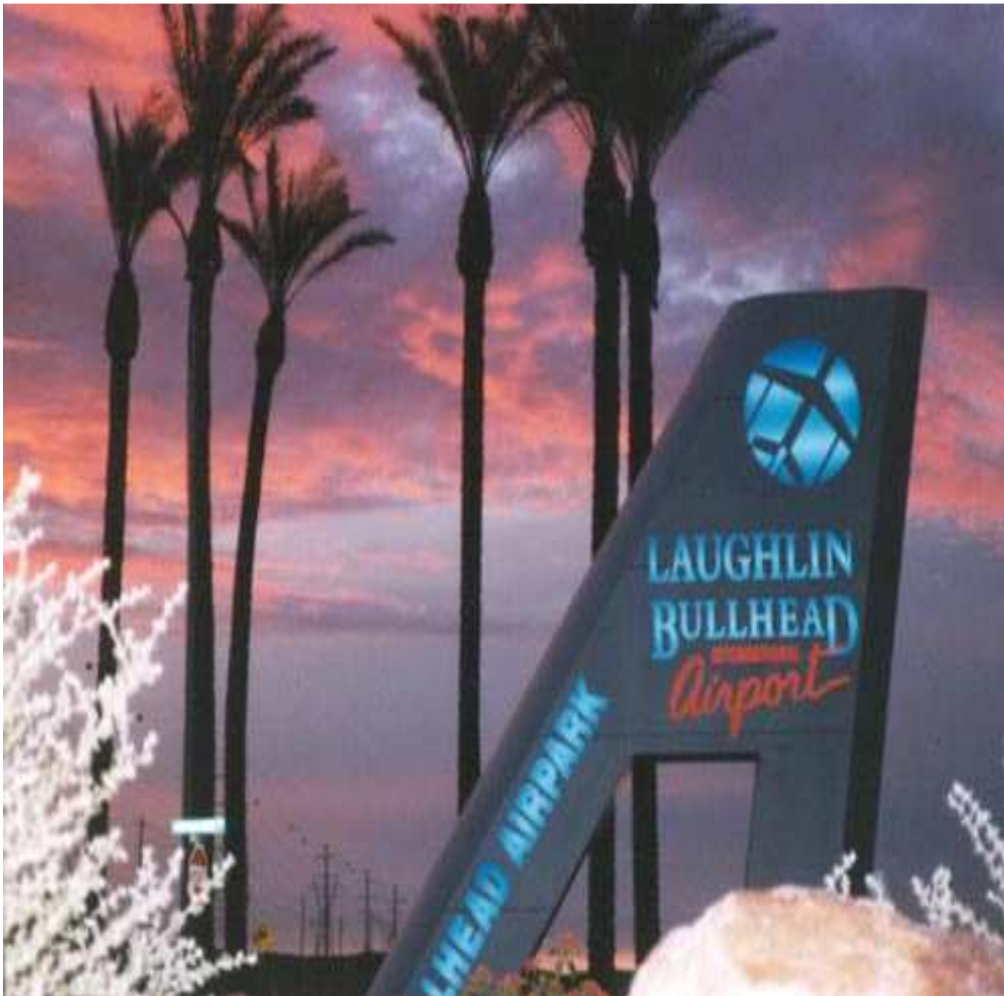




FY 2016, 2017, 2018 Updated Disadvantaged Business Enterprise Program Goals and Methodology Report for Laughlin/Bullhead International Airport Bullhead City, Arizona



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**Mohave County Airport Authority -
Laughlin/Bullhead International Airport
FY2016/2017/2018
Disadvantaged Business Enterprise (DBE) Goals and Methodology Report**

POLICY STATEMENT

Objectives/Policy Statement (§§26.1, 26.23)

The Mohave County Airport Authority, Laughlin/Bullhead International Airport (Airport), has established a Disadvantaged Business Enterprise (DBE) program in accordance with regulations of the U.S. Department of Transportation (DOT), 49 CFR Part 26. The Department has received Federal financial assistance from the Department of Transportation, and as a condition of receiving this assistance, the Department has signed grant assurances that it will comply with 49 CFR Part 26.

It is the policy of the Airport to ensure that DBEs, as defined in part 26, have an equal opportunity to receive and participate in DOT-assisted contracts. It is also our policy –

1. To ensure nondiscrimination in the award and administration of DOT assisted contracts;
2. To create a level playing field on which DBEs can compete fairly for DOT assisted contracts;
3. To ensure that the DBE Program is narrowly tailored in accordance with applicable law;
4. To ensure that only firms that fully meet 49 CFR Part 26 eligibility standards are permitted to participate as DBEs;
5. To help remove barriers to the participation of DBEs in DOT assisted contract; and
6. To assist the development of firms that can compete successfully in the market place outside the DBE Program.

Jeremy Keating, Airport Director, has been delegated as the DBE Liaison Officer. In that capacity, the DBELO is responsible for implementing all aspects of the DBE program. Implementation of the DBE program is accorded the same priority as compliance with all other legal obligations incurred by the Airport in its financial assistance agreements with the Department of Transportation.

The Department has disseminated this policy statement to the Mohave County Airport Authority and all the components of our organization. We have distributed this statement to DBE and non-DBE business communities that perform work for us on DOT-assisted contracts by publishing this statement in general circulation, minority-focused and trade association publications.



John Hastings
President, Mohave County Airport Authority

7.24.15
Date

Goals and Methodology - Laughlin/Bullhead International Airport

Goals (§26.45)

The ultimate goal of the program is to utilize DBE participation in proportion to the availability of certified DBE's within the community. The federal fiscal years 2016/2017/2018 overall goal for Laughlin/Bullhead International Airport is 2.67% of the DOT-assisted contracts. This overall goal is to be attained using race-neutral means.

The following data collection table reflects the Scopes of Work with Engineer's Cost Estimates and NAICS codes describing each item for the anticipated federally funded projects for the federal fiscal years 2016, 2017 and 2018. Also show are the percentages of each cost to the total project cost and total costs of all projects during these years. The fifth column shows the data from the U.S. CenStats database (2013) of total companies for the entire State or the Airport's Local Market area for each NAICS as identified in the bottom of the table. The last column shows the number of DBEs for the entire State or the Airport's Local Market for the same NAICS codes. The Worksheet following this table details the data shown in the last two columns.

