

MILWAUKEE COUNTY

DBE PROGRAM TRIENNIAL GOAL REPORT FOR FAA-ASSISTED PROJECTS



TO BE SUBMITTED TO:
U.S. DEPARTMENT OF TRANSPORTATION
FAA GREAT LAKES REGIONAL OFFICE
ATTN: NANCY CIBIC
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Proposal Draft as of: October 13, 2016

EXECUTIVE SUMMARY

The Federal Aviation Administration (FAA) requires all grant recipients with funding in excess of \$250,000 annually for airport planning or development to establish **anticipated amount** of Disadvantaged Business Enterprise participation on DOT-Assisted projects absent the effects of discrimination every three years. Milwaukee County (County)'s General Mitchell International Airport (GMIA) meets the standards which require submittal of Triennial DBE goal report. This triennial goal report describes the methodology and the process the County used to establish this goal for Airport Improvement Program (AIP) funding anticipated to be received during Federal Fiscal Years (FFY) 2017-2019. This report has been developed according to the United States of America Code of Federal Regulations Title 49, Part 26 (49 CFR Part 26), which mandates the design and implementation of the DBE Program and is prepared by the Milwaukee County Community Business Development Partners (CBDP) with assistance from General Mitchell International Airport (GMIA).

The County Executive proposes, and the County Board authorizes 2017 Budget adopted in November of 2016, for funding of projects in the next calendar year through the County's Annual Budget process. As this report is based upon anticipated projects, the County may submit a revised goal report to reflect the actual projects that will be undertaken and as necessary over the 2017-2019 Triennial period to accommodate changes to FAA-assisted projects. The 2017-2019 overall goal is based on the availability of eligible DBE firms in regard to market availability within Southeastern Wisconsin. Southeastern Wisconsin for the purposes of this report includes the seven county area of Kenosha, Milwaukee, Ozaukee, Racine, Walworth, Washington, and Waukesha Counties. In addition, information was drawn from United States Census Bureau statistics as available, the Wisconsin Unified Certification Program DBE directory and the State of Wisconsin Department of Administration WBE/MBE databases as well as input from affected internal and market stakeholders, and the County's experiences with the DBE Program on AIP projects from 2014-2016.

In the 2014-2016 report, GMIA concluded a multiyear FAA funded noise mitigation project (NMP) which included many types of work (NAICS codes) on private homes. With the NMP concluded in 2015, the FY 2017-2019 report will be significantly different than the previous triennial period. It is based primarily on planned projects in the next triennial to ensure a more accurate goal with only significantly similar project histories considered in the calculations. GMIA is in the early phases of planning for the Timmerman Airport. No decisions have been made as of the completion of this report, so those plans are not included in these figures, but we anticipate altering these goals once the planning process is complete should any of the work planned be funded with FAA assistance.

Milwaukee County General Mitchell International Airport has budgeted FAA-assisted contracts for FY2017-2019 totaling \$23,029,500. The overall DBE goal for Milwaukee County's FAA-assisted contracts for FFY 2017-2019 is 19.3%, 7.7% will be Race-Neutral and 11.6% Race-Conscious. The following chart displays this goal and its race-neutral and race-conscious components:

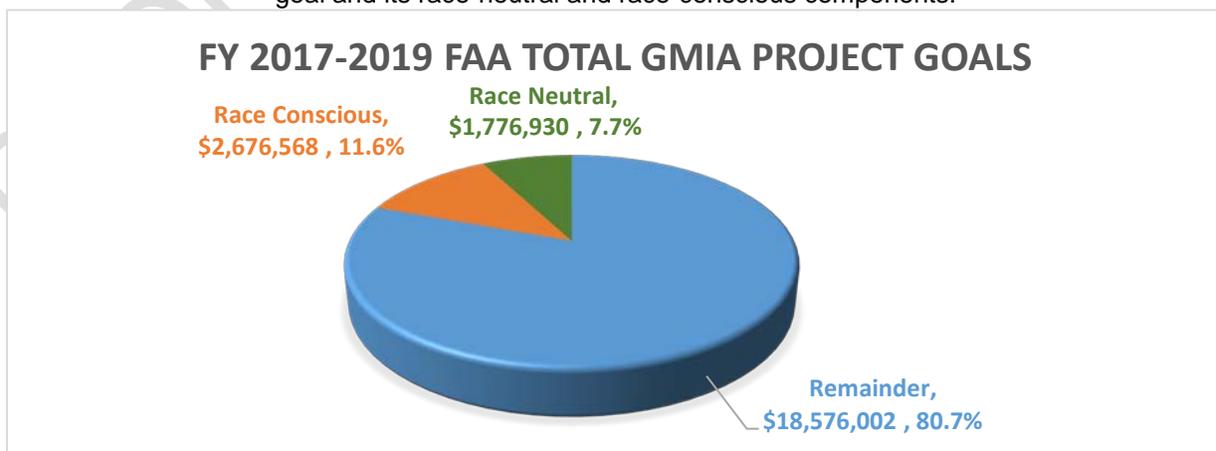


TABLE 1
CALCULATION OF OVERALL DBE GOAL FOR FFY 2017-2019

Industry Sector	Calculation	RACE-NEUTRAL GOAL	RACE-CONSCIOUS GOAL	OVERALL GOAL
Construction	Goal Percent	8.2%	12.4%	20.6%
	X Total Cons. \$\$	\$ 21,471,000	\$ 21,471,000	\$ 21,471,000
	=	\$ 1,762,301	\$ 2,654,532	\$ 4,416,834
Professional Services	Goal Percent	2.6%	3.9%	6.6%
	X Total P.S. \$\$	\$ 558,500	\$ 558,500	\$ 558,500
	=	\$ 14,629	\$ 22,035	\$ 36,664
Totals	Goal Percent	7.7%	11.6%	19.3%
	X Total FAA-Asst. \$\$	\$ 23,029,500	\$ 23,029,500	\$ 23,029,500
	=	\$ 1,776,930	\$ 2,676,568	\$ 4,453,498

