

# Ronald Reagan Washington National Airport (DCA)

## DBE Goal Calculation Methodology

### Federal Fiscal Year (FFY) 2017-2019

#### Executive Summary

The Metropolitan Washington Airports Authority (MWAA) presents the Ronald Reagan Washington National Airport (DCA) DBE Goal Calculation documentation and methodology for the Department of Transportation's (DOT) assisted contracts anticipated for award from October 1, 2016 through September 30, 2019. This three-year goal calculation was prepared in accordance with 49 CFR Part 26 and all relevant DOT and FAA goal-setting guidance. The DOT-assisted projects are summarized below including the estimated contract amounts.

**Table 1 DCA DOT-Assisted Contracts by Year and Total Cost  
FFY 2017-2019**

Year	Project Name	Total Cost
2017	Rehabilitate Taxiways K, P, B, and J - South Phasing Sections 4-6, 9 & 10	\$11,177,000
2017	Rehabilitate Runway 4/22 - Phase 2	\$2,035,500
2018	Rehabilitate and Expand Apron Pad B Hold Block	\$8,450,000
2018	Construct Taxiway J, A, C, E (South Airfield Geometry Improvements TV-900 Electric Vault Relocation - Phase I)	\$6,391,618
2019	Construct Taxiway J & K (RIM and Hot Spot 2 Taxiway Geometry Improvements Taxiway and Hold Apron)	\$18,190,000
2019	Rehabilitate Taxiway and Apron - South GA Apron & Taxiway P West	\$7,500,000
2019	Rehabilitate Apron - R/W 15 & 22 Hold Apron	\$1,425,755
<b>TOTAL</b>		<b>\$55,169,873</b>

DCA anticipates award of \$13.2 million in DOT-assisted contracts in FFY 2017, \$14.8 million in FFY 2018, and \$27.1 million in FFY 2019. Combined, this represents a three-year total of \$55.2 million in federally-assisted contracts to be awarded during the goal-setting period.

**Table 2 DCA Summary of DOT-Assisted Contracts  
FFY 2017-2019**

Year	Total DOT-Assisted Contract Amounts
2017	\$13,212,500
2018	\$14,841,618
2019	\$27,115,755
<b>TOTAL</b>	<b>\$55,169,873</b>

Jacobsen Daniels and Associates, LLC (J|D), DBE consultant to MWAA, analyzed these contracts and determined that sufficient subcontracting opportunities for DBE subcontractors exist for each scope of work.

**The three-year overall goal has been established at 22.8%, to be accomplished through 100% race-conscious means. The total dollars to be expended to DBE's is estimated to be approximately \$12.6 million.**

## Background

On November 11<sup>th</sup>, after a competitive proposal process, MWAA awarded a contract to Jacobsen Daniels and Associates, LLC (J|D) of Michigan to Develop Goal Methodology for the Federal Fiscal Years (FFY) 2017 - 2019 Triennial Disadvantaged Business Enterprise (DBE) Goals for Ronald Reagan Washington National (DCA) and Washington Dulles International (IAD) Airports.

The J|D Team has extensive experience in DBE program implementation, goal setting, and assessments and brings this knowledge and experience to MWAA to prepare the three-year overall goals for both DCA and IAD.

As a recipient of Federal Department of Transportation funds, MWAA is required to establish a DBE program in accordance with regulations of the U.S. Department of Transportation (USDOT) 49 CFR Part 26. Pursuant to USDOT guidelines, the DBE program is to be narrowly tailored to the specific market area to level the playing field for small, minority, and woman-owned businesses to participate in federally funded contracts. A DBE goal is calculated for a three-year period to reflect current market conditions and guide the implementation of the DBE program through race and gender neutral (RN) and race and gender conscious (RC) means.

A DBE program operated in good faith will seek to implement race and gender neutral means to meet the DBE goal to the highest extent possible before relying on race and gender conscious strategies, such as, contract DBE goals which require prime contractors to make good faith efforts to utilize ready, willing, and able DBE firms for meaningful work on federally-funded airport contracts.

The following analysis was prepared by J|D in accordance with 49 CFR Part 26 and the Two-Step Process guidance issued by USDOT and the Federal Aviation Administration (FAA) to develop an overall DBE goal that is narrowly tailored to the specific market area. The Two-Step Process begins with the calculation of a Base Figure which is composed of an analysis of the local market area data of the availability of ready, willing, and able DBE firms compared all firms in the market area. This Base Figure is then adjusted in the second step based on an analysis of other local area factors. After any necessary adjustments, the final proposed goal is calculated. Separate goals were prepared for each of the airports under the MWAA jurisdiction: Ronald Reagan Washington National (DCA) Airport and Washington Dulles International (IAD) Airport.

In developing the goal setting methodology, data was collected from past projects, historical accomplishments, MWAA bidders lists, and local DBE certifying agencies. When considering

methods of adjustments to the Base Figure, J|D reviewed MWAA historical accomplishments and supplemental data provided by peer agency reports, goals, and accomplishments to provide a more detailed picture of the relevant market conditions.

## Market Area

49 CFR PART 26 prescribes that the market area “be identified as the area in which the substantial majority of the Airport’s contractors and subcontractors that seek to do business with the Airport are located and the area in which the Airport spends the substantial majority of its contracting dollars. The market area is usually the counties/parishes surrounding the Airport but can also extend to additional areas where contractors and/or subcontractors can be found to do the types of projects being awarded at the Airport.”

DCA is located in Northern Virginia, in close proximity to the District of Columbia and the state of Maryland. To determine the market area, J|D considered the location of firms who have received DBE certification through MWAA, which is a member of the Virginia Unified Certification Program (VAUCP). J|D assumed, and confirmed through staff interviews, that the firms seeking certification through MWAA have a high-level of interest in seeking Airport contracts.

