M budget for the City and County of Denver and \$1.3M for DEN
- Analyzed budget, actuals, and encumbrances to optimize operations
- Prepared numerous types of budget forecasts and narratives for Mayor's Office and City Council

Change Management

- Led the redevelopment of the 2020 DSBO Ordinance to include equitable initiatives (i.e. small business utilization, Contractor Prompt Pay and the removal of Termination for Convenience). Coordinated with Mayor's Office, City Council, City agencies and the contracting community
- Co-chaired the Mayor's Economic Relief and Recovery Council's Back to Business Subcommittee to assist with the recovery efforts in regard to small businesses while also coming up with innovative ways to accelerate small business growth as we come out of the COVID-19 pandemic.
- Led the revision of the DSBO Rules and Regulations to include policy and procedures between DSBO, City agencies, and contractors
- Developed and executed Service Level Agreements (SLAs) with Denver International Airport (DEN) and the Department of Transportation & Infrastructure (DOTI)
- Managed the formation of Standard Operating Procedures for DSBO to advance the team's knowledge, processes, professionalism and collaboration efforts
- Directed the implementation of procurement and contract language specific to equity, diversity and inclusion (EDI) requirements on CCD projects
- Convened a Citywide Prompt Pay Leadership Meeting with Mayor's Office, Auditor's Office and City Agencies Executive leadership teams to streamline and optimize city prompt pay processes which resulted in a significant improvement of payment to contractors across the city
- Developed and implemented the first Citywide Mentor-Protégé Program resulting in access, opportunities and development for small, minority and women-owned businesses

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- Partnered with Peak Performance to assess process improvement which led to process and policy changes. A major highlight is the change of the certification renewal from one to three years allowing the certification team to reduce their yearly workload and making the process easier for customers.
- Presented several policy and programmatic initiatives to the Mayor's Office, City Council, Policy Review Committee and small business community resulting in passed initiatives and buy-in
- Improved procurement and contract language to strengthen EDI compliance requirements and mechanisms on RTD projects
- Launched a tracking mechanism of goal determination requests and pre-awarded contracts resulting in projecting overall DBE goal attainment, quicker turn-around time and ensure that all documentation was submitted in preparation of an audit

Operations

- Facilitates the CCD Business Equity Leadership Team (BELT) of all the major City agency executive leaders to effectuate equity, diversity and inclusion initiatives
- Participates in Mayors Organized for Reparations and Equity (MORE) Denver Workgroup to support federal reparations legislation, establish advisory commissions, and work toward implementing reparations programs targeted to a pilot group of Black Americans in their communities
- Leads, implements and maintains authority of the CCD DSBO Ordinances found in D.R.M.C. Chapter 28 Article II, IV, VII and Rules & Regulations
- Develops the CCD Citywide Master Utilization Plan through coordination with CCD agencies to ensure the City is intentionally and actively incorporating equitable initiatives withing City procurements for MWBEs
- Directs complex forensic investigations and dispute resolutions involving CCD certified small businesses, including inequitable incidents, complex and sensitive contract matters, prompt pay disputes, etc
- Conducts key indicator reports related of contract compliance activity to the DEDO Executive Director, City Council, and Mayor
- Directs CCD comprehensive compliance mechanisms of MWBE, DBE and SBE programs whereby +3,500 contracts are monitored totaling multi-million dollars in contract values and over \$1 Billion being paid to small, minority and women owned businesses
- Directs certification programs which includes thorough tax and personal net worth financial reviews of businesses, business assessments, eligibility determinations, investigative reviews of fraudulent businesses, intake processing, and approval/denial/appeal procedures
- Completed an internal disparity study and audit per a General Managers Request (GMR) for the RTD Board of Directors report which revealed successes, best practices and areas of further development to the RTD Board of Directors

Audits and Regulatory Compliance

- Leading the preparation for the 2020 City Auditor's Office: MWBE Program Performance Audit whereby CCD DSBO fully and/or partially implemented all recommendations
- Revamping the 2021 FAA DBE Program Plan, 2019-2021 FTA Overall Goal for CCD
- Prepares forward looking reporting assessment of the grantee's (RTD) risk in the execution of federal funds and goal determination on federally funded projects to gauge attainment of RTD's Overall DBE goal annually