Milwaukee County will begin using this overall goal on December 1, 2016, previous goals remain in place until that date.

PROPOSED DRAFT

PROCESS FOR GOAL SETTING

The County anticipates an amount of **\$23,029,500** in FAA-assisted contracts expected to be let, the County's goal will result in an estimated **\$4,453,498** being expended with DBE firms during this three year period.

In accordance with Section 26.43, the County does not utilize quotas or set asides to obtain contract participation by DBE firms. Pursuant to Section 26.45, the overall goal is based upon the availability of ready, willing and able DBE firms in the market. The market of available firms for the County consists primarily of businesses located in the Seven County Region identified within the State of Wisconsin. The County expends the vast majority of its total contracting dollars with firms located within this region. DBE firms and non-DBE firms were used to calculate the baseline availability in the goal setting process.

In compliance with Section 26.51(a), the County will meet the maximum feasible portion of the overall goals through race-neutral means of facilitating DBE participation. Currently, the County uses the following race-neutral approaches to ensuring DBE participation: (a) encouraging prime contractors to subcontract portions of their work, which they might otherwise perform with their own forces; (b) providing assistance to prime contractors in contacting prospective DBE firms; (c) facilitating information and communication programs on contracting procedures and specific contract opportunities through website postings, electronic notifications to DBEs, and public notice publication; (d) ensuring the distribution of the DBE Directory to contractors/consultants that obtain plans and specifications or request for proposal (RFP) documents and materials; (e) encouraging the formation of joint ventures and consortia; and (f) encouraging DBE firms to act as primes.

In addition as a response to the 2015 corrective action plan agreed to by the FAA, Milwaukee County Community Business Development Partners attends all FAA-assisted pre-bid meetings and bid openings to ensure contractors are aware of the County's DBE program.

METHODOLOGY USED FOR DETERMINING DBE GOAL

The County reviewed the two-step goal setting methodology detailed in 49 CFR 26.45 and set the goal based on Step One results as is allowed per the regulations. Step Two adjustments are allowed based on total past achievement, but due to the NMP project history that raised the goal to a level considered unachievable considering future projects, Milwaukee County determined that the Step One calculation was the most accurate method of determining a future goal and set the goals based on those figures.

IDENTIFICATION OF PROJECTS FOR FFY 2017-2019

The County first identified the anticipated FAA-assisted projects slated for FFY 2017-2019 to determine (1) the type of projects where DBE participation was possible and (2) the number of firms in the market, and the DBE qualified firms available in the relevant NAICS codes for inclusion in the baseline formula. After identification of the projects the relevant NAICS Codes were selected for determining the number of ready, willing and able firms to be counted in the baseline calculation. The list of anticipated projects, NAICS codes identified and annual budget per project are listed in Table 2.

TABLE 2

ANTICIPATED FAA-ASSISTED EXPENDITURES BY PROJECT FOR FFY 2017-2019 and SELECTION OF RELEVANT NAICS CODES

FY 2017 (10/1/2016-9/30/2017)	Project #	Project Name	NAICS	Budget
	WA217	Airfield Safety Improvement	238210;56149	\$ 430,200
	WA218	Airfield Pavement Replacement	237310;238210;541380; 561730;561439;484220	\$ 1,219,200
	WA221	Security Wildlife Perimeter Fencing	237990;561439;484220	\$ 262,200
	WA215	Runway 19R-1L, 13-31 and Taxiway & Relighting	238210;561730;484220	\$ 914,700
	WA224	LJT Airfield Pavement Replacement and Rehab 2016	237310;541380;484220	\$ 380,000
			Subtotal	\$ 3,206,300
FY 2018 (10/1/2017-9/30/2018)	Project #	Project Name	NAICS	Budget
	WA217	Airfield Safety Improvements	238210;561730;461439	\$ 407,900
	WA218	Airfield Pavement Replacement - Phase 2	237310;541380;561439; 484220	\$ 985,400
	WA224	LJT Airfield Pavement Replacement	237310;541380;561439; 484220	\$ 380,400
	WA219	Deice Pad 19R	237310;238210;238910; 541330;541380;561730; 561439;484220	\$ 10,515,400
	WA210	Airport Rescue & Fire Fighting Vehicles	336120	\$ 1,000,000
			Subtotal	\$ 13,289,100
FY 2019 (10/1/2018-9/30/2019)	Project #	Project Name	NAICS	Budget
	WA217	Airfield Safety Improvements	238210;561730;561439; 484220	\$ 407,900
	WA218	Airfield Pavement Replacement - Phase 3	237310;541380;561439; 484220	\$ 985,400
	WA220	Connector Taxiways Modifications	237310;238210;238910; 541330;541380;561730; 561439;484220	\$ 4,760,400
	WA224	LJT Airfield Pavement Replacement	237310;541380;561439; 484220	\$ 380,400
			Subtotal	\$ 6,534,100
		Total Triennial Planned AIP Expenses		\$ 23,029,500