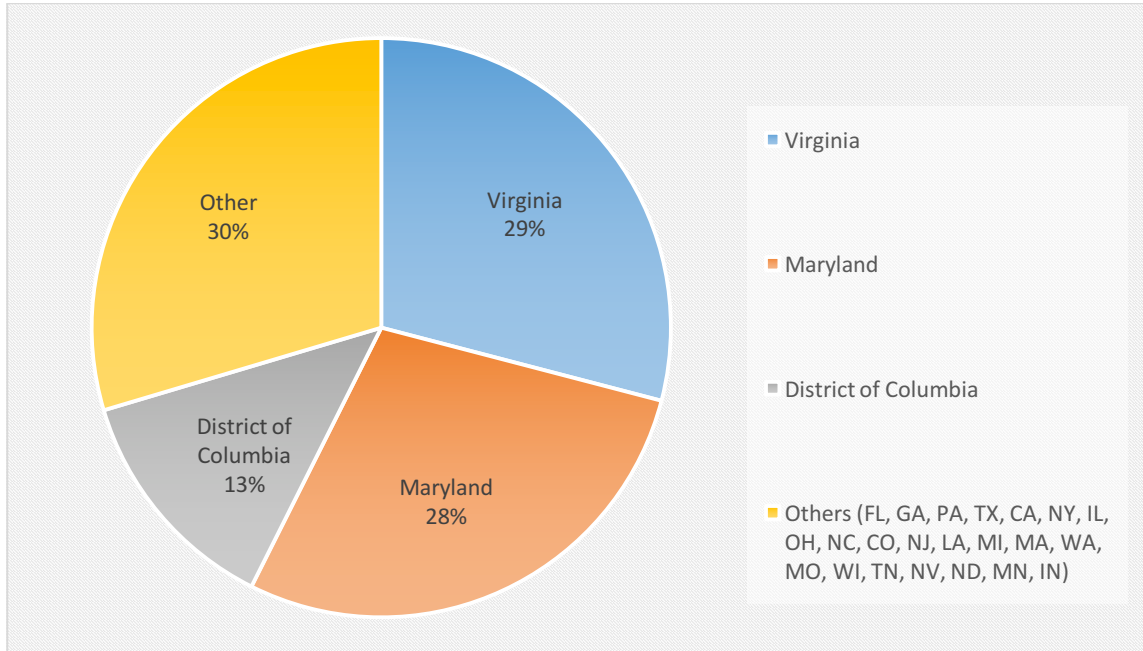
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*ASSUMPTION #1: Firms seeking DBE certification through MWAA have a high level of interest in performing Airport contracts.*

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The most frequent origin of businesses seeking DBE certification from MWAA is from the state of Virginia (29%), followed by Maryland (28%), and the District of Columbia (13%). This area includes the highest concentration of DBE businesses that are actively offering services to the Airport. Each state in the “Other” category represents less than 5% of firms seeking certification from MWAA and are listed in descending order.

**Figure 1 MWAA Certified DBE Firms by State**



Source: MWAA DBE Certification Database (2016)

In pursuit of a narrowly-tailored market area definition, J|D reviewed the Census Bureau’s definition of the Washington D.C. Metropolitan Statistical Area and further analyzed the zip codes of businesses seeking DBE certification from the three most prominent areas: VA, MD, and DC. Further analysis will refer to firms from VA, MD, and DC as “Local Firms” based on the observation of frequency in seeking DBE certification from MWAA.

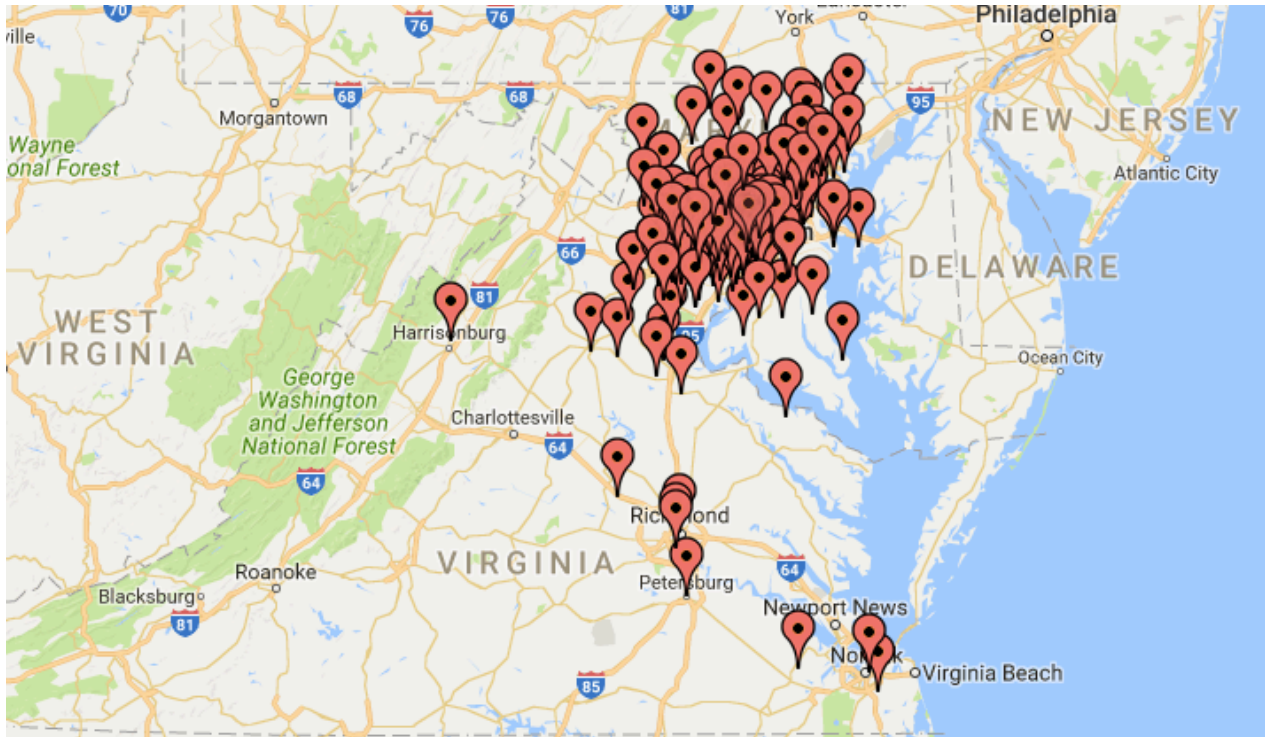
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*ASSUMPTION #2: “Local Firms” are considered firms located in Virginia, Maryland, and Washington D.C.*

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In the map below, each point represents one zip code where one or more DBE firms have sought and received certification from MWAA and are therefore considered ready, willing, and able.

**Figure 2 MWAA Certified DBE Firms by Zip Code**



Source: MWAA DBE Certification Database (2016), Google Maps

J|D analyzed the zip codes of the Washington D.C. Metropolitan Statistical Area (MSA) compared to the list of 430 unique firms that were located in Virginia, Maryland, and the District of Columbia and certified by MWAA. Of these firms, only 17% were located within the Washington D.C. MSA.

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*ASSUMPTION #3: Considering only Local (VA, MA, DC based) Firms seeking DBE certification from MWAA, 83% of the firms are located outside of the MSA and therefore must be considered as part of the designated Market Area.*

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**J|D concluded that the most descriptive market area includes the states of Virginia, Maryland, and the District of Columbia.** Further analysis to calculating the Base Figure for the overall goal calculation will use this defined Market Area.

### Base Figure Calculation

To calculate the Base Figure, J|D reviewed the DCA Capital Improvement Program (CIP) as presented to the FAA in a five-year Airport Improvement Plan (AIP) (See Attachment 1). Looking at only the projects anticipated for award in Federal Fiscal Years (FFY) 2017-2019, J|D categorized the total work for each project by NAICS code. Additionally, the budget for each project was assigned to each identified NAICS code to determine the percent of work that would be attributed to that NAICS code. This is shown in the “% of Total Budget” column for each project

and is further described in the “Estimated Budget” column showing the total budget by line item. The table below summarizes all the projects and relevant NAICS codes during FFY 2017-2019.

