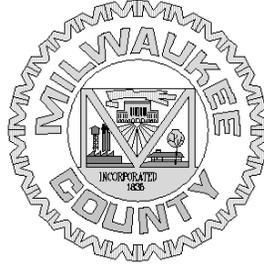


# MILWAUKEE COUNTY



## *Department of Administrative Services*

**Airport Engineering  
General Mitchell International Airport  
5300 South Howell Ave.  
Milwaukee, Wisconsin 53207**

**REQUEST FOR PROPOSAL  
FOR**

**GMIA Sustainability Management Plan**

**PROJECT NO. A209-16014**

**January 2016**

MILWAUKEE COUNTY'S



G E N E R A L  
**MITCHELL**  
INTERNATIONAL AIRPORT

***Request for Proposals:***  
**Sustainability Planning Services,**  
**General Mitchell International Airport**

**Project No. A209-16014**

1/15/16

**I. INTRODUCTION**

The Milwaukee County Department of Transportation is requesting proposals for professional consulting services for the development of a Sustainability Management Plan for General Mitchell International Airport in Milwaukee, Wisconsin. The project background and scope is attached.

There is a consulting budget of \$350,000 for this project. In addition, there is 17% Disadvantage Business Enterprise (DBE) goal for this project. Proposals should describe how the consultant will meet this goal by including a Commitment to Contract with DBE (DBE-14) form with their proposal. If the consultant is unable to meet this goal, however, their proposal must include a Certificate of Good Faith Efforts (DBE-01) form. The DBE requirements and forms to be submitted are in Attachment 4.

Proposals to this RFP are due **February 10, 2016 by 3 p.m.** Interviews with a short list of consultants may be conducted during the week of February 22, 2016, following review of the responses. The consultant selection and notice to proceed are anticipated to be completed by April 12, 2016. This schedule does not preclude the negotiation of additional or reduced services and contract amounts prior to the initiation of work.

**II. BACKGROUND**

General Mitchell International Airport (GMIA; Airport) is classified by the Federal Aviation Administration (FAA) as a Medium Hub airport that serves the Milwaukee Metropolitan area and surrounding urban, suburban and rural communities of southeastern Wisconsin. The Milwaukee County Department of Transportation (MCDOT) seeks to develop a Sustainability Management Plan (SMP; Plan) that provides a roadmap for GMIA to integrate environmental sustainability into its planning, design, construction, maintenance and operations.

The SMP will help GMIA achieve its planning and operational objectives while reducing its environmental impacts, achieving environmental benefits, and improving relationships with the local community. All functions at the Airport will be considered during the SMP process, including the airfield, terminal related passenger services, cargo, general aviation, Airport support and access, as well as the neighboring and GMIA-owned 440th Air Reserve Station (Attachment 1). Additional information and guidance on airport sustainability planning is provided on the following FAA webpage:

<http://www.faa.gov/airports/environmental/sustainability/>

Although GMIA has implemented many significant environmental sustainability initiatives (including noise abatement, storm water pollutant reduction, construction materials management, waste

recycling, air pollutant emissions reduction, energy efficient lighting replacement, HVAC retro-commissioning, among others), in developing the SMP the Airport seeks to:

- Provide a more proactive, holistic approach to environmental sustainability at GMIA;
- Integrate environmental sustainability into GMIA's planning, design, construction, maintenance and operations;
- Make environmental sustainability a core objective for GMIA through the development of comprehensive plans with measurable goals and outcomes; and,
- Provide the rationale and quantify the financial and other benefits of environmental sustainability at GMIA.

MCDOT's project team will consist of GMIA staff (including the project manager) as well as Milwaukee County's Sustainability Director and Director of Environmental Services. The project team will help the selected consultant (Consultant) access GMIA staff, facilities, infrastructure, maps, documents, etc. pertinent to this project.

### III. SCOPE OF SERVICES

The Consultant shall provide the following services as specified per the standard terms and conditions of the Milwaukee County Department of Administrative Services Consultant Agreement for Professional Services (Type C - Not-To-Exceed Fee) (copy will be emailed upon request):

#### **Task #1: Stakeholders Engagement & Plan Framework**

With assistance from MCDOT, the Consultant shall identify key stakeholders (Stakeholders) that will help guide the development of the Sustainability Management Plan. Stakeholders could include but are not limited to: the MCDOT project team, GMIA management, GMIA tenants, public oversight agencies such as the Federal Aviation Administration (FAA), other public agencies, selected officials from Milwaukee County and surrounding municipalities, citizens, business groups, and community leaders with a stake in the future of the Airport. The Consultant may define more than one Stakeholders group if doing so facilitates completion of the SMP.

As part of Task #1, the Consultant shall convene charrette(s)/meeting(s) with the Stakeholders group(s) to introduce the SMP project and planning process to them, and engage the group(s) to define sustainability and identifying focus areas that fall under this definition. The Consultant shall also work with the Stakeholders to develop a vision, guiding principles, and desired results for the SMP. These commitments will serve as the basis for all of the other elements of the Plan.

The Consultant shall prepare a brief "GMIA Sustainability Plan Framework" report which summarizes the discussion and outcomes from the Stakeholders charrette(s)/meeting(s), describes the purpose and intent of the SMP (sustainability definition, focus areas, etc.), and outlines next steps for developing the Plan. The report shall also identify opportunities for the SMP to contribute to existing sustainability plans or initiatives in the local community (e.g. City of Milwaukee, Milwaukee Metropolitan Sewerage District, etc.).