IDENTIFICATION OF SPENDING IN EACH NAICS CODE ANNUALLY

The selection of relevant NAICS codes for FFY 2017-2019 projects was based upon the anticipated design and construction projects as defined by GMIA Airport Engineering and Administration personnel. Table 3 displays the sum of work annually by NAICS codes anticipated for this period. Actual projects undertaken are dependent upon available funding.

**TABLE 3
 ANTICIPATED FAA-ASSISTED EXPENDITURES BY NAICS CODES, INDUSTRY SECTOR AND YEAR**

FY2017-2019 FAA Planned Projects by NAICS Code Totals/Year	Industry Sector/Description	2017	2018	2019	Total
NAICS Codes	Construction	Total			
237310	Highway, Street & Bridge Const.	\$ 1,275,100	\$ 7,370,000	\$ 2,589,400	\$ 11,234,500
237990	Other Heavy & Civil Const.	\$ 229,500	\$ -	\$ -	\$ 229,500
238190	Other Foundation, Stuct. Bld	\$ -	\$ -	\$ -	\$ -
238210	Electrical Contractors	\$ 1,309,700	\$ 1,200,000	\$ 1,400,000	\$ 3,909,700
238910	Site Prep Contractors	\$ -	\$ 2,000,000	\$ 1,500,000	\$ 3,500,000
484220	Specialized Freight (except Used Goods) Trucking/Dump Trucking	\$ 346,700	\$ 1,485,000	\$ 765,600	\$ 2,597,300
	Subtotal Construction by NAICS	\$ 3,161,000	\$ 12,055,000	\$ 6,255,000	\$ 18,873,700
	Professional Services				
541330	Engineering Services	\$ -	\$ 150,000	\$ 200,000	\$ 350,000
541380	Testing Labs	\$ 10,000	\$ 25,000	\$ 20,000	\$ 55,000
561730	Landscape Services	\$ 34,700	\$ 57,500	\$ 57,500	\$ 149,700
561439	Photocopying & Duplicating	\$ 600	\$ 1,600	\$ 1,600	\$ 3,800
336120	Special Purpose Hwy Vehicle	\$ -	\$ 1,000,000	\$ -	\$ 1,000,000
	Subtotal Professional Services	\$ 45,300	\$ 1,234,100	\$ 279,100	\$ 1,558,500
Total		\$ 3,206,300	\$ 13,289,100	\$ 6,534,100	\$ 23,029,500

DATA SOURCES

After identification of the projects the relevant NAICS Codes were selected for determining the number of ready, willing and able firms to be counted in the baseline calculation.

In accordance with the provisions contained in Section 26.45, Milwaukee County used the best evidence available to determine the number of ready, willing and able DBE qualified and unqualified firms.

To obtain the **number of all available firms** the County used Census Bureau data on County Business Patterns. This information was obtained for each of the seven counties in Southeastern Wisconsin.

To obtain the number of ready, willing and able DBE firms, the County used the Unified Certification Program Directory and our Diversity Management Software. The firms meeting the screening criteria described above were selected for inclusion in the baseline formula. The directories of other municipal and government agencies were employed to determine the availability of other small business entities currently qualified as “minority” and/or woman owned businesses in the region that could become DBE certified. The County was diligent in its review of these data sets to ensure that no duplicate firms were counted. The result is the total **number of qualified firms**.

The following resources served as the basis for development of the market availability numbers used to calculate the baseline goal numbers. Website information for these sources is listed in Appendix C of this report.

- United States of America Census Bureau Data on County Business Patterns and Survey of Business Owners
- Wisconsin Unified Certification Program (UCP) Directory of DBE Firms/Milwaukee County, Diversity Management and Compliance System (DMCS)
- Wisconsin Department of Administration, Division of Enterprise Operations, State Supplier Diversity Business Certification Program Directory (this data was reviewed and referenced, but not used in final calculations)

STEP 1: CALCULATION OF WEIGHTED BASELINE GOAL

The following formula was used to calculate the baseline figure/goal in each relevant NAICS Code:

$$\frac{\text{Number of Qualified firms in relevant NAICS Codes}}{\text{Number of Qualified \& Non-Qualified firms in relevant NAICS Codes}} = \text{Baseline Availability}$$

The results of application of this formula described above are displayed in Table 5.