**Table 3 Summary of DCA Base Figure Goal Calculation**

NAICS	Description	% of Total Budget	Estimated Budget	Certified DBEs	Total Firms	Relative Availability
237310	Highway, Street, and Bridge Construction	45%	\$24,636,949	262	514	23%
237990	Other Heavy and Civil Engineering Construction	11%	\$6,023,091	118	246	5%
238210	Site Preparation Contractors	13%	\$7,389,659	321	1598	3%
238910	Electrical Contractors	12%	\$6,556,101	294	1391	3%
484220	Specialized Freight, Trucking, Local	8%	\$4,600,691	447	1246	3%
561730	Engineering Services	11%	\$5,963,381	380	3943	1%
<b>TOTAL</b>		<b>100%</b>	<b>\$55,169,873</b>	<b>1,822</b>	<b>8,938</b>	<b>37%</b>

Considering the defined Market Area of Virginia, Maryland, and the District of Columbia, J|D tabulated the number of DBE firms certified to perform work for each NAICS code using the Washington DC UCP, Maryland UCP and the Virginia UCP Directories. The results of this tabulation can be found in the column labeled “Certified DBEs.” The following column “Total Firms” represents the US Census County Business Patterns data on total firms by state for each identified NAICS code. To calculate availability, the ratio of certified DBE firms to total firms was calculated for the same Market Area.

As suggested by the FAA goal-setting guidance, to further refine the availability, the “Relative Availability” calculation is weighted based on the percent of the total budget estimated for each NAICS code ( $[(DBE\ firms/Total\ firms)] * \% \text{ of Total Budget}$ ). For each project, the Relative Availability was summed and the average of the Relative Availability for each project becomes the Base Figure.

**J|D calculated the average of the Relative Availabilities for each project resulting in a Base Figure of 36.1%.** Detailed calculation of Relative Availabilities, including individual project breakdown, is available in Attachment 1.

## Adjustment to the Base Figure

J|D analyzed all available research and data relevant to the Market Area to identify appropriate and meaningful inputs to adjust the Base Figure for accuracy. The following available data were considered:

1. Virginia Disparity Study (2010-2011)
2. Maryland Disparity Study (2013)
3. DCA Accomplishment Reports (2013-2015)
4. Interviews with DCA Staff
5. Stakeholder Consultation
6. Peer Goal Calculations
7. Peer Agency Accomplishments

After consideration of all inputs above, **J|D determined that the DCA and IAD DBE participation accomplishments would be used to adjust the Base Figure.**

*Table 4 DCA DBE Participation Goals and Accomplishments 2013-2016*

Year	DBE Goal	DBE Participation	Notes
2013	25%	21.1%	3 projects completed in FY
2014	25%	---	No projects completed in FY
2015	25%	---	No projects completed in FY
2016	25%	1.5%	2 projects completed in FY
<b>Average DCA Accomplishment</b>		<b>11.3%</b>	

As shown in the table above, DCA completed three federally-funded project in 2013 and two in 2016 with an average DBE participation of 11.3%.

*Table 5 IAD DBE Participation Goals and Accomplishments 2013-2016*

Year	DBE Goal	DBE Participation	Notes
2013	25%	---	No projects completed in FY
2014	25%	---	No projects completed in FY
2015	25%	---	No projects completed in FY
2016	25%	9.5%	1 project completed in FY
<b>Average IAD Accomplishment</b>		<b>9.5%</b>	

As shown in the table above, IAD completed one federally-funded project in 2016 with total DBE participation of 9.5%.

**J|D calculated a median of 9.5% of IAD and DCA accomplishments from 2013-2016. This figure was used to adjust the Base Figure.**

J|D also reviewed the available disparity studies as part of this analysis. Both the Maryland (2013)<sup>1</sup> and the Virginia (2011) disparity studies analyzed procurement data from 2005 to 2009. Given the age of the data, industry best practices suggest that the quantitative analysis may not be the best source for local and current market trends, therefore it was omitted from consideration in the two step process. However, the general assumptions and conclusions of the disparity studies are still relevant and were considered in understanding the level of expected Race Conscious and Race Neutral attainment.

*Table 6 Summary of DCA Two-Step DBE Goal Calculation Process*

<b>DCA Summary of Two-Step Process</b>		
STEP 1	Base Figure Calculation	36.1%
STEP 2	Median MWAA Airport's Past Accomplishments (2013-2016)	9.5%
<b>DCA Final Goal Calculation (Average)</b>		<b>22.8%</b>

**After adjustment, the Final Goal Calculation for DCA is calculated to be 22.8%.** See Attachment 1, Goal Methodology.

### Estimated Race and Gender Neutral/Conscious Participation

As evidenced in the table below of past participation, DCA does not have a history of over-achievement of goals and is heavily reliant on contract goals to achieve DBE participation. The scope of work described in the projects anticipated for this goal-setting period is focused on pavement work. Interviews with staff and peer agencies have indicated that these large pavement projects do not easily attract DBE participation due to capacity, bonding, and financing requirements.

*Table 7 DCA History of DBE Accomplishments on Federally Funded Contracts*

<b>Year</b>	<b>DBE Goal</b>	<b>DBE Accomplishment</b>	<b>Race-Neutral Participation</b>	<b>Notes</b>
2013	25%	21.07%	0%	3 projects completed in FY
2014	25%	---	---	No projects completed in FY
2015	25%	---	---	No projects completed in FY
2016	25%	1.50%	0%	2 projects completed in FY

<sup>1</sup> Maryland Department of Transportation Disparity Study reviewed a study period of contracting from 2005-2009



Disparity Studies<sup>2</sup> performed within the Market Area continue to observe significant disparity in government procurement. While non-minority, women-owned businesses have less observed disparity, the availability continues to exceed the utilization of minority-owned contractors on federally-funded contracts.

**Table 8 Peer Agency DBE Accomplishments on Federally Funded Contracts**

Agency	RC	RN	Accomplishment
IAD	9.5%	0.0%	9.5%
DCA	11.3%	0.0%	11.3%
MAA	21.7%	3.3%	25.0%
DDOT	7.3%	11.5%	18.8%
VDOT	8.0%	4.7%	12.7%
MSHA	23.6%	3.5%	27.2%
	<b>MEDIAN</b>	<b>3%</b>	<b>16%</b>

An analysis of Peer Agency accomplishments calculates a median accomplishment of 16% and a RN accomplishment of approximately 3%. With low RN accomplishments from peer agencies and an historical failure to meet the established goals through RC measures, DCA will continue to rely on RC measures to accomplish the full 22.8% goal.

In an effort to protect opportunities and improve the access to opportunities for DBE contractors, DCA will continue to promote RN programming to build awareness and capacity of local minority and women owned contractors. As DCA continues to coordinate with community partners we will further our joint mission to grow DBE capacity, experience, and opportunity.