GMIA desires for the Consultant to exhibit innovation and creativity to maximize buy-in and input from the SMP Stakeholders throughout this project. Although not required, the Consultant

may find it useful to develop SMP-related posters, newsletters, websites, and other communications to engage the Stakeholders and general public with the planning process.

### **Task #2: Sustainability Baseline Assessment**

As part of this task, the Consultant shall develop and publish an “Environmental Sustainability Report” that documents and evaluates how GMIA is performing relative to the sustainability focus areas identified in Task #1 - i.e., the Airport’s sustainability baseline. Where possible, GMIA will provide the Consultant with access to this information. In some instances, however, baseline data may not be available and the Consultant will be required to collect and compile the information for the report. For example, GMIA does not currently have a reliable estimate of its solid waste diversion rate. If solid waste is identified as one of the Airport’s sustainability focus area, the Consultant would need to devise a means to estimate GMIA’s baseline diversion rate.

The Environmental Sustainability Report shall also assess how GMIA’s sustainability performance (in terms of the identified focus areas) compares with that of peer airports. Where possible, this “benchmarking” analysis shall be based on actual data obtained from the peer airports. If benchmarks are not available for a particular focus area, the Consultant shall compare the Airport’s performance in this area relative to sustainability standards or best practices per the FAA, Transportation Research Board, or other organization relevant to the aviation industry. All benchmarks shall be evaluated on a consistent basis throughout the Environmental Sustainability Report (per passenger, etc.).

Listed below are examples of information to be compiled for the Environmental Sustainability Report. The actual information collected will depend on GMIA’s sustainability focus areas, and is subject to prioritization by the Airport in collaboration with the Consultant. Where applicable and available, a minimum of three years of the data shall be compiled by the Consultant for the sustainability baseline and benchmarking analysis.

- Facilities management and operations;
- Greenhouse gas emissions reductions;
- Air quality protection;
- Noise abatement;
- Energy conservation, energy efficiency, and renewable energy;
- Groundwater and surface water quality improvements;
- Water quality protection and water conservation;
- Solid waste generation and diversion;
- Hazardous materials management and remediation;
- Threatened and endangered species;
- Land and natural resources management;
- Surface transportation access and connectivity;
- Programs and partnerships with the local community;
- Engagement with GMIA tenants on sustainability initiatives;

GMIA appreciates that preparing the Environmental Sustainability Report will require considerable efforts by the Consultant. As a result, more than three months of the project schedule has been dedicated to completing Task #2. The report shall be a professional-quality

report suitable for presentation to the SMP Stakeholders and general public. Upon completion of the report, the Consultant shall submit the report to the MCDOT project team for their review and approval.

### **Task #3: Sustainability Goals and Objectives**

Based on the analysis completed for Task #2, the Consultant shall develop and recommend measurable goals for GMIA to improve its environmental sustainability. The goals shall be broad but relevant to the sustainability focus areas identified in Task #1. For each goal, the Consultant shall also develop and recommend one or more specific, measurable, attainable, relevant, and time-bound (“SMART”) objectives that will reflect GMIA’s progress towards achieving the goal.

An example goal and accompanying SMART objective would be:

Goal:	Improve the energy performance of GMIA facilities, infrastructure and fleet vehicles.
Objective:	Reduce energy use per square foot in GMIA facilities by 10 percent by 2020, using 2016 energy use as the baseline.

The Consultant shall share the recommended goals and objectives with the Stakeholders and then convene additional meeting(s) with them to solicit their feedback on the draft. As directed by the MCDOT project team, the Consultant shall synthesize and evaluate the feedback received from the Stakeholders and refine the goals and objectives accordingly.

The Consultant shall then prepare a report that provides the final recommended goals and objectives based on the Stakeholder’s feedback. The Consultant shall submit this report to the MCDOT project team for their review and approval.

### **Task #4: Sustainability Actions and Targets**

For this task, the Consultant shall analyze the SMP vision, goals, objectives, and sustainability baseline assessment to identify opportunities for advancing GMIA’s sustainability program. These opportunities shall be evaluated and ranked according to how effectively they help the Airport achieve its planning and operational objectives while reducing its environmental impacts, achieving environmental benefits, and improving relationships with the local community. The most promising opportunities shall be compiled into a list of sustainability actions that the Consultant recommends to GMIA.

The recommended sustainability actions shall be specification-based and not pertain to any specific company’s products or services. In addition, the recommended actions shall be original and not already funded in GMIA’s current operating and capital budgets, or included in its planned budget requests. The recommended actions shall be summarized as a table that provides the following information for each action:

- SMP goal(s) and objective(s) advanced;
- Metric(s) for tracking progress (Key Performance Indicators; KPIs);
- Year(s) of implementation;
- Person(s)/group(s) responsible for oversight and/or support;
- Economic costs and benefits;

- Environmental benefits;
- Benefits to the local community, including but not limited to contribution to existing sustainability plans or initiatives;
- Implementation priority (based on difficulty, costs vs. benefits, availability of funding, or other factors to be discussed with the MCDOT project team);
- Recommended annual budget allocation;
- Other potential sources of funding or resources;

The Consultant shall share the “sustainability actions table” with the SMP Stakeholders and then convene additional meeting(s) with them to solicit their feedback on the draft. As directed by the MCDOT project team, the Consultant shall synthesize and evaluate the feedback received from the Stakeholders and refine the sustainability actions accordingly.

The Consultant shall then prepare a report that provides the final recommended sustainability actions based on the Stakeholder’s feedback. The Consultant shall submit this report to the MCDOT project team for their review and approval.