Data Collection Table

| 2016, 2017, 2018 3-04-0006-46-2016 - Extend Rwy 16-34 and Taxiway "A" (Paving) - Phase II 3-04-0006-46-2016 - Extend Rwy 16-34 and Taxiway "A" (Electrical) -Phase II 3-04-0006-46-2016 - Lighted X's for Runway Closures 3-04-0006-47-2017 - Pavement Reconstruction - GA Aprons - Phase III 3-04-0006-48-2018 - Acquire Land (ASLD) - (APN 213-32-003) 3-04-0006-49-2018 - Environmental Assessment (New Terminal, Apron, Taxiways, Parking and Access Road) | NAICS CODE | ESTIMATED FEDERAL SHARE COSTS | PERCENT TO PROJECT | PERCENT TO TOTAL PROJECTS | U.S. CENSUS Companies | ADOT DBEs **/** |
|--|------------|-------------------------------|--------------------|---------------------------|-----------------------|-----------------|
| 2016 - 3-04-0006-46-2016 - Extend Runway 16-34 and Taxiway "A" | | | | | | |
| 1) Airport Safety and Security | 541330 | \$92,410.00 | 1.30% | 0.48% | 1193 | 2 |
| | 237310 | | | | 118 | 5 |
| 2) Mobilization | 541330 | \$231,025.00 | 3.25% | 1.21% | 1193 | 2 |
| 3) Contractor Quality Control | 237310 | \$92,410.00 | 1.30% | 0.48% | 118 | 5 |
| 4) Construction Survey Staking | 541360 | \$69,307.50 | 0.97% | 0.36% | 9 | 4 |

| | | | | | | |
|--|--------------------------------------|----------------|--------|--------|--------------------------|--------------------|
| 5) Construction Water | 484220 | \$5,544.60 | 0.08% | 0.03% | 196 | 14 |
| 6) Crack Cleaning and Sealing (1/4" - 1") | 237310 | \$4,620.50 | 0.06% | 0.02% | 118 | 5 |
| 7) Asphalt Concrete Removal by Milling (10" to 3" Depth) | 237310 | \$8,316.90 | 0.12% | 0.04% | 118 | 5 |
| 8) Asphalt Concrete Removal by Milling (3" to 6" Depth) | 237310 | \$113,849.12 | 1.60% | 0.59% | 118 | 5 |
| 9) Miscellaneous Demolition | 238910 | \$27,723.00 | 0.39% | 0.14% | 299 | 21 |
| 10) Place, Blend and Compact Millings at Edge Runway Shoulders | 238910 484220 | \$15,894.52 | 0.22% | 0.08% | 299 196 | 21 14 |
| 11) Pre-emergent Herbicide Application | 561730 | \$18,457.05 | 0.26% | 0.10% | 1177 | 4 |
| 12) Unclassified Excavation | 238910 484220 | \$184,570.49 | 2.59% | 0.96% | 299 196 | 21 14 |
| 13) Subgrade Preparation for Airfield Pavement | 2123xx 237310 238910 484220 | \$152,846.14 | 2.15% | 0.80% | 122 118 299 196 | 2 5 21 14 |
| 14) Temporary Soil & Water Pollution Control (SWPPP) | 561730 | \$9,241.00 | 0.13% | 0.05% | 1177 | 4 |
| 15) 12" HMA for Runway/ Taxiway (27,550 SY) | 237310 423320 | \$1,404,632.00 | 19.74% | 7.33% | 118 88 | 5 6 |
| 16) 3" HMA for Runway/ Taxiway (148,900 SY) | 237310 423320 | \$2,180,876.00 | 30.65% | 11.38% | 118 88 | 5 6 |
| 17) 3" HMA for Shoulders (49,500 SY) | 237310 423320 | \$739,280.00 | 10.39% | 3.86% | 118 88 | 5 6 |
| 18) 6" HMA for Blast Pads (5,650 SY) | 237310 423320 | \$147,856.00 | 2.08% | 0.77% | 118 88 | 5 6 |
| 19) Bituminous Tack Coat | 237310 423320 | \$41,584.50 | 0.58% | 0.22% | 118 88 | 5 6 |
| 20) Runway and Taxiway Painting (With Beads) | 237310 | \$184,820.00 | 2.60% | 0.96% | 118 | 5 |
| 21) Runway and Taxiway Painting (No Beads) | 237310 | \$10,396.13 | 0.15% | 0.05% | 118 | 5 |
| 22) Runway Saw Cut Grooving | 237310 | \$118,862.36 | 1.67% | 0.62% | 118 | 5 |
| 23) Temporary Phasing and Circuit Connections | 238210 | \$13,861.50 | 0.19% | 0.07% | 1276 | 26 |
| 24) Relocate Airport Rotating Beacon | 238210 | \$7,392.80 | 0.10% | 0.04% | 1276 | 26 |
| 25) Relocate Airport 12 Food Wind cone | 238210 | \$9,241.00 | 0.13% | 0.05% | 1276 | 26 |
| 26) No. 8 AWG L-824C Cable | 238210 | \$66,997.25 | 0.94% | 0.35% | 1276 | 26 |
| 27) Bare Counterpoise installed in Trench | 238210 | \$22,178.40 | 0.31% | 0.12% | 1276 | 26 |
| 28) Equipment (Safety) Ground System, Ground Rod and Equipment Connections | 238210 | \$32,343.50 | 0.45% | 0.17% | 1276 | 26 |
| 29) New Airport Electrical Vault Building | 238120 | \$92,410.00 | 1.30% | 0.48% | 1276 | 26 |

| | | | | | | |
|---|--------|--------------|-------|-------|------|----|
| 30) 4 - 4 Inch Schedule 40 PVC Duct, Trenched, Concrete Encased | 238210 | \$25,412.75 | 0.36% | 0.13% | 1276 | 26 |
| 31) 4 - 4 Inch Schedule 40 PVC Duct, Trenched, Unencased | 238210 | \$32,343.50 | 0.45% | 0.17% | 1276 | 26 |
| 32) 1 -2 Inch Schedule 40 PVC Duct, Trenched, Unencased | 238210 | \$184,820.00 | 2.60% | 0.96% | 1276 | 26 |
| 33) 1 -2 inch Schedule 40 PVC Duct, Trenched, Concrete Encased | 238210 | \$8,316.90 | 0.12% | 0.04% | 1276 | 26 |
| 34) Stand-By Generator for Non-FAA Facilities | 532490 | \$35,115.80 | 0.49% | 0.18% | 192 | 2 |
| 35) Electrical Pull box Handhole 3' x 3' x 3' | 238210 | \$24,950.70 | 0.35% | 0.13% | 1276 | 26 |
| 36) L-861T Taxiway Light - LED With New L-867B Base | 238210 | \$38,627.38 | 0.54% | 0.20% | 1276 | 26 |
| 37) L-861T Taxiway Light - LED on Existing L-867B Base | 238210 | \$2,217.84 | 0.03% | 0.01% | 1276 | 26 |
| 38) L-861 Runway Light - LED With New L-867B Base | 238210 | \$97,584.96 | 1.37% | 0.51% | 1276 | 26 |
| 39) L-861E Runway Threshold Light - LED With New L-867B Base | 238210 | \$20,699.84 | 0.29% | 0.11% | 1276 | 26 |
| 40) New Size 4 Runway Distance Remaining Signs | 238210 | \$4,620.50 | 0.06% | 0.02% | 1276 | 26 |
| 41) New Size 2, 2 Module Guidance Sign | 238210 | \$16,633.80 | 0.23% | 0.09% | 1276 | 26 |
| 42) New Size 2, 3 Module Guidance Sign | 238210 | \$23,102.50 | 0.32% | 0.12% | 1276 | 26 |
| 43) Relocate Size 2, 1 Module Guidance Sign | 238210 | \$1,386.15 | 0.02% | 0.01% | 1276 | 26 |
| 44) Relocate Size 2, 2 Module guidance Sign | 238210 | \$18,297.18 | 0.26% | 0.10% | 1276 | 26 |
| 45) Relocate Size 2, 3 Module Guidance Sign | 238210 | \$11,089.20 | 0.16% | 0.06% | 1276 | 26 |
| 46) Size 2, 2 Module Signs to LED Power Conversion | 238210 | \$19,221.28 | 0.27% | 0.10% | 1276 | 26 |
| 47) Size 2, 3 Module Signs to LED Power Conversion | 238210 | \$12,937.40 | 0.18% | 0.07% | 1276 | 26 |
| 48) Size 4, 1 Module Sign to LED Power Conversion | 238210 | \$8,316.90 | 0.12% | 0.04% | 1276 | 26 |
| 49) Replace Size 2, Guidance Sign Panels | 239210 | \$20,330.20 | 0.29% | 0.11% | 1276 | 26 |
| 50) Relocate REILs | 238210 | \$12,937.40 | 0.18% | 0.07% | 1276 | 26 |
| 51) Relocate 4 Box PAPI | 238210 | \$18,482.00 | 0.26% | 0.10% | 1276 | 26 |
| 52) Airport Lighting Control System (Vault and ATCT) | 238210 | \$55,446.00 | 0.78% | 0.29% | 1276 | 26 |