**DCA commits to an overall goal of 22.8% through RC measures, including contract goals.**

Contract goals are established so that, over the period to which the overall goal applies, they will cumulatively result in meeting any portion of the DCA overall goal that is not projected to be met through the use of RN means.

DCA will establish contract goals on those DOT-assisted contracts that have subcontracting possibilities and the size of the contract goals will be adapted to the circumstances of each such contract including type of work, availability of DBE’s to perform that work, and necessary adjustments to account for market conditions.

## Consultation

In establishing the overall goal, DCA provided for public consultation and additional consultation with minority, women and general contractor advocacy groups, community organizations, public officials, and all other stakeholders which may be positioned to contribute meaningful

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<sup>2</sup> Maryland Department of Transportation DBE Disparity Study (2013) and Disparity Study for the Commonwealth of Virginia (2010) and (2011)

information concerning the availability of disadvantaged and non-disadvantaged businesses, the effects of discrimination, and unidentified barriers to entry for DBE's seeking opportunities on DOT-assisted contracts.

The consultation included a series of scheduled meetings with stakeholders. Before establishing the overall goal, DCA consulted with additional stakeholders to discuss the methodology, market conditions, and barriers to contracting with DCA. These meetings included MWAA staff and the following stakeholders that were available to provide information on contracting with MWAA Airports, encourage DBE certification, and engage potential contractors for future Airport contracts:

- Airport Minority Advisory Council (AMAC)
- DC Department of Small Local Business Development (DC DSLBD)
- American Subcontractors Association Metro Washington (ASAMW)
- Greater Washington Hispanic Chamber of Commerce (GWHCC)

The consultation meetings exposed several recurring barriers to entry for small and disadvantaged businesses seeking work at the Airport. These barriers are summarized below:

1. Early access to information regarding procurement opportunities
2. Bonding and insurance requirements
3. Access to capital

These barriers were noted by nearly all participating stakeholders and will be incorporated into future RN strategies. Notes from these meetings are included in Attachment 2.

The following organizations received a copy of the public notice and were asked to share the document with their members via e-blasts and newsletters. Although they were not able to commit to a face-to-face meeting each entity was invited to provide comment on behalf of their members:

- DC Chamber of Commerce
- Virginia Department of Small Business and Supplier Diversity (DSBSD)
- Capital Region Minority Supplier Development Council (CRMSDC)
- National Association of Minority Contractors, DC Metro Area Chapter
- Maryland Washington Minority Companies Association (MWMCA),
- Capital Region Minority Supplier Development Council (CRMSDC)

The timing of these consultations afforded DCA the opportunity to consider comments and make adjustments to the DBE goal calculation prior to the required time of submittal to the FAA for review.

Concurrent with the consultations, DCA advertised the intention to establish the DBE overall goal in the paper of record, the Washington Post, and on the Airport's website to provide the opportunity of consultation to the broader public and continue to promote the mission of the DCA DBE Program to establish a level playing field for the participation of DBE firms on DOT-assisted contracts. The public was notified that the proposed goal and its rationale was available for inspection on the MWAA website as well as in person, during normal business hours at the DCA administration building for 30 days following the date of the notice, and that public comments would be accepted on the goals until December 27, 2016 via email. The public notice was published twice during the consultation period.

No comments were received from the public.

A final public consultation meeting was held at MWAA headquarters on February 14, 2017 at 10am. This meeting was publicized to the entire LDBE, DBE and ACDBE database (1800+ firms) and invitations were sent to minority business organizations and government agencies to be shared with their constituents.

See Attachment 3 for Public Notices.

## Ongoing Race and Gender Neutral Strategies

DCA has a robust DBE program in place including race and gender neutral strategies to facilitate DBE participation. The existing RN strategies have been reviewed and enhanced to respond to stakeholder consultation and meet the stated 3-year goals of the DBE Program. These RN strategies are summarized in the list below:

1. Arranging solicitations, times for the presentation of bids, quantities, specifications, and delivery schedules in ways that facilitates DBE, and other small businesses, participation;
  - a. Provide a "Look Ahead" to potential contractors and the public to let firms know what projects are scheduled and the estimated schedule for procurement
  - b. Notify potential firms of the type of work that will be required for upcoming projects
  - c. Advertise the Airport's AIP 5 year outlook on the Airport website and describe the specific skills and trades that will be required for each project
2. Carrying out information and communications programs on contracting procedures and specific contract opportunities;
  - a. Be clear on expectations and requirements of the DBE Program throughout the project beginning with the kick-off meeting
  - b. Obtain early schedules that show when DBE firms will be utilized and follow-up with contractors who are falling short of their DBE commitment at key project milestones
  - c. Conduct outreach through the Associated General Contractors (AGC) and Associated Builders and Contractors (ABC) to educate prime firms of DBE Program requirements and facilitate early networking opportunities
  - d. Seek to increase certification of local firms who meet the eligibility requirements

3. Ensuring distribution of DBE directory, through print and electronic means, to the widest feasible universe of potential prime contractors
  - a. Educate prime firms of the DBE directory and the UCP certification requirements
  - b. Ensure that DBE firms are certified under all NAICS codes that they are capable of performing
  - c. Promote the DBE Program and certification with partner organizations
4. Offering targeted workshops on topics such as “How to do Business with MWAA” and “How to get DBE Certified”, “How to Access Capital”, “How to Get Bonding and Insurance”
  - a. Collaborate with local small business development organizations and financial industry to promote the programs that exist for local businesses to assist with capital and insurance and prepare firms to qualify for financial programs (SBDC, USDOT bonding assistance, bonding agencies, local banks, etc.)
  - b. Elevate awareness of bonding and insurance assistance programs with Prime firm policies and consider offering incentives to Prime firms that offer this assistance to DBE firms
  - c. Facilitate a contractors academy in partnership with the contracting community to build capacity of small and disadvantaged businesses
5. Provide Technical Assistance to Prime Contractors and small businesses
  - a. Coordinate meetings between Authority contractors and engineers to discuss technical issues related to the contract
  - b. Help expedite payment and/or resolve non-payment issues
  - c. Inform firms of changes in policy or performance requirements connected with doing business with the Port Authority
  - d. Assist prime contractors in meeting their "Good Faith Goals" by analyzing contracts for subcontracting opportunities and providing listings of qualified firms.