TABLE 5

CALCULATION OF BASELINE AVAILABILITY FOR FAA-ASSISTED PROJECTS BY NAICS CODE

Baseline Availability of Qualified Firms by NAICS Codes (per US Census Data and WI UCP)						
NAICS Codes	Description	Sector	All Firms	Qualified Firms	Unqualified Firms	Base Availability
237310	Highway, Street & Bridge Const.	Construction	39	9	30	23.1%
237990	Other Heavy & Civil Const.	Construction	25	3	22	12.0%
238190	Other Foundation, Struct. Bld Found Contractors	Construction	19	5	14	26.3%
238210	Electrical Contractors	Construction	389	18	371	4.6%
238910	Site Prep Contractors	Construction	171	13	158	7.6%
484220	Specialized Freight (except Used Goods) Trucking/Dump Trucking	Construction	231	120	111	51.9%
336120	Special Purpose Hwy Vehicle	Professional Services	-	-	-	0.0%
541330	Engineering Services	Professional Services	350	29	321	8.3%
541380	Testing Labs	Professional Services	47	2	45	4.3%
561439	Photocopying & Duplicating Services	Professional Services	26	1	25	3.8%
561730	Landscape Services	Professional Services	724	21	703	2.9%

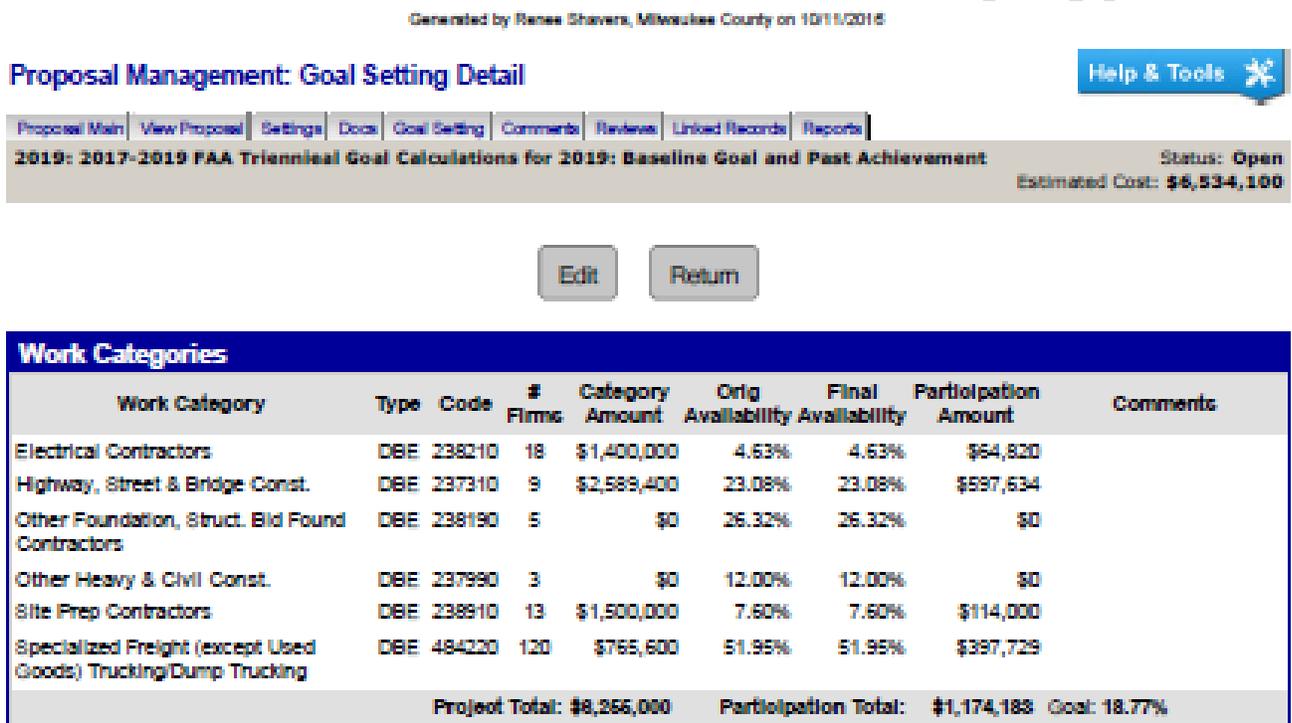
WEIGHTED BASELINE AVAILABILITY BY ANNUALLY PLANNED FAA-ASSISTED PROJECTS

$$\text{(SUM (Baseline Goal per each NAICS Code * Dollars Spent per each NAICS code) / Total Dollars Spent) * 100} \\ = \text{WEIGHTED BASELINE GOAL \%}$$

Baseline Availability was then weighted by budgeted annual figures in each NAICS code utilizing the DMCS Goal Setting Module to set an annual goal for Construction and Professional Services for each of the three years. Figure 1 is a sample screenshot of the calculation for the Baseline Construction Goal in 2019 in DMCS software. This was done annually for each sector. See attachments* for printouts of calculations by NAICS code and year.

Figure 1

SCREENSHOT OF SOFTWARE GENERATED ANNUAL WEIGHTED BASELINE GOAL FOR FAA-ASSISTED PROJECTS



TRIENNIAL PARTICIPATION GOALS BY INDUSTRY SECTOR

The annual goals for Construction and Professional Services calculated in DMCS were then multiplied by the actual budgeted figures for each sector to create the final FAA-assisted project Triennial Participation Baseline Goals by industry sector chart below.