| | | | | | | |
|---|--------------------------------------|-----------------------|----------------|--------|--------------------------|--------------------|
| SUB-TOTAL-Extend Runway 16-34 and Taxiway "A" | | \$6,791,837.44 | 95.45% | 35.45% | | |
| Undeveloped Design Contingencies | N/A | \$323,732.56 | 4.55% | 1.69% | | |
| TOTAL-Extend Runway 16-34 and Taxiway "A" | | \$7,115,570.00 | 100.00% | 37.14% | | |
| 3-04-0006-47-2017 - Pavement Reconstruction - GA Apron (Phase III) | | | | | | |
| 1) Mobilization | 237310 541330 | \$81,435.30 | 2.94% | 0.43% | 118 1193 | 5 2 |
| 2) Airfield Safety and Phasing | 237310 541330 | \$12,215.30 | 0.44% | 0.06% | 118 1193 | 5 2 |
| 3) Contractor's Safety Plan Compliance Document | 237310 | \$407.18 | 0.01% | 0.00% | 118 | 5 |
| 4) Construction Barricades | 532490 | \$27,077.24 | 0.98% | 0.14% | 192 | 2 |
| 5) Bituminous Pavement Milling | 237310 | \$32,574.12 | 1.17% | 0.17% | 118 | 5 |
| 6) Unclassified Excavation | 238910 484220 | \$317,597.68 | 11.46% | 1.66% | 299 196 | 21 14 |
| 7) Crushed Aggregate Base Course | 2123xx 237310 238910 484220 | \$48,861.18 | 1.76% | 0.26% | 122 118 299 196 | 2 5 21 14 |
| 8) Bituminous Concrete Pavement | 237310 238910 484220 | \$36,645.89 | 1.32% | 0.19% | 118 299 196 | 5 21 14 |
| 9) Heavy Duty Portland Cement Concrete Pavement | 237310 238910 484220 | \$1,495,152.17 | 53.93% | 7.81% | 118 299 196 | 5 21 14 |
| 10) Light Duty Portland Cement Concrete Pavement | 237310 238910 484220 | \$275,251.33 | 9.93% | 1.44% | 118 299 196 | 5 21 14 |
| 11) Saw and Seal PCC Pavement Joints | 237310 | \$85,832.81 | 3.10% | 0.45% | 118 | 5 |
| 12) Saw and Seal Bituminous Pavement Joints | 237310 | \$7,787.25 | 0.28% | 0.04% | 118 | 5 |
| 13) Permanent Paint Markings | 237310 | \$29,316.71 | 1.06% | 0.15% | 118 | 5 |
| 14) Temporary Paint Markings | 237310 | \$2,850.24 | 0.10% | 0.01% | 118 | 5 |
| 15) Paint Marking Removal | 237310 | \$24,430.59 | 0.88% | 0.13% | 118 | 5 |
| 16) 18" RCP (Class V) | 237110 | \$16,287.06 | 0.59% | 0.09% | 144 | 7 |
| 17) 30" RCP (Class V) | 237110 | \$21,173.18 | 0.76% | 0.11% | 144 | 7 |
| 18) Remove and Replace UD Cleanouts and Valve Boxes | 237110 | \$3,257.41 | 0.12% | 0.02% | 144 | 7 |
| 19) Remove and Replace DMH Frame and Cover | 237110 | \$12,215.30 | 0.44% | 0.06% | 144 | 7 |
| 20) Utility Manhole | 237110 | \$24,430.59 | 0.88% | 0.13% | 144 | 7 |
| 21) No 8 AWG L-824C Cable | 238210 | \$7,939.94 | 0.29% | 0.04% | 1276 | 26 |
| 22) Removal of Existing Cable | 238210 | \$2,646.65 | 0.10% | 0.01% | 1276 | 26 |