6. Attending frequent networking events with partner organizations to notify small and disadvantaged businesses of upcoming opportunities including the following events which were held in 2015 and 2016:

EVENT NAME	HOST ORGANIZATION
Business Opportunities & Entrepreneurial Training Summit	COMTO
The State of Prime & Subcontracting Relationships	CRMSDC
Open House and Networking Session	NAMC
MBE Summit	VMSCD
Savor the Success Award Ceremony	VMSCD
Annual Meeting & Member's Conference	CRMSC
Annual Meeting & Award Reception	VMSCD
Celebrating Women Who Move the Nation	COMTO
Women Business Owners Expo	WSSC
DBE Transportation Training Symposium	VDOT
AMAC Business Diversity Conference	AMAC
DBE/Prime Firm Networking and Prime Contractor Training	AGC
DBE/Prime Firm Networking and Prime Contractor Training	ABC

# Attachment 1

GOAL CALCULATION

**Ronald Reagan Washington National Airport**  
DBE Goal Calculation for FFY 2017-2019

**Ronald Reagan Washington National Airport (DCA) Summary**

Year	Project Name	Total Project Cost
2017	Rehabilitate Taxiways K, P, B, and J - South Phasing Sections 4-6, 9 & 10	\$ 11,177,000
2017	Rehabilitate Runway 4/22 - Phase 2	\$ 2,035,500
2018	Rehabilitate and Expand Apron Pad B Hold Block	\$ 8,450,000
2018	Construct Taxiway J, A, C, E (South Airfield Geometry Improvements TV-900 Electric Vault Relocation - Phase I)	\$ 6,391,618
2019	Construct Taxiway J & K (RIM and Hot Spot 2 Taxiway Geometry Improvements Taxiway and Hold Apron)	\$ 18,190,000
2019	Rehabilitate Taxiway and Apron - South GA Apron & Taxiway P West	\$ 7,500,000
2019	Rehabilitate Apron - R/W 15 & 22 Hold Apron	\$ 1,425,755
<b>TOTAL</b>		<b>\$ 55,169,873</b>

2017 Rehabilitate Taxiways K, P, B, and J - South Phasing Sections 4-6, 9 & 10 \$ 11,177,000						
NAICS	Description	% of Total Budget	Estimated Budget	Certified DBEs in DCA Market Area	Total Firms	Relative Availability
237310	Highway, Street, and Bridge Construction	40%	\$ 4,470,800	262	514	20%
237990	Other Heavy and Civil Engineering Construction	9%	\$ 1,005,930	118	246	4%
238210	Site Preparation Contractors	13%	\$ 1,453,010	321	1598	3%
238910	Electrical Contractors	16%	\$ 1,788,320	294	1391	3%
484220	Specialized Freight, Trucking, Local	7%	\$ 782,390	447	1246	3%
561730	Engineering Services	15%	\$ 1,676,550	380	3943	1%
<b>Total</b>		<b>100%</b>	<b>\$ 11,177,000</b>	<b>1,822</b>	<b>8,938</b>	<b>35%</b>

2017 Rehabilitate Runway 4/22 - Phase 2 \$ 2,035,500						
NAICS	Description	% of Total Budget	Estimated Budget	Certified DBEs in DCA Market Area	Total Firms	Relative Availability
237310	Highway, Street, and Bridge Construction	40%	\$ 814,200	262	514	20%
237990	Other Heavy and Civil Engineering Construction	9%	\$ 183,195	118	246	4%
238210	Site Preparation Contractors	13%	\$ 264,615	321	1598	3%
238910	Electrical Contractors	16%	\$ 325,680	294	1391	3%
484220	Specialized Freight, Trucking, Local	7%	\$ 142,485	447	1246	3%
561730	Engineering Services	15%	\$ 305,325	380	3943	1%
<b>Total</b>		<b>100%</b>	<b>\$ 2,035,500</b>	<b>1,822</b>	<b>8,938</b>	<b>35%</b>

2018 Rehabilitate and Expand Apron Pad B Hold Block \$ 8,450,000						
NAICS	Description	% of Total Budget	Estimated Budget	Certified DBEs in DCA Market Area	Total Firms	Relative Availability
237310	Highway, Street, and Bridge Construction	40%	\$ 3,380,000	262	514	20%
237990	Other Heavy and Civil Engineering Construction	3%	\$ 253,500	118	246	1%
238210	Site Preparation Contractors	13%	\$ 1,098,500	321	1598	3%
238910	Electrical Contractors	22%	\$ 1,859,000	294	1391	5%
484220	Specialized Freight, Trucking, Local	7%	\$ 591,500	447	1246	3%
561730	Engineering Services	15%	\$ 1,267,500	380	3943	1%
<b>Total</b>		<b>100%</b>	<b>\$ 8,450,000</b>	<b>1,822</b>	<b>8,938</b>	<b>33%</b>

2018 Construct Taxiway J, A, C, E (South Airfield Geometry Improvements TV-900 Electric Vault Relocation - Phase I) \$ 6,391,618						
NAICS	Description	% of Total Budget	Estimated Budget	Certified DBEs in DCA Market Area	Total Firms	Relative Availability
237310	Highway, Street, and Bridge Construction	40%	\$ 2,556,647	262	514	20%
237990	Other Heavy and Civil Engineering Construction	3%	\$ 191,749	118	246	1%
238210	Site Preparation Contractors	13%	\$ 830,910	321	1598	3%
238910	Electrical Contractors	22%	\$ 1,406,156	294	1391	5%
484220	Specialized Freight, Trucking, Local	7%	\$ 447,413	447	1246	3%
561730	Engineering Services	15%	\$ 958,743	380	3943	1%
<b>Total</b>		<b>100%</b>	<b>\$ 6,391,618</b>	<b>1,822</b>	<b>8,938</b>	<b>33%</b>

2019 Construct Taxiway J & K (RIM and Hot Spot 2 Taxiway Geometry Improvements Taxiway and Hold Apron) \$ 18,190,000						
NAICS	Description	% of Total Budget	Estimated Budget	Certified DBEs in DCA Market Area	Total Firms	Relative Availability
237310	Highway, Street, and Bridge Construction	50%	\$ 9,095,000	262	514	25%
237990	Other Heavy and Civil Engineering Construction	16%	\$ 2,910,400	118	246	8%
238210	Site Preparation Contractors	13%	\$ 2,364,700	321	1598	3%
238910	Electrical Contractors	6%	\$ 1,091,400	294	1391	1%
484220	Specialized Freight, Trucking, Local	9%	\$ 1,637,100	447	1246	3%
561730	Engineering Services	6%	\$ 1,091,400	380	3943	1%
<b>Total</b>		<b>100%</b>	<b>\$ 18,190,000</b>	<b>1,822</b>	<b>8,938</b>	<b>41%</b>

2019 Rehabilitate Taxiway and Apron - South GA Apron & Taxiway P West \$ 7,500,000						
NAICS	Description	% of Total Budget	Estimated Budget	Certified DBEs in DCA Market Area	Total Firms	Relative Availability
237310	Highway, Street, and Bridge Construction	50%	\$ 3,750,000	262	514	25%
237990	Other Heavy and Civil Engineering Construction	18%	\$ 1,350,000	118	246	9%
238210	Site Preparation Contractors	14%	\$ 1,050,000	321	1598	3%
238910	Electrical Contractors	0%	\$ -	294	1391	0%
484220	Specialized Freight, Trucking, Local	12%	\$ 900,000	447	1246	4%
561730	Engineering Services	6%	\$ 450,000	380	3943	1%
<b>Total</b>		<b>100%</b>	<b>\$ 7,500,000</b>	<b>1,822</b>	<b>8,938</b>	<b>42%</b>