Figure 2

FINAL FAA-ASSISTED PROJECT TRIENNIAL PARTICIPATION BASELINE GOALS BY INDUSTRY SECTOR

Final Annual and Triennial FAA Goals by Industry Sector			
Goal Type	Budgeted	Weighted Base Goal (per DMS)	Participation Baseline (Budgeted x Base Goal)
FY2017-2019 Construction			
2017 DBE Construction	\$ 3,161,000	17.8%	\$ 562,658
2018 DBE Construction	\$12,055,000	22.2%	\$ 2,680,068
2019 DBE Construction	\$ 6,255,000	18.8%	\$ 1,174,189
FY2017-2019 Construction Subtotal	\$21,471,000	20.6%	\$ 4,416,914
FY2017-2019 Professional Services			
2017 DBE Professional Services	\$ 45,300	5.1%	\$ 2,306
2018 DBE Professional Services	\$ 234,100	6.5%	\$ 15,170
2019 DBE Professional Services	\$ 279,100	6.9%	\$ 19,202
FY2017-2019 Professional Services Subtotal	\$ 558,500	6.6%	\$ 36,678
Special Purpose Hwy Vehicle (fire truck)	\$ 1,000,000	0.0%	\$ -
Triennial Totals and Weighted Averages	\$23,029,500	19.3%	\$ 4,453,592

STEP 2: ADJUSTMENT TO BASELINE GOAL

FAA regulations outline a Step Two adjustment as an optional step in goal calculation. Following the Past Achievement calculation process in our DMCS software, and the Median Past DBE Participation (MPP) calculation, we developed the following table. Several factors were investigated in determining whether to adjust the baseline goal. After extensive review, the County decided not to adjust the weighted baseline goals for this period. The calculations follow in Table 6, but were not used in the final goal calculation because the County felt they overstated the County's availability of firms.

TABLE 6

ADJUSTMENTS OF BASELINE BASED UPON RECENT DBE ACHIEVEMENTS

Calculation of Adjustment Considerations					
Goal Type	Budgeted	Past Achievement on Similar Projects (calculated in DMCS software)	Past Achievement x Budgeted	Median Past DBE Participation (MPP) Calculation	MPP Goal
FY2017-2019 Construction					
2017 DBE Construction	\$ 3,161,000	26.0%	\$ 821,544		
2018 DBE Construction	\$12,055,000	26.1%	\$ 3,151,177	26.0%	\$ 5,580,313
2019 DBE Construction	\$ 6,255,000	26.0%	\$ 1,625,675		
FY2017-2019 Construction Subtotal	\$21,471,000	26.1%	\$ 5,598,395		
FY2017-2019 Professional Services					
2017 DBE Professional Services	\$ 45,300	29.6%	\$ 15,040		
2018 DBE Professional Services (includes fire truck)	\$ 1,234,100	32.8%	\$ 404,661	29.6%	\$ 460,693
2019 DBE Professional Services	\$ 279,100	17.3%	\$ 48,396		
FY2017-2019 Professional Services Subtotal	\$ 1,558,500	30.0%	\$ 468,097		
Triennial Totals and Weighted Averages	\$23,029,500	26.3%	\$ 6,066,492	26.2%	\$ 6,041,006

TABLE 7

TRIENNIAL GOAL SETTING SUMMARY FOR FAA-ASSISTED PROJECTS

	Construction	Professional Services	Overall Goal
Step-1 Market Availability	20.6%	6.6%	19.3%
Anecdotal Information on Discrimination	This information will be accumulated during the public feedback period from October 13, 2016 through November 18, 2016 and evaluated prior to accepting final goals to determine if further adjustments to the goals are necessary.		
Statistical Disparities	Information presented by the State of WI Department of Administration's WBE and MBE databases were reviewed as a part of these goals, but were not utilized due to the differences in geographical areas. The US Census data was compiled from multiple years and statistical methods were used to accommodate the changing data from one report to another. These calculations are available upon request to Community Business Development Partners. Some data on the NMP project's past achievements was excluded as appropriate due to the significantly differing future planned projects.		
DBE Achievements 2014-2016	26.1%	30.0%	26.3%

DETERMINATION OF RACE-NEUTRAL (RN) & RACE-CONSCIOUS(RC) COMPONENTS

Race-Neutral and Race-Conscious components reflect the degree to which Milwaukee County's DBE firms are able to work on Milwaukee County projects absent of or in excess of an established goal. This may be achieved in numerous ways including Prime Contractors choosing to exceed established goals on projects and DBE firms winning bids as Prime Contractors.

In addition, it reflects Milwaukee County's efforts to support contracting opportunities within the Small Business Enterprise community. To breakdown the overall goal into the race-neutral and race-conscious components the Milwaukee County relied on its past experience in accordance with Section 26.51. The percentage of race-neutral and race-conscious overall goal components for FFY 2017-2019, is based on the County's analysis of its DBE achievements for 2014-2016 on FAA projects. The average overachievement can reasonably be used to determine the race-neutral component of the overall goal. Underachievement is an indication that the race-conscious portion should constitute a larger component of the overall goal.

Per the regulations, Milwaukee County will achieve the maximum feasible portion of the overall goal using Race-Neutral measures and must establish contract goals to meet the remaining portion of the goals. Milwaukee County looked at data for the previous three years to determine a race neutral median goal. Note that past participation includes extensive contracts in the noise mitigation program (NMP) which achieved very high goals due to unbundling the contracts into individual contracts per home renovated which allowed for a large proportion of DBE's to compete for and win contracts as prime contractors with 100% participation. This program has ended, so the goals achieved figure was distorted as a measure of future achievement. To adjust the figure for this anomaly Milwaukee County excluded FY2014 from the RN median goal calculation. Milwaukee County believes that this adjustment to the RN calculation is prudent and accurately reflects the expected RN calculation for projects in FY 2017-2019.