| | | | | | | |
|---|--------|-----------------------|----------------|---------------|------|-----|
| 23) Identify and Label Existing Cables In Affected Manholes | 238210 | \$2,850.24 | 0.10% | 0.01% | 1276 | 26 |
| 24) Miscellaneous Work in Vault | 238210 | \$2,850.24 | 0.10% | 0.01% | 1276 | 26 |
| 25) 2" 1-Way Concrete Encased PVC Duct Bank | 238210 | \$2,035.88 | 0.07% | 0.01% | 1276 | 26 |
| 26) Intercept 4" 4-Way Concrete Encased Duct Bank | 238210 | \$4,886.12 | 0.18% | 0.03% | 1276 | 26 |
| 27) Junction Can (L-868) | 238210 | \$529.33 | 0.02% | 0.00% | 1276 | 26 |
| 28) Remove & Replace L-852 LED Taxiway Centerline Light | 238210 | \$51,047.72 | 1.84% | 0.27% | 1276 | 26 |
| 29) Remove & Replace L-852 LED Taxiway Centerline Light, with height adjustment | 238210 | \$15,472.71 | 0.56% | 0.08% | 1276 | 26 |
| 30) Install new L-852 LED Taxiway Centerline Light in New Base can in Existing Pavement | 238210 | \$37,053.06 | 1.34% | 0.19% | 1276 | 26 |
| 31) Install new L-852 LED Taxiway Centerline Light in New Base can in Mill and Overlay Pavement | 238210 | \$25,652.12 | 0.93% | 0.13% | 1276 | 26 |
| 32) Taxiway Edge Reflectors | 237310 | \$3,461.00 | 0.12% | 0.02% | 118 | 5 |
| 33) Allowance - Security | N/A | \$61,076.48 | 2.20% | 0.32% | | |
| Total - Pavement Reconstruction - GA Apron (Phase III) | | \$2,772,300.00 | 100.00% | 14.47% | | |
| 3-04-0006-48-2018 - Acquire Land | | | | | | |
| 1) Land | N/A | \$1,833,229.58 | 91.00% | 9.57% | N/A | N/A |
| 2) Appraiser | 531320 | \$18,130.84 | 0.90% | 0.09% | 353 | 1 |
| 3) Attorney | 541110 | \$50,363.45 | 2.50% | 0.26% | 2913 | 2 |
| 4) Realtor | 531210 | \$100,726.90 | 5.00% | 0.53% | 3162 | 5 |
| 5) Government transfer fees | N/A | \$12,087.23 | 0.60% | 0.06% | N/A | N/A |
| Total - Acquire Land | | \$2,014,538.00 | 100.00% | 10.52% | | |
| 3-04-0006-48-2018 - Environmental Assessment (New Terminal, Apron, Taxiways, Parking, and Access Road) | | | | | | |
| 1) Environmental Engineer | 541330 | \$392,742.50 | 85.00% | 2.05% | 1193 | 2 |
| 2) Surveying | 541360 | \$34,653.75 | 7.50% | 0.18% | 161 | 45 |
| 3) Testing | 541380 | \$34,653.75 | 7.50% | 0.18% | 123 | 12 |
| Total - Environmental Assessment (New Terminal, Apron, Parking and Access Road) | | \$462,050.00 | 100.00% | 2.41% | | |

| | | | | | |
|---|--|------------------------|--|----------------|--|
| Grand Total - FY2016/2017/2018 | | \$19,156,295.44 | | 100.00% | |
| *NAICS 237110, 237310, 238910, 484220, 561730 = Local Market (Coconino, LaPaz, Maricopa, Mohave and Yavapai Counties); NAICS 238210, 423320, 531210, 531320, 532490, 541110, 541330, 541360, 541380, 541620 = Statewide Market **ADOT DBE Directory shows 51 civil engineers with 2 doing airport work | | | | | |

The following worksheet lists the potential NAICS codes for the companies performing the work on the Airport's projects for FY 2106/2017/2018, their description and the source of the data.

NAICS Code Data Collection Worksheet

| NAICS | SW L* | Description | Cen Stats | ADOT | L | | Mohave | | Coconino | | LaPaz | | Maricopa | | Yavapai | |
|--------|----------|---|--------------|------|------------|--------------|------------|--------------|------------|--------------|------------|--------------|------------|--------------|------------|--------------|
| | | | | | B/4 Adj | After Adj | B/4 Adj | After Adj | B/4 Adj | After Adj | B/4 Adj | After Adj | B/4 Adj | After Adj | B/4 Adj | After Adj |
| 2123 | SW | Other Crushed and Broken Stone Mining and Quarrying | 122 | 2 | | | | | | | | | | | | |
| 237110 | L | Water and Sewer Line and Related Structures Construction | 144 | 7 | 144 | | 11 | | 3 | | 2 | | 103 | | 25 | |
| | | | | | 11 | 7 | 1 | 1 | 0 | 0 | 0 | 0 | 9 | 5 | 1 | 1 |
| 237310 | L | Highway, Street and Bridge Construction - Airports | 118 | 5 | 118 | | 4 | | 5 | | 0 | | 100 | | 9 | |
| | | | | | 24 | 5 | 3 | 1 | 0 | 0 | 0 | 0 | 20 | 4 | 1 | 0 |
| 237310 | L | Striping | 118 | 3 | 118 | | 4 | | 5 | | 0 | | 100 | | 9 | |
| | | | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3 | 3 | 0 | 0 |
| 238210 | SW | Electrical Contractors (excluding communications, computers, security, contract management) | 1276 | 26 | | | | | | | | | | | | |
| 238910 | L | Site Preparation Contractors | 299 | 21 | 299 | | 21 | | 16 | | 0 | | 221 | | 41 | |
| | | | | | 25 | 21 | 2 | 2 | 0 | 0 | 0 | 0 | 20 | 18 | 3 | 1 |
| 423320 | SW | Brick, Stone, and Related Construction Material Merchant Wholesalers | 88 | 6 | | | | | | | | | | | | |
| 423610 | SW | Electrical Apparatus and Equipment, Wiring Supplies, and Related Equipment Merchant Wholesalers | 231 | 7 | | | | | | | | | | | | |
| 484220 | L | | 196 | 14 | 196 | | 6 | | 14 | | 0 | | 156 | | 20 | |

| | | | | | | | | | | | | | | | | |
|--|----|--|------|----|------|----|----|---|----|---|---|---|------|----|----|---|
| | | Specialized Freight (except Used Goods) trucking, Local | | | 14 | 14 | 0 | 0 | 0 | 0 | 0 | 0 | 14 | 14 | 0 | 0 |
| 531210 | SW | Offices of Real Estate Agents and Brokers | 3162 | 5 | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ |
| 531320 | SW | Offices of Real Estate Appraisers | 353 | 1 | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ |
| 532490 | SW | Other Commercial and Industrial Machine and Equipment Rental and Leasing | 192 | 2 | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ |
| 541110 | SW | Offices of Lawyers - Real Estate | 2913 | 2 | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ |
| 541330 | SW | Engineering Services - Civil - Airports** | 1193 | 2 | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ |
| 541330 | SW | Engineering Services - Environmental | 1193 | 7 | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ |
| 541360 | SW | Geophysical Surveying and Mapping Services | 9 | 4 | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ |
| 541380 | SW | Testing Laboratories | 123 | 12 | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ |
| 541620 | SW | Environmental Consulting Services | 161 | 45 | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ |
| 561730 | L | Landscaping Services | 1177 | 4 | 1177 | | 36 | | 30 | | 0 | | 1042 | | 69 | |
| | | | | | 8 | 4 | 0 | 0 | 0 | 0 | 0 | 0 | 7 | 3 | 1 | 1 |
| *Local Market = Mohave, Coconino, LaPaz, Maricopa, Yavapai Counties **ADOT DBE Directory shows 51 civil engineers with 2 doing airport work | | | | | | | | | | | | | | | | |

Goal Methodology

Step 1: Calculation of the Base Figure

The Base Figure is calculated by dividing the result of the anticipated cost of each item divided by the total anticipated cost of each federally funded project or the total overall cost of all federally funded projects for FY 2016/2017/2018. The percentage derived will be multiplied by the percentage derived from dividing the number of DBES for all NAICS codes of each line item's market in the ADOT Directory by the number of businesses of each line item's market in the CenStat Directory for the same markets of each NAICS code. The resulting sum total of these calculations is the base figure for all federally funded projects during federal fiscal years 2016/2017/2018.