**Ronald Reagan Washington National Airport**  
DBE Goal Calculation for FFY 2017-2019

2019		Rehabilitate Apron - R/W 15 & 22 Hold Apron		\$ 1,425,755		
NAICS	Description	% of Total Budget	Estimated Budget	Certified DBEs in DCA Market Area	Total Firms	Relative Availability
237310	Highway, Street, and Bridge Construction	40%	\$ 570,302	262	514	20%
237990	Other Heavy and Civil Engineering Construction	9%	\$ 128,318	118	246	4%
238210	Site Preparation Contractors	23%	\$ 327,924	321	1598	5%
238910	Electrical Contractors	6%	\$ 85,545	294	1391	1%
484220	Specialized Freight, Trucking, Local	7%	\$ 99,803	447	1246	3%
561730	Engineering Services	15%	\$ 213,863	380	3943	1%
<b>Total</b>		<b>100%</b>	<b>\$ 1,425,755</b>	<b>1,822</b>	<b>8,938</b>	<b>35%</b>

**Base Figure Calculation: 36.1%**

STEP 2: Adjust Base Figure

To calculate the adjustment to the base figure, MWAA used the median of DCA and IAD past accomplishments from 2013-2016. These two airports are relatively similar in size and have similar project types.

Year	DBE Goal	DCA DBE Accomplishment	IAD DBE Accomplishment
2013	25%	21.07%	---
2014	25%	---	---
2015	25%	---	---
2016	25%	1.50%	9.50%
<b>Median DCA and IAD Accomplishments</b>			<b>9.50%</b>

**Final Goal Calculation (Average of Base Figure, Median MWAA Past Accomplishments): 22.8%**

DCA Summary of Two-Step Process		
STEP 1	Base Figure Calculation	36.1%
STEP 2	Median MWAA Airport's Past Accomplishments (2013-2016)	9.5%
<b>DCA Final Goal Calculation (Average)</b>		<b>22.8%</b>
Race and Gender Neutral Goal		0.0%
Race and Gender Conscious Goal		22.8%
<b>Estimated Dollars to DBE Firms</b>		<b>\$ 12,575,570</b>



# Attachment 2

## PUBLIC CONSULTATIONS 2017-2019 DBE Triennial Goal for AIP

The following barriers to DBE entry in MWAA contracting opportunities were identified through consultations with industry stakeholders.

### **Meeting with Krystal Brumsfield (AMAC),**

Date: 12/6/2016

Location: MWAA Corporate Office Building (COB)

1. Access to capital
2. High insurance requirements
3. Need for a Supplier Development program

### **Meeting with Patricia Harrison, Ana Harvey, Shara Gibson, Ronnie Edwards (DC DLSDB)**

Date: 12/8/2016

Location: DLSBD Office

1. Access to information
2. Access to capital
3. Leveling the playing field for DBEs in areas of licensing
4. Educating and facilitating the security requirement such as badging

### **Meeting with Ike Casey and Jonathan Mitz (ASAMW)**

Date: 12/8/2016

Location: MWAA COB

1. Access to capital and bonding
2. High insurance requirements
3. No comments on the goals will visit website, review the goals, and respond if necessary

### **Meeting with Angela Franco and Alma Alfaro-Laska (GWHCC)**

Date: 12/14/2016

Location: GWHCC Office

1. Access to capital
2. More advanced notice of upcoming opportunities.
3. GWHCC wants to work with MWAA on more outreach to member firms
4. No comments on the goals; will visit website, review the goals, and respond if necessary

### **Public Consultation**

Date: 2/14/2017

Location: MWAA COB

1. Only one person attended
2. MWATA representative stated goal was consistent with the market place
3. No written comments were received during the public comment period

# Attachment 3

## PUBLIC NOTICES

### **METROPOLITAN WASHINGTON AIRPORTS AUTHORITY FEDERAL DISADVANTAGED BUSINESS ENTERPRISE (DBE) GOAL 2017-2019**

The Metropolitan Washington Airports Authority (Airports Authority) is seeking public comment on its proposed overall DBE participation goal of 28 percent of the dollar value of contracts during the calendar years of 2017-2019 that are funded in whole or in part by the U.S. Department of Transportation financial assistance. This proposed goal applies to firms meeting the DBE certification criteria defined in 49 CFR Part 26. The proposed goal and its methodology will be **available for inspection on the Airports Authority's website [www.mwaa.com/contracting](http://www.mwaa.com/contracting) and at the Airports Authority's Corporate Office Building through December 27, 2016 during regular business hours.** To schedule an appointment to review the methodology, please contact Wande Diakite at 703-417-8616 or [wande.leintu@mwaa.com](mailto:wande.leintu@mwaa.com). Written comments concerning the proposed goal will be accepted through Tuesday, December 27, and may also be sent to: [wande.leintu@mwaa.com](mailto:wande.leintu@mwaa.com)

Dear MWAA Stakeholder:

You are invited to participate in a Public Notice Meeting and Hearing, as part of our DBE Triennial Goal Setting Process, which is required by Federal Aviation Administration (FAA) in accordance with 49 CFR Part 26.

The purpose of this outreach event is to obtain your thoughts and ideas on the availability of disadvantaged and not-disadvantaged businesses, the effects of discrimination on opportunities for DBEs and the Airports Authority's efforts to establish a level playing field for the participation of DBEs, and to discuss the Authority's Triennial DBE Goal submission for (FFY) 2017-2019.

We look forward to seeing you!

## INFORMATION SESSION

### Scheduled Meeting:

Tuesday February 14, 2017

10AM

Metropolitan Washington Airports Authority (MWAA)

Corporate Headquarters

Conference Room 1-C

1 Aviation Circle

Washington, DC 20001

POC: Ms. Terry L. Woodson, Outreach

[Terry.woodson@mwaa.com](mailto:Terry.woodson@mwaa.com)

We look forward to seeing you!

