

Calmentor North Region

Promoting Involvement in Architectural & Engineering Projects in California's North Region



Program Guidelines – 2025



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I. The Calmentor Program

A. Background

The California Department of Transportation's (Caltrans) North Region Calmentor Program, created by Governor Arnold Schwarzenegger's Executive Order S-11-06, promotes small business participation in the transportation marketplace. The Calmentor North Region (CNR) Program consists of Districts 1, 2 and 3 and aims to increase small Architectural & Engineering (A&E) firm participation in public transportation projects in the Northern California region, from Sacramento to the Oregon border. Calmentor partnered with the American Council of Engineering Companies of California (ACEC) to introduce the Program, which is designed to encourage and support small businesses. To make the Program more effective, Caltrans and ACEC established a Steering Committee consisting of Caltrans and ACEC, as the sponsors, and Mentor and Protégé firms as the remaining members.

B. Mission Statement

Provide a forum to foster meaningful Mentor/Protégé relationships by offering education, training, and networking with the goal of increasing business opportunities within the transportation marketplace.

C. Goals and Objectives

1. CNR will achieve its program mission through effective planning and promotion.
2. Enhance the growth potential of approved protégés.
3. Education – CNR, in collaboration with other entities, will provide opportunities to increase member and industry capabilities through education and training
4. Recruitment – CNR will promote the benefit of involvement by sharing experiences with possible mentor and protégé firms involved in A&E.
5. CNR Forum – CNR will provide an arena to develop business relationships that foster new opportunities for small and large firms.

II. Program Guidelines

A. Location

As an advocate of the CNR Program, the North Region Consultant Services Unit (NRCSU) will maintain all documents pertaining to the Program and maintains the CNR website at:

<https://dot.ca.gov/caltrans-near-me/district-3/d3-popular-links/d3-calmentor>

CNR members will provide the facilities and/or a virtual conference application where participants meet and perpetuate the Program.

B. Participants

Participants of the Program are mentors, protégés, program sponsors, Steering Committee members and Members-at-Large.

1. Mentors

Established firms willing to commit time to help small firms achieve their growth potential.

2. Protégés

Small firms seeking growth potential in the transportation marketplace.

3. Program Sponsors

- **Caltrans** – The Program’s primary sponsor. The NRCSU provides administrative support for the Program. The NRCSU Chief is the Caltrans point of contact for all resources needed for this program. Administrative support includes providing/setting up meeting facilities, meeting facilitation, and preparing meeting agendas, handouts, meeting minutes and other program related documents as needed. The NRCSU is the central repository of program documents and maintains the CNR database and website.
- **ACEC California** – The California Member Organization of the American Council of Engineering Companies - a lead organization of private sector engineering and land surveying firms is sponsoring the Program and working with Caltrans. ACEC California participation includes the Redwood Chapter, North Coast Chapter and Sierra Chapter.
- **Other Public Agencies** – Any public organization that also desires to sponsor the Program.
- **Steering Committee** – The optimal Steering Committee consists of seven members: three mentors, three protégés and the Chief of NRCSU. Other members may be included, e.g. a representative from ACEC or the Caltrans Statewide Calmentor Liaison.
- **Members-at-Large** – An individual firm or organization actively supporting the CNR Program mission.

III. Steering Committee Rules and Responsibilities

A. Responsibilities

The Steering Committee which guides and maintains the CNR Program, should:

1. Establish program goals and objectives and ensure they are being fulfilled.
2. Set program policies and procedures.
3. Collect historical information regarding the Program's progress.
4. Review and approve potential Mentor and Protégé applications and Memorandums of Understanding (MOUs);
5. Attend and participate monthly Steering Committee Meetings.
6. Participate in events.
7. Resolve disagreements.
8. Establish a grievance protocol.
9. Evaluate Program performance.
10. Serve as an advisory body to Caltrans.

B. Composition

Past and present mentors and protégés, NRCSU, ACEC and the Caltrans Statewide Calmentor Liaison.

C. Function

The Steering Committee has the authority and the responsibility to manage all affairs of the Program.

D. Meetings

The Steering Committee will meet monthly via WebEx to discuss program business and brainstorm for upcoming events. The NRCSU Chief, the Steering Committee or no less than one-fifth of the active members may request special meetings as necessary. The Steering Committee will hold an annual meeting to allow for feedback and evaluation.

E. Events

The Steering Committee will host four events per year to promote Calmentor. The purpose of these events is for networking and establishing new business relationships. During these events, the Steering Committee will present the benefits of Calmentor, graduations of the Calmentor program, and allow additional time for networking and questions the participants may have.

F. Notice

The Steering Committee requires a minimum of four days' notice for special meetings. Such notice may be given to each Steering Committee member in person, by mail or by electronic media.

G. Quorum

A majority of the Steering Committee members constitute a quorum for the transaction of business at any Steering Committee meeting.

H. Action

The Steering Committee may act without a meeting if two-thirds of the members consent in writing, setting forth the action taken.

I. Vacancies

If a Steering Committee member resigns, the Steering Committee shall fill any vacancy, whether by reason of resignation, removal or other means, or any newly created position.

J. Compensation

There is no compensation for non-Caltrans Steering Committee members. Membership is strictly voluntary.