Using the rationale described above, the final overall goal was adjusted to show the race-neutral and race conscious components as displayed in Table 1.

The County will adjust the estimated breakout of race-neutral and race-conscious participation as needed to reflect actual DBE participation in accordance with Section 26.51(f). The County will track and report race-neutral and race-conscious participation separately. For reporting purposes race-neutral includes, but is not limited to, the following: participation through a prime contract when obtained through customary competitive procurement procedures; participation through a subcontract on a prime contract that does not carry a goal; participation on a contract exceeding a contract goal; and participation through a subcontract from a prime contractor that did not consider the firm's status in making the award.

Calculation of Race Neutral and Race Conscious Components						
2016	TOTAL PAYMENTS ON CONTRACTS COMPLETED THIS REPORTING PERIOD	Number of Contracts Completed	Total Dollar Value of Contracts Completed	DBE Participation Needed to Meet Goal (Dollars)	Total DBE Participation (Dollars)	Percent to DBEs
19	Race Conscious	9	\$7,790,919	\$1,947,730	\$1,586,915	20.4%
20	Race Neutral	7	\$76,051		\$35,972	47.3%
21	Totals	16	\$7,866,971		\$1,622,887	20.6%
2015	TOTAL PAYMENTS ON CONTRACTS COMPLETED THIS REPORTING PERIOD	Number of Contracts Completed	Total Dollar Value of Contracts Completed	DBE Participation Needed to Meet Goal (Dollars)	Total DBE Participation (Dollars)	Percent to DBEs
19	Race Conscious	10	\$7,601,818	\$1,710,698	\$1,383,788	18.2%
20	Race Neutral	53	\$3,271,900		\$1,063,348	32.5%
21	Totals	63	\$10,873,717		\$2,447,136	22.5%
2014	TOTAL PAYMENTS ON CONTRACTS COMPLETED THIS REPORTING PERIOD	Number of Contracts Completed	Total Dollar Value of Contracts Completed	DBE Participation Needed to Meet Goal (Dollars)	Total DBE Participation (Dollars)	Percent to DBEs
19	Race Conscious	3	\$17,429,325	\$4,357,331	\$4,497,695	25.8%
20	Race Neutral	162	\$5,948,543		\$3,422,963	57.5%
21	Totals	165	\$23,377,868		\$7,920,658	33.9%
2015-2016*	TOTAL PAYMENTS ON CONTRACTS COMPLETED THIS REPORTING PERIOD	Number of Contracts Completed	Total Dollar Value of Contracts Completed	DBE Participation Needed to Meet Goal (Dollars)	Total DBE Participation (Dollars)	Percent to DBEs
2016	Race Neutral	7	\$76,051		\$35,972	47.3%
2015	Race Neutral	53	\$3,271,900		\$1,063,348	32.5%
*2014 was excluded due to the extensive number of NMP contracts. 2015 also includes NMP contracts, but they are included to calculating a RN Median					RN Median	39.9%

BREAKDOWN OF OVERALL GOAL INTO RACE-NEUTRAL & RACE-CONSCIOUS COMPONENTS

The DBE achievements during 2014-2016 indicate that the median race-neutral attainment is 39.9%. For FFY 2017-2019, it is anticipated that the overall race-neutral participation will mirror the successes of recent years adjusted as noted above. For this reason the race-neutral component of the overall goal for anticipated projects reflects past attainment, and results in an anticipated overall race-neutral participation of **7.7%** = \$1,776,930 and race-conscious participation of **11.6%** = \$2,676,568 as a weighted figures. The calculations of the race-neutral and race-conscious components of the overall goal are detailed in Table 1.

The annual overall goal stated in this report is the County’s target for expending federal funds with DBE firms. Local market conditions and capacity of DBE firms in specific industry classifications at the time of award may yield differing results. The County will continue to report achievements in accordance with 49 CFR 26.11, and submit additional reporting as may be necessary to comply with the requirements of 26.47(c).

GOAL IMPLEMENTATION

CONTRACT GOALS

Following Section 26.51(e) (1) and (2) contract goals will be used to meet any portion of the overall goal that the County projects cannot be met through race-neutral participation. The County will assign contract goals only on those projects, which have subcontracting possibilities. In accordance with Section 26.51(e)(4) the County will also ensure that the assignment of contract goals will provide for the participation of all certified DBEs and will not be sub-divided into group specific goals.

The County, in compliance with Section 26.51(f), will continue to monitor DBE participation and will make necessary adjustments per project and per contract to ensure that the program is narrowly tailored.

The County expresses all contract goals as a percentage of the total contract amount; i.e., including local and federal funds.

GOOD FAITH EFFORTS

In accordance with Section 26.53, the County requires a bidder/proposer to submit a Certificate of Good Faith Efforts form, along with supporting documentation, in instances where the participation goal is not met.