Directions Attached \_\_\_\_\_

Paid Parking, Lots \_\_\_\_\_

Metro Accessible \_\_\_\_\_

**Small,DBE, MBE, WBE Agencies/Organizations**  
**Contacts for Outreach - As of 10-20-16**

ORGANIZATION NAME	TYPE	EMAIL	CONTACT PERSON	TITLE	PHONE NUMBER	ADDRESS	CITY	State	ZIP
African American Real Estate Professional of DC		<a href="mailto:info@aaropc.org">info@aaropc.org</a>	Mr. Craig L. Dean	Director	202-731-5306	1325 G Street NW Suite 500	Washington	DC	20005
Airport Minority Advisory Council (AMAC)		<a href="mailto:amac@amac-orp.com">amac@amac-orp.com</a>	Ms. Krystal Brumfield	President	703-414-2622	500 M Street SE Suite 600	Washington	DC	20003
American Assn. of Black Women Entrepreneurs Corp. (NAWBEO)			Ms. Brenda Albert	President	301-585-8051			MD	20911
American Subcontractors Association of Metro Washington (ASAMW)		<a href="mailto:jke@asamw.org">jke@asamw.org</a>	Mr. Ike Casey	Executive Director	703-684-3450	1004 Duke Street	Alexandria	VA	22314
Capital Region Minority Supplier Development Council (CRMSDC)		<a href="mailto:sharon.pinder@crmsdc.org">sharon.pinder@crmsdc.org</a>	Ms. Sharon Pinder	President	301-593-5860	10750 Columbia Pike, Suite 200	Silver Spring	MD	20901
COMTO DC Chapter			Mr. A. Bradley Mims	President					
COMTO Maryland Chapter		<a href="mailto:mhoward2@mdta.state.md.us">mhoward2@mdta.state.md.us</a>	Ms. Meshelle Howard	President	410-537-1025	2310 Broening Highway Suite 160	Baltimore	MD	21224
Conference of Minority Transportation Officials (COMTO)		<a href="mailto:national@comto.org">national@comto.org</a>	Mr. A. Bradley Mims	President	202-857-8065	1875 I Street NW Suite 500	Washington	DC	20006
DC Department of Transportation (DDOT)		<a href="mailto:Lisa.Gregory@dc.gov">Lisa.Gregory@dc.gov</a>	Ms. Lisa Gregory	BOWD Center	202-645-8620	2311 Martin Luther King Ave, SE	Washington	DC	20020
DC Department of Transportation (DDOT)		<a href="mailto:glenda.payne@dc.gov">glenda.payne@dc.gov</a>	Ms. Glenda Payne	EO Specialist	202-671-0479	2000 14th Street, NW, 5th Floor	Washington	DC	20009
DC Department of Small & Local Business Development (DSLBD)		<a href="mailto:ana.harvey@dc.gov">ana.harvey@dc.gov</a>	Ms. Ana Harvey	Director	202-727-3900	441 4th Street, NW, Suite 850N	Washington	DC	20001
DC Department of Small & Local Business Development (DSLBD)		<a href="mailto:charles.wilson2@dc.gov">charles.wilson2@dc.gov</a>	Mr. Charles Wilson	Mgr. Small Business Opp.	202-727-3900	441 4th Street, NW, Suite 850N	Washington	DC	20001
DC Department of Small & Local Business Development (DSLBD)		<a href="mailto:shara.gibson@dc.gov">shara.gibson@dc.gov</a>	Ms. Shara Gibson	Mgr. Public & Private Partnerships	202-727-3900	441 4th Street, NW, Suite 850N	Washington	DC	20001
DC Department of Small & Local Business Development (DSLBD)		<a href="mailto:patricia.harrison@dc.gov">patricia.harrison@dc.gov</a>	Ms. Patricia Harrison	Business Development Spec.	202-727-3900	441 4th Street, NW, Suite 850N	Washington	DC	20001
DC Department of Small & Local Business Development (DSLBD)		<a href="mailto:ronnie.edwards2@dc.gov">ronnie.edwards2@dc.gov</a>	Mr. Ronnie Edwards	Deputy Director Compliance	202-727-3900	441 4th Street, NW, Suite 850N	Washington	DC	20001
DC Department of Small & Local Business Development (DSLBD)		<a href="mailto:milton.goodman@dc.gov">milton.goodman@dc.gov</a>	Mr. J. Milton Goodman	Manager DC PTAC	202-727-3900	441 4th Street, NW, Suite 850N	Washington	DC	20001
District of Columbia Building Industry Association (DCBIA)		<a href="mailto:mallory@dcbia.org">mallory@dcbia.org</a>	Ms. Lisa Mallory	President & CEO	202-966-8665	455 Massachusetts Avenue NW Suite 400	Washington	DC	20001
Fairfax County Economic Development Authority		<a href="mailto:kcmaw@fceda.org">kcmaw@fceda.org</a>	Ms. Karen Smaw	Director Small & Minority BD	703-790-0600	8300 Boone Blvd., Suite 450	Vienna	VA	22182
First Nations Development Institute		<a href="mailto:info@firstnations.org">info@firstnations.org</a>	Mr. Michael Roberts	President	540-371-3505	10107 Spotsylvania Avenue	Fredericksburg	VA	22408
Governor's Office of Minority Affairs		<a href="mailto:alison.tavik@maryland.gov">alison.tavik@maryland.gov</a>	Ms. Alison Tavik	Director of Communications	410-767-8234	6 St. Paul Street, Suite 1502	Baltimore	MD	21202
Governor's Office of Minority Affairs		<a href="mailto:jimmw.rhese@maryland.gov">jimmw.rhese@maryland.gov</a>	Mr. Jimmy Rhee	Special Secretary	410-767-8232	6 St. Paul Street, Suite 1502	Baltimore	MD	21202
Governor's Office of Minority Affairs		<a href="mailto:eduardo.hayden@maryland.gov">eduardo.hayden@maryland.gov</a>	Mr. Eduardo Hayden	Small Business Outreach Mgr	410-767-0910	6 St. Paul Street, Suite 1502	Baltimore	MD	21202
Greater Washington Board of Trade		<a href="mailto:info@gbt.org">info@gbt.org</a>	Mr. Steve Longley	Vice President	202-857-5900	1725 I Street NW	Washington	DC	20006
Greater Washington Hispanic Chamber of Commerce (GWHCC)		<a href="mailto:franco@gwhcc.org">franco@gwhcc.org</a>	Ms. Angela Franco	President & CEO	202-728-0352	910 17th Street, NW, Suite 1150	Washington	DC	20006
Maryland Aviation Administration		<a href="mailto:AMartin3@bwalairport.com">AMartin3@bwalairport.com</a>	Ms. Angela M. Martin	Director Office of Fair Practices	410-859-7009	P.O. Box 8766	BWI Airport	MD	21240
Maryland Department of Transportation									
Office of Minority Business Enterprise		<a href="mailto:mbe@mdot.state.md.us">mbe@mdot.state.md.us</a>	Ms. Sabrina Bass	Director	410-865-1269	7201 Corporate Center Drive	Hanover	MD	21076
Maryland Small Business Development Center (SBDC)		<a href="mailto:rsprw@mdsbd.umd.edu">rsprw@mdsbd.umd.edu</a>	Ms. Renee Spro	State Director	301-403-8300	7100 Baltimore Avenue Suite 401	College Park	MD	20742
Metropolitan Business League			Mr. Oliver R. Singleton	President/CEO	804-649-7473	115 East Marshall Street	Richmond	VA	23261