**Task #5: Sustainability Implementation and Monitoring Program**

As part of this task, the Consultant shall develop and recommend a detailed process for GMIA to track and report its progress with implementing the sustainability actions. The process shall include but not be limited to (in no particular order):

- Webpage or website where SMP progress will be reported;
- Estimates for GMIA staff time and costs associated with SMP implementation;
- Procedure for compiling KPIs for the sustainability actions identified in Task #4;
- Guidelines for GMIA staff to incorporate the sustainability actions into applicable Airport contracts, leases, RFPs, process, licenses and procedures;
- Suggested by-laws and meeting schedule for a SMP implementation oversight group;
- Template report(s) and news release(s) for communicating SMP progress;

**Task #6: Sustainability Management Plan Document**

The Consultant shall propose a format for GMIA’s Sustainability Management Plan and shall prepare a detailed draft outline of the document for MCDOT project team to review. Upon receipt of the MCDOT project team’s comments, the Consultant shall prepare a final outline to work from in preparing the Plan.

The SMP document shall likely include but not be limited to the below chapters or sections:

- Executive Summary
- Table of Contents
- Introduction to/Profile of GMIA
- Plan Vision & Guiding Principles
- Definition of Sustainability
- Sustainability Baseline/Benchmarking
- Sustainability Actions Table
- Plan Implementation & Monitoring

- Appendices, to include Task #1-5 reports other than Environmental Sustainability Report, which shall be referenced and summarized in the body of the SMP.

The Consultant shall prepare and submit a 1st draft of the GMIA Sustainability Management Plan to the MCDOT project team for their review. Upon receipt of the team's comments and approval, the Consultant shall prepare a PowerPoint presentation that summarizes the draft Plan for the Stakeholders. The Consultant shall also prepare an engaging and attractive one-page, double-sided flyer intended to inform Milwaukee County managers and administrators, GMIA tenants, and the general public about the SMP process, outcomes, implementation, and monitoring.

The Consultant shall then convene final meeting(s) with the Stakeholders to give the PowerPoint presentation and solicit their feedback on the draft SMP. As directed by the MCDOT project team, the Consultant shall synthesize and evaluate the feedback received from the Stakeholders to create a final draft of the Plan. As with the Environmental Sustainability Report, the final draft shall be a professional-quality report suitable for presentation to the SMP Stakeholders and general public.

Upon the MCDOT project team's review and approval of the final SMP draft, the Consultant shall provide the MCDOT project team with three (3) printed copies and one (1) electronic PDF-format copy of the final draft, and then pursue close-out of the project.

Throughout this project, the Consultant shall be accessible to MCDOT's project team on a regular and as needed basis. The Consultant and project team shall also establish a regular communication format through which the team and SMP stakeholders can be kept current as to the Plan's progress.

#### IV. QUALITY CONTROL

Milwaukee County reserves the right to request partial or full reimbursement from consultants for change orders resulting from errors and omissions in the services they are contracted to provide.

#### V. PROJECT SCHEDULE

For Medium Hub airports, FAA recommends devoting at least 18 months for the sustainability planning process. Accordingly, the following schedule is anticipated for this project:

<b>Date</b>	<b>Milestone or Deliverable</b>
February 2, 2016	Optional pre-proposal meeting
February 10, 2016	Proposals due by 3 p.m.
Week - Feb. 22, 2016	Consultant interviews, if necessary
April 22, 2016	Notice to Proceed with project
June 17, 2016	Task #1 - Sustainability Plan Framework Report due
September 30, 2016	Task #2 - Environmental Sustainability Report due
November 30, 2016	Task #3 - Sustainability Goals and Objectives Report due
January 31, 2017	Task #4 - Sustainability Actions and Targets
March 31, 2017	Task #5 - Implementation and Monitoring Program due

June 30, 2017  
August 31, 2017

Task #6 - Draft Sustainability Management Plan due  
Task #6 - Final Sustainability Management Plan due

## **VI. PRE-PROPOSAL MEETING**

There is an optional pre-proposal meeting as follows:

1:30 p.m. on Tuesday, February 2, 2016  
GMIA Administration - Hardie Conference Room  
5300 South Howell Ave  
Milwaukee, WI 53207

Visitors can park in the hourly parking (parking structure). Access the administration offices through Concourse C. Contact project manager Sean Hayes at 414-747-5422 for access. GMIA will validate your parking.

## **VII. RELATED WORK BY OTHERS**

Milwaukee County will print, assemble and distribute bidding documents.

## **VIII. SUBMISSION REQUIREMENTS**

The proposal shall conform to Milwaukee County's Proposal Preparation, Submission and Evaluation Guidelines (see Attachment 2). The proposal shall include the Consultant Proposal Form (Attachment 3) and the following information:

**A. Cover Page:** Include project number and name, project location, consultant's name, address, telephone number, FAX number, e-mail address, proposal date, etc.

**B. Table of Contents:** Include an identification of the material by section and page number.

**C. Letter of Transmittal:** The name and description of the organization submitting the proposal briefly stating the proposer's understanding of the service to be provided.

**D. Description of the Organization:** A description of the organization submitting the proposal. Include the name, size, legal status (corporation, partnership, etc.), professional registration/certification, major type of activity or areas of consulting.

**E. Description of the Organization's Experience:** Include a list of similar projects that the consultant has participated with during the past five years. Attach a separate sheet for each project, up to five maximum, giving a brief description of each project, the consultant's participation, and a client contact reference and phone number. Provide a list of three (3) references that can be contacted with questions regarding your past work.