K. Steering Committee Leadership

1. **Chair** – The Chairperson is the NRCSU Chief or 'other' appointed by the NRCSU Chief, who chairs official business and events for the Program. The Chairperson has the power to appoint sub-committee members subject to Steering Committee approval.
2. **Co-Chair** – The Co-Chair is a non-Caltrans member who is voted in by the nine-member Steering Committee. The Co-Chairperson works closely with the Chairperson on all Program related matters. The Co-Chair presides in the absence of the Chair.
3. **CNR Liaison** – The Liaison is a NRCSU staff member who maintains CNR history and correspondence files, schedules Steering Committee meeting and takes and keeps meeting minutes, maintains a current list of member addresses and telephone numbers, ensures that a copy of these Program Guidelines is available at each meeting; maintains the CNR website, establishes a calendar of Steering Committee meetings, posts public meetings, activities, or events on the CNR Website and performs other duties as assigned by the Committee.

L. Election and Tenure

Any active member of the Program is eligible to be a Steering Committee member. Steering Committee members may serve a two-year term commencing on the date of their appointment. These members may be reappointed to consecutive terms as agreed upon by a majority vote of the

Steering Committee. A Steering Committee member filling a mid-term vacancy may serve a two-year term consecutively in that position. A mid-term position comprises one term, regardless of the length of service. The Steering Committee makes these appointments either via U.S. mail or electronic media in a manner determined by the Steering Committee.

New members must serve a three-month probationary period. The conditional requirements are as follows: Member must participate in at least two out of the three Steering Committee monthly meetings. If unable to attend, must provide reasoning as to why and exceptions will be made on a case by case basis. Participation and engagement are required and will be monitored during the probation period by the Chair. After the probation period has been completed, an official appointment letter will be generated and sent via email.

After probation has been completed, the new Steering Committee member will also join a vacancy in one of Sub Committees. The CNR Liaison will provide details of which Sub Committees has a vacancy. Every Steering Committee member must serve under one Sub Committee.

The following are the Sub Committees and their roles:

1. Pairings/Memorandum of Understanding (MOU)
 - Will monitor existing partnerships to ensure pairing is beneficial and MOUs are being met.
2. Outreach (event participation & sponsorship)
 - Speaking during presentations and communicating with sponsors
3. Special Events
 - As we partner with ACEC, we have annual events that said committee member must voluntary and provide support.

M. Removal and Replacement

The Steering Committee may remove any member elected or appointed, if that removal serves the best interest of the Program. The Steering Committee may initiate such a removal but only if a majority of the Steering Committee approves the removal.

A member may be removed and replaced for any of the following reasons:

1. Resignation (without Steering Committee approval);

2. Three consecutive absences at regularly scheduled meetings. If a reason is provided it will be reviewed on a case-by-case basis.
3. Disruptive or abusive behavior.
4. Non-observance of the mission, objectives, and guidelines of the Program.
5. Lack of participation.

N. Filling a Vacancy

Any vacancy may be filled by the Steering Committee for the unexpired portion of the term. Applicants must submit a written request to the Steering Committee expressing the following reasons for wanting to join.

1. Why “firm” would like to join?
2. What does “firm” hope to gain?
3. What is “firm’s” understanding of a role as a steering committee?
4. What is “firm’s” expectations?

The applicant can fill the vacancy upon approval by a majority of the members. The newly approved committee member will begin their duties immediately after a successful vote.

If a Steering Committee member votes no, a justification must be provided.

The Steering Committee should be equally split between Mentors and Proteges. It is the Steering Committee’s responsibility to fill vacancy as soon as possible.

IV. Program Structure

A. Pairing Process

1. Mentors and Protégés submit a CNR application to Caltrans.
2. The Steering Committee reviews all applications and makes decisions regarding approval.
3. Caltrans posts the names of accepted Mentors and protégés on the CNR website.
4. Potential Mentors and Protégés meet and interview each other.
5. The Steering Committee member who oversees the “Pairings/MOU’s” Sub Committee will review and approve the MOU into which the Mentor and Protégé voluntarily enter.

B. Establishing a Formal Relationship/MOU

Mentors and Protégés should:

1. Describe the goals and objectives of the partnership.
2. Develop a method or approach to achieve the goals and objectives.
3. Establish a mentoring duration.
4. Agree on areas of support and development.

C. Evaluation and Feedback

Mentors and Protégés will meet on a quarterly basis to:

1. Review milestones in their MOU.
2. File a Progress Report with Steering Committee each quarter.
3. Review measurements to assess growth of Protégés.

Recognition of Program Achievements

The Steering Committee will provide recognition by acting to:

1. Evaluate Mentor/Protégé accomplishments.
2. Celebrate Mentor/ Protégé successes at annual meetings.
3. Develop a CNR graduation process and hold such graduations on an annual basis.

IV. Administration

A. Program Maintenance

1. Pair Protégés with Mentors.
2. Verify that each Mentor/Protégé pairing has and abides by a standard MOU.
3. Establish a calendar invite for monthly Steering Committee meetings.
4. Post public meetings, activities, or events on the CNR/ACEC website.

B. Dispute Resolution

Participation in the CNR Program is voluntary. Disputes between two parties may be referred to the Steering Committee for discussion and recommendation.

C. Recruitment

1. Communicate to other professional associations, societies, etc., about the Program.
2. Inform potential participants about the website.
3. Develop, implement, and maintain a marketing plan.
4. Participate in small business events within the Region.