



2014 Small Business Enterprise Annual Report  
Department of Administration  
Office of Small Business Development

# Introduction

The City of Milwaukee's Office of Small Business Development (OSBD) is a multi-faceted direct service provider. The Office of Small Business Development has developed a communication network with each of the City's contracting departments to ensure that the opportunities in commodity procurement, construction, service orders and professional services are available to small and emerging businesses.

We work to enhance the small business community by maximizing support services, contract opportunities, and financial resources to compete in the public and private sector markets. The OSBD Program was created to assist and protect the interest of emerging and small business concerns. We take steps to promote and encourage full and open competition in the City of Milwaukee so emerging businesses may successfully compete in a free market as independent business owners. We also work to establish mentor-protégé relationships between small businesses and those businesses in the mainstream marketplace.

As presented in the Milwaukee Code of Ordinances, Chapter 370 requires that the Office of Small Business Development review Small Business Enterprise (SBE) Program participation progress in the City's contracting and procurement activities and annually submit a written report to the Mayor and Common Council. City contracting departments are required to utilize small business enterprises for the following percentage of the total contracting dollars annually expended on construction, the purchase of goods and services and professional services:

- Construction Contracts: 25%
- Goods and Services Contracts: 25%
- Professional Services Contracts: 18%

Therefore, the Office of Small Business Development is pleased to present a comprehensive report of Chapters 370 activities as of December 31, 2014. All utilization data included in this report will be reflective of the aforementioned legislative reference and will highlight SBE utilization.

The data contained in this report was compiled by the Office of Small Business Development with assistance from the following City contracting departments, as required by Chapter 370:

- Department of Administration - Business Operations Division– Procurement Services Section
- Department of Public Works
- Department of Neighborhood Services
- Fire and Police Departments
- Milwaukee Public Libraries
- Port of Milwaukee
- Department of City Development – Housing Authority of the City of Milwaukee
- Department of City Development – Real Estate & Development Services

# Data Analysis

## Small Business Enterprise Utilization

The City of Milwaukee has two major contracting departments: the Department of Public Works (DPW) and the Department of Administration – Business Operations Division - Procurement Services Section (DOA-BOD-PSS). DPW is responsible for ensuring that the infrastructure of the City of Milwaukee is functional, such as the maintenance of streets and bridges, traffic signals and street lighting. In addition, DOA – PSS is responsible for acquiring commodities and services for City Departments. It's important to note that the majority of SBE firms are certified in construction related trades, while the majority of the contracting that is done by DOA-PSS, on behalf of all City Departments typically involves procuring items and services in which there are no SBE certified firms that can actively participate on such contracts.

### 2014 Construction Contracts \$117,636,358

	Goal	Actual	Dollar Amount
<b>SBE</b>	<b>25%</b>	<b>22%</b>	<b>\$25,871,116</b>

### 2014 Goods & Services Contracts \$ 66,374,594

	Goal	Actual	Dollar Amount
<b>SBE</b>	<b>25%</b>	<b>9%</b>	<b>\$6,271,978</b>

### 2014 Professional Services Contracts \$6,061,792

	Goal	Actual	Dollar Amount
<b>SBE</b>	<b>18%</b>	<b>6%</b>	<b>\$384,365</b>

The aforementioned variations in SBE participation percentages can be attributed to the lack of or abundance of certified firms available to provide a specific commodity or service.

# Small Business Enterprise Certification

Annually, the Office of Small Business Development is responsible for processing more than 100 requests for SBE certification, both new and renewal applications. Below is an overview of SBE certification efforts in 2014:

- Total new firms certified: 22
- Total firms renewed certification 72

Also, detailed below is a chart which identifies the demographics of our 2014 pool of 286 SBE certified firms:

<b>Ethnicity</b>	<b>Total</b>	<b>Percentage</b>
African American	119	42%
Asian American	18	6%
Caucasian	82	29%
Hispanic	51	18%
Native American	13	5%
Other	3	1%
<b>Total</b>	<b>286</b>	

<b>Gender</b>	<b>Total</b>	<b>Percentage</b>
Male	175	61%
Female	111	39%
<b>Total</b>	<b>286</b>	

The chart below provides a historical perspective of the annual participation rates achieved since 2007. However, because of the structural changes to the City’s certification program, it is difficult to compare the overall achievement of the SBE and former EBE and MWSBE programs. Hence, the Small Business Enterprise certification program is more consistent with the former structure.

The achieved EBE, MWSBE and SBE rates for 2007 through 2014 are as follows:

<b>Contract Year</b>	<b>EBE Rate</b>	<b>Achieved EBE Rate</b>
2007	18%	16%
2008	18%	19%
2009	18%	15%
2010	18%	19%

2011

18%

16%

<b>Contract Year</b>	<b>MWSBE Rate</b>	<b>Achieved MWSBE Rate</b>
2012	<b>25% Construction</b>	<b>19.55%</b>
	<i>5.64% - MBE</i>	<i>6.80%</i>
	<i>7.31% - WBE</i>	<i>5.45%</i>
	<i>12.05% - SBE</i>	<i>7.30%</i>
	<b>25% Goods &amp; Services</b>	<b>12.15</b>
	<i>3.40% - MBE</i>	<i>.16%</i>
	<i>17.09% - WBE</i>	<i>0%</i>
	<i>4.59% - SBE</i>	<i>11.99%</i>
	<b>18% Professional Services</b>	<b>.02%</b>

<b>Contract Year</b>	<b>SBE Rate</b>	<b>Achieved SBE Rate</b>
2013	25% Construction	23%
	25% Goods & Services	7%
	18% Professional Services	9%
2014	25% Construction	22%
	25% Goods & Services	9%
	18% Professional Services	6%

# Conclusion

Overall in 2014, the City of Milwaukee achieved a 23% participation rate for construction contracts, 9% participation rate for goods and services contracts and 6% participation rate for professional service contracts. The City of Milwaukee has made great strides in attempting to close the gap in support of creating opportunities for small businesses to play a stronger role in doing business with the City. It's important to note that there are still challenges. The most critical challenge is the lack of small emerging firms certified to provide various services or products.

However, by working together, City departments can begin to unbundle projects by examining the overall scope of work, to identify where SBE participation can be required, as well as aiding in the business solidification efforts of SBE firms. Additionally, strengthening external partnerships with local ethnic chambers of commerce and community organizations that emphasize entrepreneurship and economic development, will aid the City in its efforts to support and sustain small business growth.

Over the years, the structure of the City's program that is designed to assist small businesses has evolved in an effort to ensure that the City of Milwaukee continues to be supportive of the small business community. Ch. 370 provides policymakers with the flexibility to make adjustments to the goals set forth for small business programming as needed. The City illustrates its commitment to creating contracting opportunities for emerging small businesses and, with constant internal and external dialogue and transparency, the City will continue to work towards policies that create economic opportunities for all.