Due to the unique regulatory constraints of the Airport environment, experience with providing professional services to Medium Hub or Large Hub airports is mandatory. Along with this requirement, MCDOT desires consultants that have some or all of the following qualifications:

- Experience completing environmental sustainability plans, analyses, or studies.
- Understanding of airport planning, design, construction, maintenance and operations.
- Understanding of natural resources conservation, efficiency, and renewable energy.
- Experience with economic analysis for local government agencies.
- Ability to complete environmental sustainability projects on time and within budget.
- Innovation and creativity in engaging stakeholders with strategic planning projects.
- Understanding of sustainability initiatives and trends in the aviation industry.

**F. Description of Project Team/Resumes:** Provide an organizational structure of the consultant's project team, including any subconsultants to be used for this project. Include the name of the Principal in Charge of this project along with the name, occupation and title of the Project Manager who will be in charge of this project.

Provide a one-page resume for each individual involved in the project, and include their name, title, address, telephone number, e-mail address, fax number, duties for the project, professional registration, a brief description of related experience including time contribution in this capacity to past projects, and Proposals.

**G. Sub-Consultants:** Indicate the names and addresses of any sub-consultants and/or associates proposed to be used in this project. State the capacity they would be used in and the approximate percentage of the total services they would provide. Also state their past experience in the field.

**H. Project Approach:** Provide a description of challenges you anticipate in this project and how you propose to overcome them. Discuss how you plan to staff the project to efficiently complete the work effort.

**I. Project Schedule to Completion:** Provide a timetable and relationship of tasks which are necessary to complete this project as noted in the "Project Schedule" section of this RFP. The proposed schedule must include a line item indicating the final draft of the Sustainability Management Plan shall be submitted to the MCDOT project team by August 31, 2017.

**J. Constant Effort:** Include a spreadsheet/matrix listing the names, classifications, hourly rates and hours to be spent by each required task to complete the project as described in this RFP.

**K. DBE Goal:** This project has a Disadvantaged Business Enterprise (DBE) participation goal of 17%. The award of this contract is conditioned upon your good faith efforts in achieving this goal, and you must document those efforts. Proposals must state how you will meet the goal, including identifying the DBE firm(s) by name, the scope(s) of work/service(s) to be provided, the dollar amount(s) of such work, and the percentage of the DBE goal to be met. Failure to do this will result in a determination of non-responsiveness, and rejection of your proposal. During the contract period, the successful proposer shall use the County's online reporting system to document DBE participation. The DBE requirements and forms to be submitted are in Attachment 4.

A necessary step in the good faith efforts process is contacting Community Business Development Partners at 414-278-4747 or [cbdp@milwaukeecountywi.gov](mailto:cbdp@milwaukeecountywi.gov) for assistance in

identifying DBEs and understanding the County's DBE Program procedures. The official directory of eligible DBE firms can be accessed by the following link:

<https://app.mylcm.com/wisdot/Reports/WisDotUCPDirectory.aspx>

**L. Quality Control:** Submit a contract document quality control plan. Quality control is to be performed by individuals not assigned to the project on an ongoing basis.

**M. Fee Proposal:** The fee for this project shall be clearly stated as an actual cost not-to-exceed fee for these services. A dollar amount for reimbursable items as described in the proposal should also be clearly stated.

## **IX. CONSULTANT SELECTION**

Proposers must recognize this is not a bid procedure, and a Professional Services agreement will not be awarded solely on the basis of the low fee proposal. Milwaukee County reserves the right to accept or reject any and all proposals, issue addenda, request clarification, waive technicalities, alter the nature and/or scope of the proposed project, request additional submittals, and/or discontinue this process.

The proposal evaluation team will be made up of three to five individuals with technical knowledge of the requirements and familiarity with the project. Depending on the number and quality of the proposals, MCDOT may decide to conduct interviews of a short-list of consultants. The evaluation team may select up to three consultants to attend an interview, which, if required, will be held during the week of February 22, 2016. The interview will be evaluated based on project team, experience and qualifications, project understanding, and the overall presentation.

The project manager will post this RFP, as well as any pre proposal meeting minutes, sign in sheets, addendums and other information related to this project to the Milwaukee County Construction RFP website:

<http://county.milwaukee.gov/ConstructionBidsandR23075.htm>

The consultant should consider information on this website to be part of the official RFP. Please check the site frequently. To allow time for proposal preparation, Milwaukee County will not post anything new within two days of the proposal due date.

## **X. GENERAL REQUIREMENTS**

1. The selected consultant and/or any contractor affiliated with the prime consultant shall be prohibited from submitting bids in the construction bidding process for this project.
2. Selected consultant shall follow Milwaukee County Code of Ethics as follows: No person(s) with a personal financial interest in the approval or denial of a Contract being considered by a County department or with an agency funded and regulated by a County department, may make a campaign contribution to any County official who has approval authority over that Contract during its consideration. Contract consideration shall begin when a Contract is submitted directly to a County department or to an agency until the Contract has reached final disposition,

including adoption, County Executive action, proceeding on veto (if necessary) or departmental approval.

3. The selected consultant must be an Equal Opportunity Employer.
4. The proposal shall conform with all attached documents. All proposals should use this RFP and its attachments as the sole basis for the proposal. The issuance of a written addendum are the only official method through which interpretation, clarification or additional information will be given.
5. All costs for preparing a proposal, attending the selection interview if required, or supplying additional information requested by Milwaukee County, is the sole responsibility of the submitting party. Material submitted will not be returned.
6. The proposal must be submitted in a single bound 8-1/2" x 11" document.
7. With the signing and submission of a statement or proposal the submitting consultant certifies that the standard terms and conditions of the Agreement for Professional Services (that will be used to contract with the selected consultant) has been read and understood and that the submitting consultant is ready, willing and able to sign the agreement when requested without making any substantive changes.