This detail is shown in the following Base Figure Calculation Table.

Base Figure Calculation Table

| BASIC STEP 1 GOAL CALCULATION (Data taken from Grant Data Collection Table beginning on Page 1 with Cell Totals shown in % to Project (D), % to Total Projects (E), U.S. Census (F) and TxDOT cells(G)) | | | | | | |
|---|-------------------------------|---|-------------------------------|-----------------------|--|---|
| Columns copied from Grant Data Collection Table beginning on Page 1 | | | | | Formulas | |
| 2016, 2017, 2018 3-04-0006-46-2016 - Extend Rwy 16-34 and Taxiway "A" (Paving) - Phase II 3-04-0006-46-2016 - Extend Rwy 16-34 and Taxiway "A" (Electrical) -Phase II 3-04-0006-46-2016 - Lighted X's for Runway Closures 3-04-0006-47-2017 - Pavement Reconstruction - GA Aprons - Phase III 3-04-0006-48-2018 - Acquire Land (ASLD) - (APN 213-32-003) 3-04-0006-49-2018 - Environmental Assessment (New Terminal, Apron, Taxiways, Parking and Access Road) | Percent to Project (D) | Percent to Total Projects for Year (E) | U.S. Census Totals (F) | TxDOT DBEs (G) | Percent to Project Column D x (Column G ÷ Column F) | Percent to Total Projects Column E x (Column G ÷ Column F) |
| 2016 - 3-04-0006-46-2016 - Extend Runway 16-34 and Taxiway "A" | | | | | | |
| 1) Airport Safety and Security | 1.30% | 0.48% | 1193 | 2 | 0.0022% | 0.0008% |
| 2) Mobilization | 3.25% | 1.21% | 1311 | 17 | 0.0421% | 0.0156% |
| 3) Contractor Quality Control | 1.30% | 0.48% | 118 | 5 | 0.0550% | 0.0204% |
| 4) Construction Survey Staking | 0.97% | 0.36% | 9 | 4 | 0.4329% | 0.1608% |
| 5) Construction Water | 0.08% | 0.03% | 196 | 14 | 0.0056% | 0.0021% |
| 6) Crack Cleaning and Sealing (1/4" - 1") | 0.06% | 0.02% | 118 | 5 | 0.0028% | 0.0010% |
| 7) Asphalt Concrete Removal by Milling (10" to 3" Depth) | 0.12% | 0.04% | 118 | 5 | 0.0050% | 0.0018% |
| 8) Asphalt Concrete Removal by Milling (3" to 6" Depth) | 1.60% | 0.59% | 118 | 1 | 0.0678% | 0.0252% |
| 9) Miscellaneous Demolition | 0.39% | 0.14% | 299 | 21 | 0.0274% | 0.0102% |
| 10) Place, Blend and Compact Millings at Edge Runway Shoulders | 0.22% | 0.08% | 495 | 35 | 0.0158% | 0.0059% |
| 11) Pre-emergent Herbicide Application | 0.26% | 0.10% | 1177 | 4 | 0.0009% | 0.0003% |
| 12) Unclassified Excavation | 2.59% | 0.96% | 495 | 35 | 0.1834% | 0.0681% |

| | | | | | | |
|--|--------|--------|------|----|---------|---------|
| 13) Subgrade Preparation for Airfield Pavement | 2.15% | 0.80% | 735 | 4 | 0.1227% | 0.0456% |
| 14) Temporary Soil & Water Pollution Control (SWPPP) | 0.13% | 0.05% | 1177 | 4 | 0.0004% | 0.0002% |
| 15) 12" HMA for Runway/ Taxiway (27,550 SY) | 19.74% | 7.33% | 206 | 21 | 2.0124% | 0.7475% |
| 16) 3" HMA for Runway/ Taxiway (148,900 SY) | 30.65% | 11.38% | 206 | 21 | 3.1244% | 1.1606% |
| 17) 3" HMA for Shoulders (49,500 SY) | 10.39% | 3.86% | 206 | 21 | 1.0591% | 0.3934% |
| 18) 6" HMA for Blast Pads (5,650 SY) | 2.08% | 0.77% | 206 | 21 | 0.2118% | 0.0787% |
| 19) Bituminous Tack Coat | 0.58% | 0.22% | 206 | 21 | 0.0596% | 0.0221% |
| 20) Runway and Taxiway Painting (With Beads) | 2.60% | 0.96% | 118 | 5 | 0.1101% | 0.0409% |
| 21) Runway and Taxiway Painting (No Beads) | 0.15% | 0.05% | 118 | 5 | 0.0062% | 0.0023% |
| 22) Runway Saw Cut Grooving | 1.67% | 0.62% | 118 | 5 | 0.0708% | 0.0263% |
| 23) Temporary Phasing and Circuit Connections | 0.19% | 0.07% | 1276 | 26 | 0.0040% | 0.0015% |
| 24) Relocate Airport Rotating Beacon | 0.10% | 0.04% | 1276 | 26 | 0.0021% | 0.0008% |
| 25) Relocate Airport 12 Food Wind cone | 0.13% | 0.05% | 1276 | 26 | 0.0026% | 0.0010% |
| 26) No. 8 AWG L-824C Cable | 0.94% | 0.35% | 1276 | 26 | 0.0192% | 0.0071% |
| 27) Bare Counterpoise installed in Trench | 0.31% | 0.12% | 1276 | 26 | 0.0064% | 0.0024% |
| 28) Equipment (Safety) Ground System, Ground Rod and Equipment Connections | 0.45% | 0.17% | 1276 | 26 | 0.0093% | 0.0034% |
| 29) New Airport Electrical Vault Building | 1.30% | 0.48% | 1276 | 26 | 0.0265% | 0.0098% |
| 30) 4 - 4 Inch Schedule 40 PVC Duct, Trenched, Concrete Encased | 0.36% | 0.13% | 1276 | 26 | 0.0073% | 0.0027% |
| 31) 4 - 4 Inch Schedule 40 PVC Duct, Trenched, Unencased | 0.45% | 0.17% | 1276 | 26 | 0.0093% | 0.0034% |
| 32) 1 -2 Inch Schedule 40 PVC Duct, Trenched, Unencased | 2.60% | 0.96% | 1276 | 26 | 0.0529% | 0.0197% |
| 33) 1 -2 inch Schedule 40 PVC Duct, Trenched, Concrete Encased | 0.12% | 0.04% | 1276 | 26 | 0.0024% | 0.0009% |
| 34) Stand-By Generator for Non-FAA Facilities | 0.49% | 0.18% | 192 | 2 | 0.0051% | 0.0019% |
| 35) Electrical Pull box Handhole 3' x 3' x 3' | 0.35% | 0.13% | 1276 | 26 | 0.0071% | 0.0027% |
| 36) L-861T Taxiway Light - LED With New L-867B Base | 0.54% | 0.20% | 1276 | 26 | 0.0111% | 0.0041% |