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- Led the preparation for the 2017 FTA Triennial Audit- DBE Program of RTD by the FTA whereby RTD was recognized as a model program and acknowledged as a best practice in the transportation agency
- Completed research and analytic reports in response to FTA for: 2014 FTA Corrective Action Plan- Exceeding Goal, 2012 FTA Compliance Review & Corrective Action Response, 2011 FTA Shortfall Analysis, and 2011 FTA Final Rule Letter to Contractors

Capacity Building and Community Engagement

- Restructured the Construction Empowerment Initiative (CEI) Committee increasing participation more than 50% and reaching over 100 attendees monthly
- Developed and facilitated the 1st Small Business Transportation Conference. The partnership between RTD, City & County of Denver, DEN, and CDOT reached over 300 attendees that participated in workshops, VIP luncheon, and networking
- Coordinated and emceed the first RTD Small Business Breakfast of Champions Gala to celebrate and recognize the prime contractors and small, minority, disadvantaged and women-owned businesses that participated on the FasTracks projects
- Executed partnership agreements with the Hispanic Contractor of Colorado's *Contractor Academy and Scaling Program*, CDOT's Connect 2 DOT *Leading Edge Program*, and the Black Chamber of Commerce's *Entrepreneur Program* to tailor a capacity building program with DSBO's certified firms at CCD
- Presents to various entities including Colorado Women Leading Government on *Generational Gaps of Women and the importance of Mentoring*, Multi-Agency Exchange (MAX) Conference on *Building a Strong Foundation for DBE and SBE Programs* and Colorado Association of Transit Agencies (CASTA) on *DBE/SBE Goal Setting* and The Governors Economic Recovery Team on the American Recovery and Reinvestment Act (ARRA) on *Federal Requirements of a DBE Program*
- Presents at small business organizations (i.e. Colorado Black Roundtable, COMTO, USDOT Bonding Program, HCC, and PTAC) for events and seminars related to understanding certification, accessing opportunities, building capacity, and doing business with government entities

EMPLOYMENT SUMMARY

City and County of Denver
Division of Small Business Opportunity
Chief Officer
Director

February 2019- Present

Regional Transportation District (RTD)
Small Business Office of Civil Rights Division
Manager

August 2015- February 2019

Regional Transportation District (RTD)
Small Business Office of Civil Rights Division
Project Manager, DBE/SBE (Consultant, Armand Resource Group)

January 2012- August 2015

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EDUCATION

Regis University
Bachelor of Science

Bishop Machebeuf Catholic High School
Diploma

PROFESSIONAL DEVELOPMENT CERTIFICATIONS

1. Women In Transportation 2022 Rosa Parks Diversity Leadership Award
2. National Transit Institute (NTI) & American Contract Compliance Association (ACCA) Executive Leadership Institute 2019
3. National Transit Institute (NTI) & American Contract Compliance Association (ACCA) Master Administrator Certification 2016
4. National Transit Institute (NTI) Disadvantaged Business Enterprise Certification 2015 & 2009
5. National Transit Institute (NTI) & American Contract Compliance Association (ACCA) Compliance Administrator Certification 2014
6. USDOT FTA Triennial Review Workshop Certification 2014
7. RTD IQM2 Training Certification 2012
8. USDOT Federal Transit Administration Civil Rights Colloquium Certification 2008

SOFTWARE SYSTEM SKILLS

Microsoft Office Suite, FTA TEAMS, Aconex, Prism, Oracle, Mars, IQM2, LCP Tracker, B2G, Workday, Jaggar

BOARD AND COMMITTEE MEMBERSHIP

- Board Member, Economic Development Association (EDA) for Black Communities
- Board Member, Hispanic Contractor of Colorado's (HCC) Contractor Academy
- Committee Member, Collective for the Advancement of BIPOC+ Businesses (CABB) fund
- Chair, City and County of Denver's DSBO Equity & Empowerment Council (DEEC)
- Lead, City and County of Denver's Business Equity Leadership Team (BELT)
- Member, City and County of Denver's Brand Champion

BUSINESS COMMUNITY INVOLVEMENT

- Construction and Transportation Girl
- Contractor Academy
- Black Business Initiative
- Colorado Black Women for Political Action
- Conference of Minority Transportation Officials Colorado (COMTO)
- Colorado's Black Roundtable
- Hispanic Contractors of Colorado
- Minority & Women's Chamber Coalition
- Colorado Minority Business Office
- Colorado Black Roundtable
- Airports Council International
- American Council of Engineering Companies of Colorado (ACEC Colorado)