Four (4) copies of the proposal, sealed in an envelope or equivalent, must be submitted no later than February 10, 2016 by 3 p.m.

The proposals shall be addressed and submitted to:

Sean Hayes, PE  
Airport Engineering  
General Mitchell International Airport  
5300 South Howell Ave.  
Milwaukee, WI 53207

Proposals submitted by telephone, fax, or email will be rejected.

Please direct any questions about this RFP to Sean Hayes at 414-747-5422 or [shayes@mitchellairport.com](mailto:shayes@mitchellairport.com).

Sincerely,



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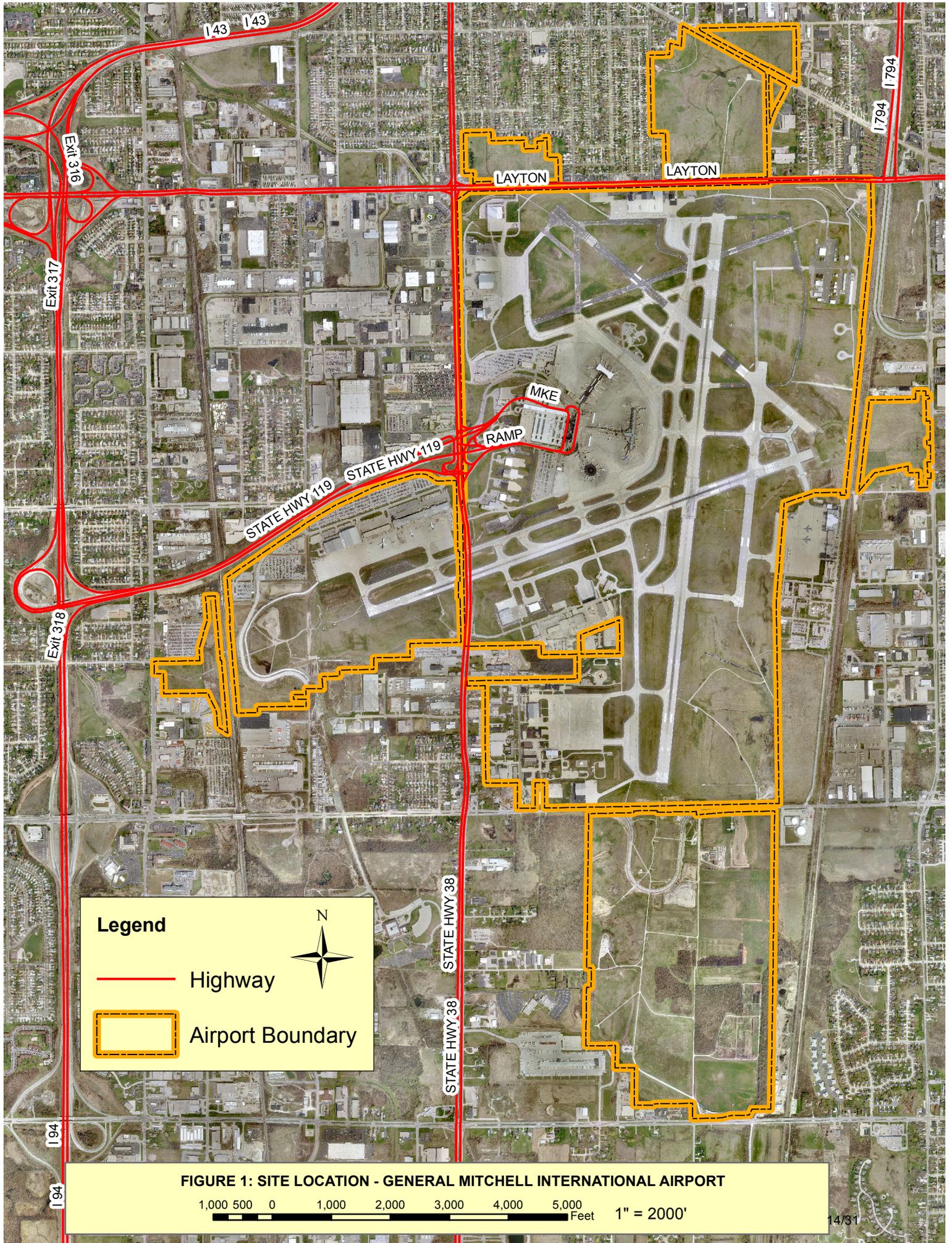
Sean Hayes, Project Manager

Attachments:

1. Project Location Map
2. Proposal Preparation, Submission and Evaluation Guidelines
3. Consultant Proposal
4. Disadvantaged Business Enterprise (DBE) Instructions & Forms

cc: G. High, DAS-FMD      G. Bennett, DAS-FMD      B. Engel, CDBP      J. Zsebe, GMIA  
S. Keith, DAS-FMD      S. Hayes, GMIA      G. Failey, GMIA

ATTACHMENT 1  
PROJECT LOCATION MAP



ATTACHMENT 2  
PROPOSAL PREPARATION, SUBMISSION AND  
EVALUATION GUIDELINES

# PROPOSAL PREPARATION, SUBMISSION & EVALUATION

## I. Explanation to Prospective Offerors

Any prospective offeror desiring an explanation or interpretation of this RFP must request it in writing no later than seven business days before the last date for submission of proposals. Requests should be directed to the individual in charge at the address listed in the RFP. Any information given to a prospective offeror concerning a solicitation will be furnished promptly to all other prospective offerors as an amendment to the RFP, if that information is necessary in submitting offers or if the lack of it would be prejudicial to any other prospective offerors.