| | | | | | | |
|---|----------------|---------------|------|-----|----------------|---------|
| 37) L-861T Taxiway Light - LED on Existing L-867B Base | 0.03% | 0.01% | 1276 | 26 | 0.0006% | 0.0002% |
| 38) L-861 Runway Light - LED With New L-867B Base | 1.37% | 0.51% | 1276 | 26 | 0.0279% | 0.0104% |
| 39) L-861E Runway Threshold Light - LED With New L-867B Base | 0.29% | 0.11% | 1276 | 26 | 0.0059% | 0.0022% |
| 40) New Size 4 Runway Distance Remaining Signs | 0.06% | 0.02% | 1276 | 26 | 0.0013% | 0.0005% |
| 41) New Size 2, 2 Module Guidance Sign | 0.23% | 0.09% | 1276 | 26 | 0.0048% | 0.0018% |
| 42) New Size 2, 3 Module Guidance Sign | 0.32% | 0.12% | 1276 | 26 | 0.0066% | 0.0025% |
| 43) Relocate Size 2, 1 Module Guidance Sign | 0.02% | 0.01% | 1276 | 26 | 0.0004% | 0.0001% |
| 44) Relocate Size 2, 2 Module guidance Sign | 0.26% | 0.10% | 1276 | 26 | 0.0052% | 0.0019% |
| 45) Relocate Size 2, 3 Module Guidance Sign | 0.16% | 0.06% | 1276 | 26 | 0.0032% | 0.0012% |
| 46) Size 2, 2 Module Signs to LED Power Conversion | 0.27% | 0.10% | 1276 | 26 | 0.0055% | 0.0020% |
| 47) Size 2, 3 Module Signs to LED Power Conversion | 0.18% | 0.07% | 1276 | 26 | 0.0037% | 0.0014% |
| 48) Size 4, 1 Module Sign to LED Power Conversion | 0.12% | 0.04% | 1276 | 26 | 0.0024% | 0.0009% |
| 49) Replace Size 2, Guidance Sign Panels | 0.29% | 0.11% | 1276 | 26 | 0.0058% | 0.0022% |
| 50) Relocate REILs | 0.18% | 0.07% | 1276 | 26 | 0.0037% | 0.0014% |
| 51) Relocate 4 Box PAPI | 0.26% | 0.10% | 1276 | 26 | 0.0053% | 0.0020% |
| 52) Airport Lighting Control System (Vault and ATCT) | 0.78% | 0.29% | 1276 | 26 | 0.0159% | 0.0059% |
| SUB-TOTAL-Extend Runway 16-34 and Taxiway "A" | 95.45% | 35.45% | | | 4.7773% | |
| Undeveloped Design Contingencies | 4.55% | 1.69% | N/A | N/A | 0.0000% | |
| TOTAL-Extend Runway 16-34 and Taxiway "A" | 100.00% | 37.14% | | | 4.7773% | |
| | | | | | | |
| 3-04-0006-47-2017 - Pavement Reconstruction - GA Apron (Phase III) | | | | | | |
| 1) Mobilization | 2.94% | 0.43% | 1311 | 7 | 0.0157% | 0.0023% |
| 2) Airfield Safety and Phasing | 0.44% | 0.06% | 1311 | 7 | 0.0024% | 0.0003% |
| 3) Contractor's Safety Plan Compliance Document | 0.01% | 0.00% | 118 | 5 | 0.0006% | 0.0001% |
| 4) Construction Barricades | 0.98% | 0.14% | 192 | 2 | 0.0102% | 0.0015% |
| 5) Bituminous Pavement Milling | 1.17% | 0.17% | 118 | 5 | 0.0498% | 0.0072% |
| 6) Unclassified Excavation | 11.46% | 1.66% | 495 | 35 | 0.8100% | 0.1172% |

| | | | | | | |
|---|--------|-------|------|-----|---------|---------|
| 7) Crushed Aggregate Base Course | 1.76% | 0.26% | 735 | 42 | 0.1007% | 0.0146% |
| 8) Bituminous Concrete Pavement | 1.32% | 0.19% | 613 | 40 | 0.0863% | 0.0125% |
| 9) Heavy Duty Portland Cement Concrete Pavement | 53.93% | 7.81% | 613 | 40 | 3.8192% | 0.5093% |
| 10) Light Duty Portland Cement Concrete Pavement | 9.93% | 1.44% | 613 | 40 | 0.6479% | 0.0938% |
| 11) Saw and Seal PCC Pavement Joints | 3.10% | 0.45% | 118 | 5 | 0.1312% | 0.0190% |
| 12) Saw and Seal Bituminous Pavement Joints | 0.28% | 0.04% | 118 | 5 | 0.0119% | 0.0017% |
| 13) Permanent Paint Markings | 1.06% | 0.15% | 118 | 5 | 0.0448% | 0.0065% |
| 14) Temporary Paint Markings | 0.10% | 0.01% | 118 | 5 | 0.0044% | 0.0006% |
| 15) Paint Marking Removal | 0.88% | 0.13% | 118 | 5 | 0.0373% | 0.0054% |
| 16) 18" RCP (Class V) | 0.59% | 0.09% | 144 | 7 | 0.0286% | 0.0041% |
| 17) 30" RCP (Class V) | 0.76% | 0.11% | 144 | 7 | 0.0371% | 0.0054% |
| 18) Remove and Replace UD Cleanouts and Valve Boxes | 0.12% | 0.02% | 144 | 7 | 0.0057% | 0.0008% |
| 19) Remove and Replace DMH Frame and Cover | 0.44% | 0.06% | 144 | 7 | 0.0214% | 0.0031% |
| 20) Utility Manhole | 0.88% | 0.13% | 144 | 7 | 0.0428% | 0.0062% |
| 21) No 8 AWG L-824C Cable | 0.29% | 0.04% | 1276 | 26 | 0.0058% | 0.0008% |
| 22) Removal of Existing Cable | 0.10% | 0.01% | 1276 | 26 | 0.0019% | 0.0003% |
| 23) Identify and Label Existing Cables In Affected Manholes | 0.10% | 0.01% | 1276 | 26 | 0.0021% | 0.0003% |
| 24) Miscellaneous Work in Vault | 0.10% | 0.01% | 1276 | 26 | 0.0021% | 0.0003% |
| 25) 2" 1-Way Concrete Encased PVC Duct Bank | 0.07% | 0.01% | 1276 | 26 | 0.0015% | 0.0002% |
| 26) Intercept 4" 4-Way Concrete Encased Duct Bank | 0.18% | 0.03% | 1276 | 26 | 0.0036% | 0.0005% |
| 27) Junction Can (L-868) | 0.02% | 0.00% | 1276 | 26 | 0.0004% | 0.0001% |
| 28) Remove & Replace L-852 LED Taxiway Centerline Light | 1.84% | 0.27% | 1276 | 26 | 0.0375% | 0.0054% |
| 29) Remove & Replace L-852 LED Taxiway Centerline Light, with height adjustment | 0.56% | 0.08% | 1276 | 26 | 0.0114% | 0.0016% |
| 30) Install new L-852 LED Taxiway Centerline Light in New Base can in Existing Pavement | 1.34% | 0.19% | 1276 | 26 | 0.0272% | 0.0039% |
| 31) Install new L-852 LED Taxiway Centerline Light in New Base can in Mill and Overlay Pavement | 0.93% | 0.13% | 1276 | 26 | 0.0189% | 0.0027% |
| 32) Taxiway Edge Reflectors | 0.12% | 0.02% | 118 | 5 | 0.0053% | 0.0008% |
| 33) Allowance - Security | 2.20% | 0.32% | N/A | N/A | 0.0000% | 0.0000% |

