

County of Milwaukee
Interoffice Communication

DATE: 5/15/2019
TO: Theodore Lipscomb, Sr., Chairman, County Board of Supervisors
FROM: Donna Brown-Martin, Director, Department of Transportation
SUBJECT: Update on DBE/TBE Utilization in MCTS Facility Maintenance Activities

BACKGROUND

The Milwaukee County Transit System (MCTS) has responsibility for facility maintenance and building improvement needs for four MCTS facility locations including Fond du Lac garage/station, Kinnickinnic garage/station, Fleet Maintenance facility, and the Administration building. Facility repairs and upgrades were recently completed using a new construction management methodology that achieved outstanding results, especially in the area of higher than anticipated utilization of Disadvantage Business Enterprise (DBE) and Targeted Business Enterprise (TBE) certified businesses. In addition, the new construction management approach will move MCTS toward compliance with new federal rules that require asset management reporting and state of good repair for County transit facilities.

Transit Asset Management (TAM) Plan

The Federal Transit Administration (FTA) recently issued its TAM rule which, among other requirements, sets forth guidance on facility state of good repair (SGR). Last year, MCTS developed a TAM plan per the FTA requirements. The plan contains several components including but not limited to an inventory of assets, condition assessments of the assets, TAM and SGR policies, a listing of key activities to support a state of good repair and procurement policies.

In order to effectively address TAM Plan requirements and achieve SGR, MCTS has developed an assertive project management methodology to ensure compliance with TAM Plan requirements and to efficiently extend to the extent possible, lifespan of the facilities.

Maintaining State of Good Repair (SGR)

Projects that lead to “state of good repair” and maximize facility lifespan are the focus of this report. A recent set of three projects were completed at several of the MCTS locations. These projects included facilities improvements and enhancements to accommodate both outdated and inadequate interior space, security and accessibility enhancements, as well as functional improvements to facilities which included property security gates that had exceeded their life cycle and were in disrepair.

In each of these projects, numerous design and construction trades were needed including electrical, plumbing and general construction. MCTS was able to engage two primary design vendors, and two construction management vendors. The architectural design firms were able to develop plans necessary to develop scope of work documents. The construction management vendors were able to coordinate the multiple trades needed to successfully perform all activities and complete the work.

By engaging highly qualified, local design firms, MCTS was able to build plans and drawings that were accurate, clear and accounted for all the requirements desired by MCTS. Design firms also provided detailed, highly accurate costs estimates and were on hand during the procurement process to answer

questions, attend pre-bid walk-throughs and stay on throughout the project to ensure all plan requirements were met to the satisfaction of MCTS. Having them involved from start to finish resulted in a higher quality end product and reduced project risk for not only MCTS, but also the vendors.

By forming relationships with local construction management firms, MCTS was able to educate potential partners on various federal and local requirements, introduce them to the organization and receive feedback on how to attract quality construction management firms and to better streamline and simplify the process.

Disadvantaged Business Enterprise/Targeted Business Enterprise (DBE/TBE) Utilization

The Community Business Development Partners (CBDP) has emphasized the need for County departments to independently work with their vendor networks to provide opportunities for DBE/TBE businesses. In anticipation of the project work, MCTS had the goal in mind of working to increase DBE/TBE participation and to form better relationships with high quality, local DBE/TBE companies. By working to educate potential vendors, clarify RFP language and to communicate to primes the importance of forming strong relationships with DBE/TBE partners, MCTS was able to get very positive results:

- MCTS was able to engage two primary design vendors to produce project drawings and plans. One of the firms was a local DBE and the other firm was a local TBE. All project work for those projects mentioned above, as well as other smaller projects carried out in 2018, were completed by one of the two design firms, which far exceeds the 17% DBE/TBE goal typically placed on professional services work.
- In partnership with CBDP, Transit was able to significantly exceed the DBE/TBE goals set for the scope of these projects. The original targets set for the projects was 25% DBE/TBE participation.
 - One construction management firm was able to utilize a far higher percentage of DBE/TBE vendors at a project rate of 35% for one project and an estimated 57% for another project.
 - The other construction management firm that was hired is a registered DBE who chose to perform as a prime contractor. He also was able to contract 25% of that project work to another local registered DBE company.

The DBE firms involved in these projects include Platt Construction, Hopkins Mechanical and Design, LLC, Blair Fire Protection, Dairyland Energy Solutions, Hetzel Tile & Marble and Sanchez Painting Contractors. After the conclusion of the project work, MCTS met with the construction management and design firms to discuss the process and hear from their side what worked well during the process and what didn't. By gathering this valuable feedback, MCTS hopes to further refine the construction management methodology and continue to achieve successful project outcomes.

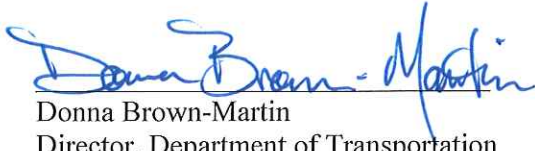
RECOMMENDATION

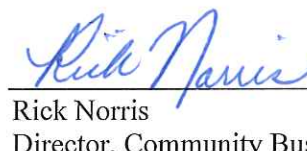
This report is for informational purposes unless otherwise directed.

Prepared by:

Daniel Boehm, President & Managing Director, MCTS

Approved by:


Donna Brown-Martin
Director, Department of Transportation


Rick Norris
Director, Community Business Development Partners

cc: Chris Abele, County Executive
Raisa Koltun, Chief of Staff, County Executive
Kelly Bablitch, Chief of Staff, County Board of Supervisors
Joe Lamers, Budget Director, DAS - PSB
Steve Cady, Research Director, Office of the Comptroller
Joshua Scott, Fiscal & Budget Analyst, DAS-PSB