## II. Complete Proposals

Proposals shall represent the best efforts of the offerors and will be evaluated as such. Proposals must set forth full, accurate, and complete information as required by this section and other sections of this RFP.

## III. Unnecessarily Elaborate Proposals

Brochures or other presentations beyond those sufficient to present a complete and effective response to this solicitation are not desired and may be construed as unnecessarily elaborate and an indication of the offeror's lack of cost consciousness. Elaborate art work, expensive paper and binding, and expensive visual and other presentation aids are neither necessary nor desired. Concise and clear proposals are sought.

## IV. Retention of Proposals

All proposal documents shall be retained by the County and therefore, will not be returned to the offerors. The County will not pay for preparation of proposals or for proposals that are retained by the County.

## V. Examination of Proposals

Offerors are expected to examine the Site, Statement of Work and all instructions and attachments in this RFP. Failure to do so will be at the offeror's risk.

## VI. Legal Status of Offeror

Each offeror must provide the following information in its proposal:

- A. Name of the offeror;
- B. Whether offeror is a corporation, joint venture, partnership (including type of partnership), or individual;

- C. Copy of any current license, registration, or certification to transact business in the State of Wisconsin if required by law to obtain such license, registration, or certification. If the offeror is a corporation or limited partnership and does not provide a copy of its license registration, or certification to transact business in the State of Wisconsin, the offeror shall certify its intent to obtain the necessary license, registration or certification prior to contract award or its exemption from such requirements; and
- D. Copies of any current license, registration or certification required in RFP;
- E. If the offeror is a partnership of joint venture, names of general partners or joint venturers.

VII. Organization of Offeror

Each proposal must further contain a chart showing the internal organization of the offeror and the numbers of regular personnel in each organizational unit.

VIII. Offerors Authorized Agent

Each proposal shall set forth the name, title, telephone number, and address of the person authorized to negotiate in behalf of the offeror and contractually bind the offeror, if other than the person signing the proposal.

IX. Price Schedule Submission

Offerors are to submit prices for each item identified in the Proposal. Offers for services other than those specified will not be considered. The prices set forth in the schedule will be used for evaluation purposes and for establishing a contract price. Milwaukee County reserves the right to accept or reject any and all Proposals.

X. Certification and Representations

Offerors shall return with their proposal resumes and any other documents as may be requested in the RFP.

XI. Signing of Offers

The offeror shall sign the proposal and print or type its name on the form. Erasures or other changes must be initialed by the person signing the offer. Offers signed by an agent shall be accompanied by evidence of that agent's authority, unless that evidence has been previously furnished to the County.

XII. Proposal Guarantee

By submitting a proposal the offeror guarantees that it will keep its initial offer open for at least 60 days.

XIII. Acknowledgement of Amendments

Offerors shall acknowledge receipt of any amendment to this solicitation by signing and returning the amendment or by letter or telegram including mailgrams. The County must receive the acknowledgment by the date and time specified for receipt of offers. Offeror's failure to acknowledge an amendment may result in rejection of the offer.

XIV.      Late Proposals and Modifications and Withdrawals of Proposals

Any proposal received at the office designated in the solicitation after the exact time specified for receipt will not be considered.

XV.      Proposal Evaluation Criteria

Following a list of general criteria which will be used to evaluate the proposals:

**SAMPLE CRITERIA**

- a.      Quality and responsiveness to the RFP. Weight: 20%
- b.      Project approach and understanding, including strategy to perform requested work and time schedule. Weight: 30%.
- c.      Qualifications and experience. Weight: 35%
- d.      Fee and hourly rates. Weight: 15%.

XVI.      Staffing

Consultant shall provide, at its own expense, all personnel required in performing the services under this agreement. Such personnel shall not be employees of Owner.

The offeror must describe his or her qualifications and experience to perform the work described in this RFP. Information about experience should include direct experience with the specific matter and similar facilities. Areas of expertise of each proposed staff member shall be provided (i.e., engineering, economics, architecture, planning). Specific examples of similar or related projects previously conducted shall cite:

- Name of client organization
- Name, address, and current telephone number of client contact person
- Contract number and inclusive dates
- Contract amount

Offeror shall provide the following information for every resume:

- Full name
- Title and areas of specialty

- Affiliation (that is, staff of offeror or subconsultant)
- Experience directly related to the proposed project
- Education/training
- Individual personnel hours and percentage of total project time which will be devoted to the proposed project in total and broken down by task. (See suggested matrix below)
- Resumes shall be included for all personnel expected to work on the project. Only resumes of staff or subconsultant staff employed by or under contract with the firm as of the date of proposal submission are to be included.