In determining whether a bidder/proposer has demonstrated good faith in meeting the goal, the County follows the provisions detailed in Section 26.53. The County has implemented policy and procedures to provide administrative reconsideration to each bidder/proposer deemed not to have demonstrated good faith in meeting the goal, as detailed in its DBE Program Plan. As part of this administrative reconsideration, the bidder/proposer is afforded an opportunity to provide written documentation and/or verbal argument concerning the issue of whether it met the goal or made adequate good faith efforts to do so. Administrative Reconsideration is afforded when a bidder/proposer does not concur with the determination of the good faith efforts review.

The Administrative Reconsideration consists of officials who did not participate in the original determination that the bidder/proposer demonstrated less than adequate good faith efforts to meet the goal.

COUNTING DBE PARTICIPATION

The County follows crediting and counting provisions contained in Section 26.55 to determine DBE participation on all projects on which DBE firms perform as a prime or sub-contractor/consultant. Milwaukee County utilizes Diversity Management software to track certification and participation activities within Milwaukee County. The software requires contractor input of subcontracting and payments received per contract on a monthly basis. In addition, each subcontractor must confirm in the software all payments received and any payments made to further subcontractors. The checks and balances in the software allow for accurate data collection, tracking and reporting of DBE contractor activities and are mandatory on all FAA-Assisted projects.

**APPENDIX A –
DBE GOAL REPORT STAKEHOLDER DIRECTORY**

African American Chamber of Commerce

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American Indian Chamber of Commerce

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**Association of General Contractors of
Greater Milwaukee**

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Wisconsin**

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Milwaukee, WI 53212
414-449-4920
ccross@cross-management.com
<http://www.cross-management.com/>

Hmong Wisconsin Chamber of Commerce

May yer Thao, Director
6815 W. Capital Drive
Milwaukee, WI 53216
414-645-8828
mayyer@hmongchamber.org
<http://www.hmongchamber.org/>

**League of United Latin American Citizens
of Wisconsin**

Eileen Figueroa, Director
5012 W. Ashland Way
Franklin, WI 53132
414-389-7131
1eileenfigueroa@gmail.com
<http://www.lulac-wisconsin.org/>

**Metropolitan Milwaukee Association of
Commerce**

Tim Sheehy, President
756 N. Milwaukee Street
Milwaukee, WI 53202
414-287-4100
tsheehy@mmac.org
<http://www.mmac.org/>

**Metropolitan Milwaukee Association of
Commerce - The Business Council**

Marjorie Rucker, Executive Director
756 N. Milwaukee Street
Milwaukee, WI 53202
414-287-4172
mrucker@mmac.org
<http://www.mmac.org/>

**Milwaukee Building and Construction
Trade Council**

Dan Bukiewicz, President
5941 W. Bluemound Rd.
Milwaukee, WI 53213
414-475-5580
danb@milwbuildingtrades.org
<http://www.milwbuildingtrades.org/>

Milwaukee Urban League

Ralph Hollman, President
435 W. North Ave.
Milwaukee, WI 53212
414-374-5850
rhollmon@tmul.org
<http://www.tmul.org/>

**National Association for the Advancement
of Colored People - Milwaukee Branch**

James Hall Jr., President
2745 N. Martin Luther King Dr.
Milwaukee, WI 53212
414-562-1000
naacpmkeorg@gmail.com
<http://www.naacp.org/>

**National Association of Minority
Contractors - Wisconsin Chapter**

Brian Mitchell, President
6122 N. 76th Street
Milwaukee, WI 53218
414-454-9475
contactus@namcwi.com
<http://www.namcwi.com/board.html>

**South Milwaukee Community & Business
Association**

Leah Manthey, President
2424 15th Avenue, PO Box 207
South Milwaukee, WI 53172
414-762-2222 x141
info@SouthMilwaukeeCBA.org
<http://visitsm.org/>

South Shore Chamber of Commerce

Brian Williams, President
P.O. Box 100183
Cudahy, WI 53110
414-483-8615
info@ssccwi.com
<http://www.scccwi.com/>

South Suburban Chamber of Commerce

Barbara Wesener, Executive Director
8580 S. Howell Ave.
Oak Creek, WI 53154
414-768-5848
bwesener@southsuburbanchamber.com
<http://business.southsuburbanchamber.com/>

Wauwatosa Chamber of Commerce

Terry Estness, Executive Director
10437 Innovation Drive
Wauwatosa, WI 53226
4141-453-2330
terry@tosachamber.org
<http://tosachamber.org/>

West Allis/West Milwaukee Chamber of Commerce

Diane Brandt, Executive Director
6737 W. Washington Street
West Allis, WI 53214
414-302-9901
diane@wawmchamber.com
<http://www.wawmchamber.com/>

Wisconsin Association of Consulting Engineers

Jayne Marpinko, Executive Director
3 S. Pinckney Street
Madison, WI 53703
608-257-9223
acecwi@acecwi.org
<http://www.acecwi.org/>

Wisconsin LGBT Chamber of Commerce

Jason Rae, Executive Director
5027 W North Avenue
Milwaukee, WI 53208
414-678-9275, (715) 790-4334
jason@wislgbtchamber.com
<http://www.wislgbtchamber.com/>

Wisconsin Society of Architects (AIA Wisconsin)