Minority and Women Owned Businesses of Metropolitan DC			Ms. Kathy Wheeler	President	703-836-2858	6911 Richmond Highway Suite 302	Alexandria	VA	22306
Minority Business Development Agency Business Center		<a href="mailto:dsmith@ncmbc.com">dsmith@ncmbc.com</a>	Mr. Dennis Smith	Director	202-827-8487	1250 Connecticut Avenue, Suite 200	Washington	DC	20036
National Association of Black Hotel Owners, Operators & Developers		<a href="mailto:horizons@gate.net">horizons@gate.net</a>	Mr. Andrew Ingraham	President & CEO	954-797-7102	3520 W. Broward Blvd., Suite 119	Fort Lauderdale	FL	33312
National Association of Black Women in Construction		<a href="mailto:info@nabwic.org">info@nabwic.org</a>							
National Association of Minority Contractors									
Washington DC Metropolitan Chapter		<a href="mailto:info@namcdc.org">info@namcdc.org</a>	Mr. Lee Wilson	Executive Director	202-678-8840	2307 Skyland Place, Suite A	Washington	DC	20020
National Association of Minority Contractors									
Washington DC Metropolitan Chapter		<a href="mailto:rstyles@namcdc.org">rstyles@namcdc.org</a>	Ms. Rosalind Styles	President	202-678-8840	2307 Skyland Place, Suite A	Washington	DC	20020
National Association of Women in Construction			Ms. Susan Thornton	President	240-399-0375	7721 Marshall Heights	Falls Church	VA	22043
National Association of Women in Construction		<a href="mailto:nawic@nawic.org">nawic@nawic.org</a>	Ms. Hanna Blake	President	703-749-1000	P.O. Box 2906	Springfield	VA	22152
National Forum for Black Public Administrators (NFBPA)		<a href="mailto:williams-gates@nfbpa.org">williams-gates@nfbpa.org</a>	Ms. Regina V. K. Williams-Gates	Executive Director	202-408-9300	777 North Capital Street NE, Suite 550	Washington	DC	20002
National Society of Black Engineers									
Washington DC Metro Area Chapter		<a href="mailto:president@nsbedc.org">president@nsbedc.org</a>	Ms. Yinka Ajirrotu	President			Washington	DC	
NFBPA DC Chapter			Ms. Angelique Hayes	Director	202-673-3347	1100 4th Street SW Suite 730	Washington	DC	20024
Northern Virginia Urban League, Inc.		<a href="mailto:chatmanl@aol.com">chatmanl@aol.com</a>	Ms. Laverne Chatman	Fund Developer	703-836-2858	1315 Duke Street	Alexandria	VA	22314
Richmond International Airport, Capital Region Airport Commission									
Supplier Diversity Program		<a href="mailto:pegaden@fvirichmond.com">pegaden@fvirichmond.com</a>	Mr. Russ Peaden	Director RE/Facilities & DBELO	804-226-8520	1 Richard E. Byrd Terminal Drive Suite C	Richmond	VA	23250
Small Business Administration		<a href="mailto:answerdesk@sba.gov">answerdesk@sba.gov</a>	Mr. Antonio Doss	District Director	202-481-0494	409 3rd Street SW	Washington	DC	20246
U. S. Small Business Administration		<a href="mailto:carl.b.knoblock@sba.gov">carl.b.knoblock@sba.gov</a>	Mr. Carl B. Knoblock	District Director	804-771-2400	400 North 8th Street Suite 1150	Richmond	VA	23240
US DOT Small Business Transportation Resource Center			Ms. Barbara Mann	Project Director	757-683-6764	4111 Monarch Way, Suite 106	Norfolk	VA	23508
Virginia Department of Small Business and Supplier Diversity (DSBSD)		<a href="mailto:tracy.jeter@sbsd.virginia.gov">tracy.jeter@sbsd.virginia.gov</a>	Ms. Tracy Jeter	Director	804-786-6585	101 N. 14th Street, 11th Floor	Richmond	VA	23219
Virginia Department of Small Business and Supplier Diversity (DSBSD)		<a href="mailto:calvin.thweatt@sbsd.virginia.gov">calvin.thweatt@sbsd.virginia.gov</a>	Mr. Calvin Thweatt	Certification & Tech Service Mgr	804-786-3109	101 N. 14th Street, 11th Floor	Richmond	VA	23219
Virginia Department of Transportation (VDOT)									
Business Development and Workforce Development (BOWD)		<a href="mailto:Doretha.Davis@vdot.virginia.gov">Doretha.Davis@vdot.virginia.gov</a>	Ms. Doretha Davis	BOWD Program Manager	804-662-9558	1401 E. Broad Street	Richmond	VA	23219
Virginia Department of Transportation (VDOT)									
Civil Rights Division		<a href="mailto:Sandra.Norman@vdot.virginia.gov">Sandra.Norman@vdot.virginia.gov</a>	Ms. Sandra D. Norman	Division Administrator	804-786-4552	1401 E. Broad Street	Richmond	VA	23219
Virginia Hispanic Chamber of Commerce (VAHCC)		<a href="mailto:info@vahcc.com">info@vahcc.com</a>	Mr. Michel Zajur	President/CEO	804-378-4099x205	10700 Middlethian Turnpike	Richmond	VA	23235
Washington Metropolitan Area Transit Authority (WMATA)		<a href="mailto:btoulson@wmata.com">btoulson@wmata.com</a>	Ms. Betty Toulson	Coordinator Small Bus. Programs	202-962-2475	8201 Ardwick-Ardmore Road	Landover	MD	20785
Washington Suburban Sanitary Commission (WSSC)									
Small, Local and Minority Business Enterprise (SLMBE) Office		<a href="mailto:rowanda.livingston@wsscwater.com">rowanda.livingston@wsscwater.com</a>	Ms. Towanda R. Livingston	Director	301-206-8800	14501 Sweitzer Lane	Laurel	MD	20707
Women Construction Owners and Executives, USA			Ms. Ida Booker	President	800-788-3548	4401 A Connecticut Ave NW	Washington	DC	20008
DC Water		<a href="mailto:linda.fennell@dcwater.com">linda.fennell@dcwater.com</a>	Ms. Linda Fennell	Sr. Contract Compliance Officer	202-787-2746	500 Overlook Ave SW	Washington	DC	20032
DC Chamber of Commerce		<a href="mailto:vorange@dcchamber.org">vorange@dcchamber.org</a>	Mr. Vincent Orange	President & CEO	202-347-7201	506 9th Street NW	Washington	DC	20004
DC Chamber of Commerce		<a href="mailto:msingleton@dcchamber.org">msingleton@dcchamber.org</a>	Ms. Margaret Singleton	Vice President, Contracts & Programs	202-638-7336	506 9th Street NW	Washington	DC	20004
District of Columbia Government Procurement		<a href="mailto:george.schutter@dc.gov">george.schutter@dc.gov</a>	Mr. George A. Schutter	Chief Procurement Officer	202-727-0252	441 4th Street, NW, Suite 850N	Washington	DC	20001
District of Columbia Government Procurement		<a href="mailto:kimberly.biggs@dc.gov">kimberly.biggs@dc.gov</a>	Ms. Kimberly Biggs	Assistant	202-727-0252	441 4th Street, NW, Suite 850N	Washington	DC	20001