TASK	NAME OF EMPLOYEE 1	NAME OF EMPLOYEE 2	ETC.....	EXPENSES	SUB TASK	TASK TOTAL
	HOURLY RATE W/OH	HOURLY RATE W/OH	ETC.....		TOTAL	
DESCRIPTION						
1. TASK 1	Number of Hrs/Task	Number of Hrs/Task				
2. TASK 2						
3. TASK 3						
4. TASK 4						
5. TASK 5						
6. TASK 6						
TOTAL HOURS						
TOTAL COST						
% OF TIME						

TOTAL FEE

ATTACHMENT 3  
CONSULTANT PROPOSAL

MILWAUKEE COUNTY  
DEPARTMENT OF TRANSPORTATION & PUBLIC WORKS  
ARCHITECTURE, ENGINEERING & ENVIRONMENTAL SERVICES DIVISION

PROJECT:  
***GMIA Sustainability Planning Services: A206-16012***

CONSULTANT PROPOSAL

I. BASIC SERVICES (Include services of all needed subconsultants)

ACTUAL COST - "NOT TO EXCEED" fee:

\$ \_\_\_\_\_

( \_\_\_\_\_ )

II. REIMBURSABLE EXPENSES

ACTUAL COST : \$ \_\_\_\_\_

( \_\_\_\_\_ )

III. ADDITIONAL SERVICES (Include services of all needed subconsultants)

ACTUAL COST - "NOT TO EXCEED" fee:

\$ \_\_\_\_\_

( \_\_\_\_\_ )

IV. PRINCIPAL IN CHARGE

Name of Principal \_\_\_\_\_

Architect or Engineer's Registration No. in Wisconsin \_\_\_\_\_

Other Registration No. In Wisconsin \_\_\_\_\_

Flat hourly rate for principal \_\_\_\_\_

This project has a Disadvantaged Business Enterprise (DBE) participation goal of 17%.

\_\_\_\_\_  
Firm Name

\_\_\_\_\_  
Authorized Signature

\_\_\_\_\_  
Title

\_\_\_\_\_  
Date

ATTACHMENT 4  
DISADVANTAGED BUSINESS ENTERPRISE (DBE)  
INSTRUCTIONS & FORMS



# COMMUNITY BUSINESS DEVELOPMENT PARTNERS MILWAUKEE COUNTY

## CERTIFICATE OF GOOD FAITH EFFORTS

This document should detail what your firm has done to meet this project’s participation goal. Guidance as to what ‘good faith efforts’ are and are not is found on pages 5 & 6 of this document.

Failure to use good faith efforts to meet the assigned participation goal will result in the rejection of your bid/proposal.

I, \_\_\_\_\_, do hereby acknowledge that I am the \_\_\_\_\_ of \_\_\_\_\_, who has been identified as a bidder/proposer on the following Milwaukee County Project:

Project No.	Project Title	Total Contract Amount	DBE Percentage	
			Goal	Pledged

Provide a brief summary of why your firm is unable to meet the participation goal on this project. (Attach additional pages if necessary)


I hereby certify that our firm has used good faith efforts to solicit, negotiate with, and utilize certified firms to meet the participation goal of this contract, as demonstrated by my responses to the following questions:

### **A. Identifying Contractible Work Items**

You were encouraged to select portions of work to be contracted in a manner that will increase the likelihood of meeting the participation goal. In selecting work to be contracted, you considered, where appropriate, breaking down contracts into economically feasible units to facilitate small business participation.

1. Which portion(s) or section(s) of the project work was/were selected to be contracted to certified firms (or broken down into economically feasible units to facilitate participation)?


**B. Notifying Certified Firms of Contracting Opportunities**

2. Did you contact Milwaukee County's Community Business Development Partners Department (CBDP) to assist in identifying certified firms for this project? **Contacting CBDP is essential in demonstrating good faith efforts to meet and/or exceed the participation goal assigned to this project.**

Yes \_\_\_\_\_ No \_\_\_\_\_

Contact was made by: \_\_\_\_\_ Telephone \_\_\_\_\_ Email \_\_\_\_\_ Other \_\_\_\_\_

Date contacted: \_\_\_\_\_ Person Contacted: \_\_\_\_\_

3. List the certified firms that received written notification of work items to be subcontracted. In the appropriate space, also indicate when firms received subsequent telephone, or email (with deliver, read receipts and certified firm's response) solicitations. Include copies of the written notice(s) sent to certified firms. (Attach additional pages if necessary)

Certified Firm Contacted	Date of Written Notification	DBE (Yes/No)	Date of Follow-up Telephone Call/or Email

4. Identify publications in which announcements or notifications were placed and published, if any. Include a copy of each announcement or notification.

Published Announcement/Publication (please describe)	Date

5. Identify minority and/or women's associations or organizations that received written notifications, including dates of notifications. Provide person's name contacted during, and the date of, the follow-up call. If no follow-up calls were made, explain why not. Include copies of notice(s) sent.

Association/Organization	Date of Notification	Contact Person	Date of Follow-Up Call

**C. Providing Certified Firms with Assistance**

6. Explain any efforts to provide certified firms with timely, accurate and complete information about the project, scope(s) of work and/or requirements of the project.


7. Describe any other efforts to provide special assistance to certified firms interested in participating in the project.


**D. Soliciting Proposal/Quotes from Interested Certified Firms**

You must solicit quotes in good faith from certified firms. Quotes, proposals and/or bids, from certified firms shall not be rejected without sound justification.

8. List certified firm(s) that submitted quote(s) for the project, and **include copies of all quotes received**. If any quotes from certified firms were rejected provide an explanation as to why. (Attach additional pages if necessary)

Name, Phone & Address of Contact Person at Certified Firm	Work Quoted / Explanation for Rejecting Quote

9. Please include all other comments you want Milwaukee County to consider. (Attach additional pages if necessary)


**NOTE:** The information requested above is the minimum information required.

### **AFFIDAVIT OF CERTIFICATION**

The undersigned, being duly sworn, deposes that he/she has examined and carefully prepared this Certificate of Good Faith Efforts and has verified that the information given in this certificate is true and correct to the best of his/her knowledge and belief.