William Babcock, Executive Director
321 S. Hamilton Street
Madison, WI 53703
608-257-8477
aiaw@aiaw.org
<http://www.aiaw.org/>

Wisconsin Transportation Builders Association

Patrick Goss, Executive Director
1 E. Pinckney Street
Madison, WI 53703
608-256-6891
pgoss@wtba.org
<http://www.wtba.org/>

Wisconsin Women Entrepreneurs - Greater Milwaukee, Inc

Kathy Hust, President
1509 N. Prospect Ave.
Milwaukee, WI 53202
414-939-9552
info@wwe-gm.org
<http://www.waukesha.org/>

Wisconsin Women's Business Initiative Corporation (WWBIC)

Wendy Baumann, President
1533 Rivercenter Drive
Milwaukee, WI 53212
414-263-5450
info@wwbic.com
<https://www.wwbic.com/>

APPENDIX B – FAA DBE PAYMENTS FOR 2014-2016

Calculation of Race Neutral and Race Conscious Components						
	TOTAL PAYMENTS ON CONTRACTS COMPLETED THIS REPORTING PERIOD	Number of Contracts Completed	Total Dollar Value of Contracts Completed	DBE Participation Needed to Meet Goal (Dollars)	Total DBE Participation (Dollars)	Percent to DBEs
2016						
19	Race Conscious	9	\$7,790,919	\$1,947,730	\$1,586,915	20.4%
20	Race Neutral	7	\$76,051		\$35,972	47.3%
21	Totals	16	\$7,866,971		\$1,622,887	20.6%
2015						
19	Race Conscious	10	\$7,601,818	\$1,710,698	\$1,383,788	18.2%
20	Race Neutral	53	\$3,271,900		\$1,063,348	32.5%
21	Totals	63	\$10,873,717		\$2,447,136	22.5%
2014						
19	Race Conscious	3	\$17,429,325	\$4,357,331	\$4,497,695	25.8%
20	Race Neutral	162	\$5,948,543		\$3,422,963	57.5%
21	Totals	165	\$23,377,868		\$7,920,658	33.9%
2015-2016*						
2016	Race Neutral	7	\$76,051		\$35,972	47.3%
2015	Race Neutral	53	\$3,271,900		\$1,063,348	32.5%
*2014 was excluded due to the extensive number of NMP contracts. 2015 also includes NMP contracts, but they are included to calculating a RN Median					RN Median	39.9%

APPENDIX C – MARKET AVAILABILITY DATA SOURCES

- United States of America Census Bureau Data on County Business Patterns: <http://www.census.gov/programs-surveys/cbp.html> and American Fact Finder: <http://factfinder.census.gov/faces/nav/jsf/pages/index.xhtml>
- Wisconsin Unified Certification Program (UCP) Directory of DBE Firms: <http://wisconsin.gov/Documents/doing-bus/civil-rights/dbe/dbe-ucp-directory.xlsx>
- Wisconsin Department of Administration, Division of Enterprise Operations, State Supplier, Diversity Business Certification Program Directory <http://wisdp.wi.gov/search.aspx>
- Milwaukee County Community Business Development Partners, Diversity Management and Compliance System <https://mke.diversitycompliance.com/Default.asp>
- See also Attachment 2017-2019 DMCS FAA Goal Setting Calculations.pdf: Referenced in Figure 1: Software Generated Annual Weighted Baseline Goal For FAA-Assisted Projects

Appendix D – Public Notice Including Solicitation of Feedback and Evidence of Ongoing Discrimination

This report is a preliminary proposed report setting Triennial Goals on Milwaukee County projects at General Mitchell International Airport for fiscal years 2017-2018-2019. It is being submitted to the public for review as well as to internal management, the Milwaukee County Board and the Milwaukee County Executive for the period of October 13, 2016 through November 18, 2016. See the Public Notice Attachment for more information.

Milwaukee County is actively encouraging and requesting the submission of evidence of ongoing discrimination in its contracting activities during this public review period.

Suggested feedback and evidence may include:

- Comments and feedback on this report, goals, methodology, and Milwaukee County's contracting on FAA-assisted projects at General Mitchell International Airport
- DBE and non-DBE availability of ready, willing and able firms
- Effects of discrimination
- Efforts to establish a level playing field
- Any other evidence relevant to DBE's, SBE's, non-DBE's and contracting with Milwaukee County at GMIA

Should you have evidence to include with this report to the FAA, please submit it by November 18, 2016 to:

**Mr. Rick Norris PE, Director
Community Business Development Partners
Milwaukee County
633 West Wisconsin Avenue, Suite 900
Milwaukee, WI 53202
Rick.Norris@milwaukeecountywi.gov**

To ensure adequate community input, Milwaukee County plans to publish this report in the following ways:

- Notification will be made to the Milwaukee County Board of Directors, the Milwaukee County Executive and relevant departments within Milwaukee County
- Milwaukee County will publish this report on its CBDP and GMIA websites.
- Milwaukee County will publish in at least three local newspapers
- Milwaukee County will email it to all stakeholders listed in this report
- Milwaukee County will email it to vendors, DBE firms and other interested parties per available email lists
- Two public hearings will be held November 1, 2016, to solicit feedback and evidence to include in this report. See the attached Public Notice for details on the hearings.
- Other media outlets as appropriate.