| | | | | | | |
|---|----------------|-----------------|------|-----|----------------|----------------|
| Total - Pavement Reconstruction - GA Apron (Phase III) | 100.00% | 14.47% | | | 5.7257% | |
| 3-04-0006-48-2018 - Acquire Land | | | | | | |
| 1) Land | 91.00% | 9.57% | N/A | N/A | 0.0000% | 0.0000% |
| 2) Appraiser | 0.90% | 0.09% | 353 | 1 | 0.0000% | 0.0000% |
| 3) Attorney | 2.50% | 0.26% | 2913 | 2 | 0.0017% | 0.0002% |
| 4) Realtor | 5.00% | 0.53% | 3162 | 5 | 0.0000% | 0.0000% |
| 5) Government transfer fees | 0.60% | 0.06% | N/A | N/A | 0.0000% | 0.0000% |
| Total - Acquire Land | 100.00% | 10.52% | | | 0.0017% | |
| 3-04-0006-48-2018 - Environmental Assessment (New Terminal, Apron, Taxiways, Parking, and Access Road) | | | | | | |
| 1) Civil Engineer | 85.00% | 2.05% | 1193 | 2 | 0.1425% | 0.0034% |
| 2) Environmental Consultant | 7.50% | 0.18% | 161 | 45 | 2.0963% | 0.0503% |
| 3) Testing | 7.50% | 0.18% | 123 | 12 | 0.7317% | 0.0176% |
| Total - Environmental Assessment (New Terminal, Apron, Parking and Access Road) | 100.00% | 2.41% | | | 2.9705% | |
| Grand Total - FY2016/2017/2018 | | 100.00 % | | | | 2.6716% |

*NAICS 237110, 237310, 238910, 484220, 561730 = Local Market (Coconino, LaPaz, Maricopa, Mohave and Yavapai Counties); NAICS 238210, 423320, 531210, 531320, 532490, 541110, 541330, 541360, 541380, 541620 = Statewide Market

**ADOT DBE Directory shows 51 civil engineers with 2 doing airport work

Step 2 - Adjusting the Base Figure

The base calculation determined 2.67% to be a reasonable DBE goal based on the applicable number of DBEs working in Mohave County, the local market area or Statewide as a percent of the total applicable businesses in Arizona. The staff reviewed and assessed other known relevant evidence to determine what additional adjustments, if any, were needed to narrowly tailor the Base Figure to the department’s contracting program.

Factors considered in making an adjustment to the Base Figure include:

| Historic Goal Attainments | | | | | |
|------------------------------------|--------------------|------------------------|----------------------|------------|------------------|
| Federal Fiscal Year | Data Source | Total Contract Dollars | DBE Contract Dollars | % DBE Goal | % DBE Attainment |
| FY2004-05 | Uniform DBE Report | \$3,367,899.00 | \$382,436.00 | N/A | 2.31% |
| FY2005-06 | Uniform DBE Report | \$712,373.00 | \$0.00 | 17.54% | 0.00% |
| FY2006-07 | Uniform DBE Report | \$11,172,035.00 | \$206,213.00 | N/A | 1.85% |
| FY2007-08 | Uniform DBE Report | \$3,866,450.00 | N/A | 5.43% | N/A |
| FY2008-09 | Uniform DBE Report | \$10,953,285.00 | \$0.00 | 6.41% | 0.00% |
| FY2009-10 | Uniform DBE Report | \$493,494.00 | \$0.00 | 3.40% | 0.00% |
| FY2010-11 | Uniform DBE Report | \$7,023,900.00 | \$0.00 | 3.41% | 0.00% |
| FY2011-12 | Uniform DBE Report | \$437,727.00 | \$0.00 | N/A | 0.00% |
| FY2012-13 | Uniform DBE Report | \$1,108,333.00 | \$0.00 | 5.01% | 0.00% |
| FY2013-14 | Uniform DBE Report | \$3,369,693.00 | \$133,461.00 | 5.01% | 3.96% |
| Total Dollars | | \$42,505,189.00 | \$722,110.00 | | |
| Median DBE Goal Attainment = 0.00% | | | | | |
| Average Goal Attainment = 1.70% | | | | | |

The DBE Base Figure for Laughlin Bullhead International Airport is 2.67%. This is derived from the ADOT DBE Directory and the U.S. Census “CenStats” database. Both directories use NAICS codes as the basis for their statistics. Both directories also reflect “County” as a company’s location not their market.

Any company, including DBEs, must show a minimum \$75,000 working capital to be a licensed paving contractor. Paving is included in both NAICS 237310 and 238990. This is sufficient capital for small projects but might not be sufficient for a subcontractor on a large project with retainage.

Many DBEs find bonding and insurance rates to cause them to be non-competitive. The Airport works with various small business education and trade associations that provide assistance to DBEs in locating better rates. When projects are small, the airport will apply its minimum bonding requirements for their trade.

The Airport has contacted several minority, woman-owned and small business trade associations regarding DBE Participation, access to RFPs and access to bonding, insurance and lines of credit. The Airport is notifying their contact person of all new RFPs.

Market Area vs. Local Availability

In construction, "Statewide" is not reality for most small businesses. The cost of transporting or leasing equipment and providing temporary housing for employees or hiring temporary staff locally increases the cost for most DBEs over companies located within a daily commute of the Airport.

Mohave County borders California and Nevada. FY2016 and FY2017 are construction projects with almost \$10,000,000 in federal funding. Travel from the more populated areas is an issue. The closest large city is La Vegas, Nevada, a 90 minute drive. The largest DBE market is in the Phoenix metropolitan area of Maricopa County, a 4 hour drive.