Signed: \_\_\_\_\_

Authorized Representative

Subscribed and sworn to before me:

This \_\_\_\_\_ day of \_\_\_\_\_, 20 \_\_\_\_.

\_\_\_\_\_  
Notary Public

My commission expires \_\_\_\_\_, 20 \_\_\_\_.

# GUIDANCE CONCERNING GOOD FAITH EFFORTS

When Milwaukee County assigns a participation goal, you will make good faith efforts to meet this goal prior to submitting a bid or proposal in order to be responsive. You can meet this requirement in one of two ways. First, you can meet or exceed the goal with commitments for participation of certified firms. Second, even if you don't meet the goal, you can document adequate good faith efforts toward that end. This means that you must show that you took all necessary and reasonable steps to achieve the participation goal.

The County will make a fair and reasonable judgment as to whether you made adequate good faith efforts according to the following guidelines. It is important to consider the quality, quantity, and intensity of the different kinds of efforts that were made. These efforts should be those that one could reasonably expect you to take if you were actively and aggressively trying to obtain participation sufficient to meet the participation goal. Going through the motions by making a phone call or two to a firm that you think should qualify is not good faith efforts to meet the project requirements. The County's determination concerning the sufficiency of your good faith efforts is a judgment call and meeting quantitative formulas is not required.

The following is a list of types of actions the County considers as part of your good faith efforts. This isn't a mandatory checklist, nor is it all-inclusive. Other factors or types of efforts may be relevant in appropriate cases:

1. Solicit, through all reasonable and available means (e.g., attendance at pre-bid meetings, advertising and/or written notices), all certified firms who have the capability to perform work on the project. Get the solicitation(s) out with enough time for them to review and respond. Be sure to record who you sent information to, and how/when they verified their interest in the project.
2. Select portions of the work to be performed by certified firms in order to increase the likelihood that the participation goal will be achieved. This includes, where appropriate, breaking out contract work items into smaller pieces, even when you might otherwise prefer to self-perform the work.
3. Provide certified firms with timely, accurate and complete plans, specifications, and requirements of the project to assist them in bidding/quoting.
4. Negotiate in good faith with certified firms.
  - a. It is your responsibility to make a portion of the work available to certified firms and to select that work based on the available certified firms. Evidence of such negotiation includes the names, addresses, email, and telephone numbers of certified firms that were considered; a description of the information provided regarding the plans and specifications for the work selected for contracting; and evidence as to why agreements could not be reached for certified firms to perform the work.
  - b. A bidder/proposer using good business judgment would consider a number of factors in negotiating with subcontractors, including certified subcontractors, and would take a firm's price and capabilities as well as contract goals into consideration. However, **the fact that there may be some additional costs involved in finding certified firms is not sufficient reason for your failure to meet the participation goal.** Also, self-performing work does not relieve you of the responsibility to make good faith efforts. You are not required to accept higher quotes from certified firms if the price difference is excessive or unreasonable.
5. Do not reject certified firms as being unqualified without sound reasons based on a thorough investigation of their capabilities. Your standing within the industry, membership in specific groups, organizations, or associations and political or social affiliations (for example union vs. non-union status) are not legitimate causes for the rejection or non-solicitation of bids in your efforts to meet the project goal.

6. Effectively use the services of available minority/women community organizations; minority/women contractors' groups; local, state, and Federal minority/women business assistance offices; and other organizations to provide assistance in the recruitment and placement of certified firms.

In determining whether you have made good faith efforts, the County may take into account the performance of other bidders/proposers in meeting the contract goal. For example, when you fail to meet the contract goal, but others meet it, the County may raise the question of whether, with additional reasonable efforts, you could have met the goal. If you fail to meet the goal, but you meet or exceed the average participation obtained by other bidder/proposers, the County may view this, in conjunction with other factors, as evidence of you having made good faith efforts.





# COMMUNITY BUSINESS DEVELOPMENT PARTNERS MILWAUKEE COUNTY

## COMMITMENT TO CONTRACT WITH DBE

### DIRECTIONS FOR COMPLETING THIS FORM:

- TOTAL CONTRACT AMOUNT:** The participation goal is based on the total dollar value of your base bid, initial offer or initial scope of work, less allowance and/or reimbursable items. The successful Bidder/Proposer will maintain the approved participation level during the term of the contract with the County, including any additional work on the contract, e.g., change orders, addendums, scope changes, etc. Contract adjustments shall include proportional changes in participation.
- COMMITMENT:** Bidder/Proposer will complete this section affirming that they are committing work to the Targeted Firm named on this form. The County requires that the successful Bidder/Proposer enter into contract, directly or through subcontractors, as stated in this form. Agreements/Purchase orders must be submitted to the County within 7 days of receipt of the Notice-To-Proceed. By executing this commitment, you are certifying that you have had contact with the named firm and that they will be hired if awarded the contract by the County. VIOLATION OF THE TERMS OF THIS COMMITMENT IS GROUNDS FOR TERMINATION OF YOUR CONTRACT.
- AFFIRMATION:** Targeted firm receiving the commitment will complete this section. Name the firm with whom you will be contracting directly, and include a contact telephone number for verification purposes. The services being rendered in regard to this contract are to be performed by the employees of the Targeted firm named

If you have any questions on forms or related to Milwaukee County's DBE Program, please contact us at 414-278-4851 or [cbdpcompliance@milwaukeecountywi.gov](mailto:cbdpcompliance@milwaukeecountywi.gov)