Of the 1,042 DBEs in Arizona, there are 4 in Mohave County; 2 in construction (1 = steel buildings, the other = poured foundations), 1 = grading and excavating highways and runways (never bid on Airport project) and 1 = security guards. The 3 adjoining counties are Coconino with 7 (mostly Flagstaff which is three hours away), Yavapai with 12 (mostly Prescott which is also three hours away) and La Paz with no DBEs. The closest major city is Las Vegas, which is one and a half hours away has 10 DBEs certified in Arizona. The entire local DBE population is 22 or 2.1% of the Arizona DBEs.

Additionally, Mohave County is one of the lesser populated counties within the state. CenStats reflect 132,762 establishments in all categories within Arizona but only 3,603 establishments within Mohave County; 2.71% of the state total. Maricopa County alone provides 86,045 establishments; 64.81% of the State total. Maricopa County also has 54.32% of all DBEs in Arizona (566 of the 1,042 DBEs).

As the Bidder's List expands, it is noted that most of the primes are located in Maricopa County and they are using subcontractors local to their home base. This infers the possibility that prime contractors use the same subcontractors on all RFPs. Many primes are reluctant to try DBEs. Their fears are threefold. The first fear is that since they haven't worked with them before, each must learn the strengths and weaknesses of the other on the job which costs time and, therefore, money. Secondly, the prime is concerned the DBE is too small financially to either handle the job or time lag until payment. Lastly, the prime is unsure of the expertise and experience of the DBE and his workers.

If they can do the work, prime contractors want to sub out as little as possible and still get the job. In construction, the only airport experienced DBE in Mohave County is a grading contractor. He does not appear on our Bidder's List. As it matures, the Bidder's List will better cover all participants in all federally funded bids. The resulting market for Laughlin/Bullhead International Airport will define a more specific market area, identify firms qualified to do airport work and show where outreach could be most effective.

The ADOT DBE/ACDBE/SBE Directory enables multiple types of searches including by key word(s) location (County, City, zip code), type of certification and NAICS code with subcategories. A combined capability and subcategory search identifies firms doing the specific work required by a project.

To define the most comprehensive DBE market, we will:

- * Continue to expand the Bidder's List reflecting DBE and small businesses previously participating In RFPs with the Airport
- * Assist Purchasing to insure dissemination of notices and RFP summaries, DBE lists and Bidder's List appropriately as reflected by each particular trade's market.
- * Encourage Primes to examine DBEs qualifications.
- * Encourage Primes to help uncertified qualified, experienced businesses become certified DBEs.

Public Participation

Laughlin/Bullhead International Airport is committed to maximizing participation in their contracts by all business including DBE and small businesses. To accomplish this, the Airport:

- Publishes notice announcing the availability of the Goals and Methodology document online, in local newspapers and via electronic notices
- Consistently reviews the ADOT List of Certified DBEs and ADOT personnel for new Certified DBEs
- Continually refines DBE list to reflect all airport qualified, experienced DBEs and small businesses
- Reaches out to the community during pre-bid meetings and small business programs explaining the DBE Program and its requirements
- Encourages local contractors to use DBEs and have uncertified, qualified, experienced subcontractors become certified
- Encourages comments for review and appropriate action or implementation

Disparity Studies

The State of Arizona DOT is in the process of preparing a Disparity Study including Airports.

Process and Public Notice

Throughout the year, Laughlin/Bullhead International Airport will consult with small and disadvantaged business groups, community organizations, minority/women's groups and small businesses without limiting consultation to these persons or groups to obtain information concerning the availability of disadvantaged and non-disadvantaged businesses, the effects of discrimination on opportunities for DBEs, and the effectiveness of the Airport's efforts to establish a level playing field for the participation of DBEs. These consultations will be reviewed prior to any final goal adjustment.

At the point of submission, Laughlin/Bullhead International Airport will publish a notice of the proposed overall goal, informing the public of the proposed goal and its rationale as available for inspection during normal business hours at Laughlin/Bullhead International Airport's principle offices for 30 days following the date of the notice and informing the public that the Airport will accept comments on the goals for 45 days from the date of the notice. Newspaper advertisements, minority and small business focus media, trade publications and websites will be used to accomplish this effort. The notice will include the physical and web addresses where the document may be reviewed and comments may be sent.

Other Evidence

The Airport did not receive any evidence nor is it aware of any other factors or adverse considerations that would have a material effect on DBEs availability within the Airport's marketplace or on DBEs ability to participate in the Airport's FAA-assisted contracting program. The Airport will continue to explore and consider all available evidence that materially would affect the opportunities for DBEs to form, grow and compete in the Airport's FAA-assisted contracting program.

Resultant Goal Adjustment

Based on the considerations above, Laughlin/Bullhead International Airport's base figure is not be adjusted and remain at 2.67%. The entire goal is to be attained utilizing race-neutral methods as described below.

Should the Bidder's List reflect a significant change in the market or its area, an amendment would be considered.

Utilization of Race-Neutral and Race-Conscious Methods

Of the overall annual 2.67% goal for DBE participation, Laughlin/Bullhead International Airport projects meeting the entire goal utilizing race-neutral methods. The airport has established a bid list by contacting DBEs on the ADOT (Arizona Department of Transportation) database in the areas needed for the project. They are emphasizing the establishment of procedures to maximize DBE participation using race-neutral methods. .

Race-Neutral Methods to be stressed include:

- Maintaining and refining the Bidder's List of firms qualified, experienced and willing to do airport work for various NAICS codes.
- Providing primes with copies of this database.
- Encouraging large prime contractors to subcontract portions of the work that they might otherwise perform themselves taking advantage of the lower overhead of small businesses.
- Emphasize the need for primes to expand their outreach efforts.
- Encourage primes to have their uncertified, qualified and experienced subs and other small businesses apply for DBE certification.
- Encourage primes to assist subs in areas such as bonding and insurance.
- Unbundling large contracts to make them more accessible to small business.
- Establish an outreach program to:
 - * Work with SBDCs and Small Business Organizations to train DBEs in the areas where airport requirements are more stringent than traditional applications thereby qualifying more DBEs.
 - * Encourage experienced, qualified DBEs to contact potential primes
 - * Encourage prior small contractors to apply for DBE certification
 - * Work with trade associations and other government and private business groups to establish joint programs to enable DBEs to present their qualifications directly to the people selecting the subs for prime contractors
 - * Work with ADOT and local SBDCs and Small Business Organizations to train DBEs in the process of locating RFPS, preparing proposals and finding the right contacts

Race-Neutral efforts will locate qualified DBEs, encourage primes to use qualified DBEs, and inspire uncertified, qualified, experienced small businesses to become certified. The Airport will strive to define a reasonable geographic and industry market and create a process where all qualified, experienced bidders, primes and subs, DBEs and non-DBEs, will participate in all future contracts.