



Preliminary Design Project  
Dane County Stakeholder No. 2 Notes  
Verona Road–Contract 1206-07-06  
Wisconsin Department of Transportation (WisDOT)  
November 2, 2011, 5:30 P.M.

**Project:** Verona Road Interchange, I.D. 1206-07-06

**Strand Job No.:** 1089.267

**Meeting Location:** Madison Urban League, 2222 South Park Street #200 Madison, WI 53713

**Meeting Purpose:** Dane County Stakeholder Meeting No. 2

**Present:**

See attached Sign-In Sheet

**Meeting Handouts**

- Verona Road Labor/Business Fact Sheet
- I 39 Labor/Business Fact Sheet
- Mega Project Strategies Brochure
- Workshop Questionnaire

**Discussion:**

1. Welcome and Opening Remarks

Michelle Carter opened the meeting by going over the agenda and briefly explaining the purpose of the Stakeholders group. She referenced the project mega program process graphic in the project folder and stated that both the I 39 project and the Verona Road project have completed the environmental process with either a FONSI or Record Of Decision (ROD), respectively. During the environmental process, there was considerable opportunity for public input. Now that the projects have received approval, the improvement type cannot be changed. Both projects are now moving toward the Design Study Report (DSR), Plat, 60% plans, and Plans, Specifications, and Engineer's Estimate (PS&E).

Eugene Johnson asked if the previous meeting minutes could be amended. They did not include the purpose and mission for the committee. He felt that it would be important to have the mission incorporated into the meeting summary for the first meeting so that new people attending would have that information immediately. Tom Lynch stated that he would work with Michelle and amend the first meeting summary to incorporate that information. (Note: the stated purpose and mission for the committee is:

*The purposes of the Wisconsin Department of Transportation's (WisDOT) Stakeholders' Labor Advisory Committee of Dane County are as follows:*

- (1) to support the achievement of WisDOT's goals by preparing area disadvantaged individuals and firms for economic opportunities generated by WisDOT projects;*
- (2) to connect target individuals and firms to referenced economic opportunities;*
- (3) to monitor project developments to insure the inclusion of target individuals and firms.*

2. Review of Agenda/Overview of Information Packet

Rochelle Codlyn described the contents of the information folder that was provided to each attendee. The folder of materials is meant to help participants understand the WisDOT process and abbreviations and acronyms commonly used in the project development process. The folder also provides a general background of the I 39 and Verona Road projects.

3. Verona Road Project Overview

Mark Vesperman gave a general project overview of the Verona Road project. Key aspects of it include the following:

**Discussion:**

- a. Stage 1 construction is scheduled for 2013 to 2016. It is likely that frontage road work will occur in 2013, Verona Road and jug-handle work will occur in 2014, and Beltline/single point work will occur in 2015 and 2016.
- b. Stage 2 will focus on the County PD interchange and expanding Verona Road to 6-lanes from County PD to Raymond Road. Various options are being considered for the Williamsburg Way intersection. Stage 2 is scheduled for 2018 to 2020 construction.
- c. Funding for the project as a Major just got approved the week of November 1.
- d. The Record of Decision (ROD), if not already signed, will be signed the week of November 1.
- e. Mark handed out a sheet showing the types of work associated with the Verona Road project and the labor and business opportunities that it may provide.

Eugene questioned why there was not a schedule associated with Verona Road showing when and type of business opportunities that would be available. These types of schedules had been available with the US 41, North/South I 94, and Marquette projects. Michelle stated that Verona Road was still in the very early stages and that type of detailed scheduling had not been performed. Verona Road is starting the stakeholder meetings earlier in the process than it did with the other projects. The detailed scheduling will probably be available within the next couple of months.

4. I 39 Overview

John Steiner gave an overview of the I 39 project. The project involves 47 miles of interstate expansion to 3 lanes in both directions. About 11 interchanges will be reconstructed and 93 of 100 overpasses will be reconstructed. The road carries between 65,000 to 80,000 vehicles a day. Key factors associated with the I 39 project include the following:

- a. Project will start in 2014 with temporary widening.
- b. Most of the construction will take place from 2015 to 2021.
- c. This stakeholder's group will focus on the work that occurs in Dane County. But he emphasized that this stakeholder's group is not just for I 39 and Verona Road but all work that is occurring within the Southwest Region.

Questions

- a. Eugene stated that briefings on each job that showed DBE participation would help. For example: number of DBE man-hours worked, amount of DBE money spent, amount and type of work that has been performed by DBE's, the DBE goal percentage, and the number of construction packages let and available for DBEs would be helpful. Michelle reiterated that since both projects are in the very early stages, that information is not available yet. She did say that the Verona Road design contract had a 29 percent DBE percentage and that the I 39 design contract had a 15 to 16 percent DBE percentage.
- b. Another person asked if there was a construction target DBE goal for these two projects. Michelle stated that construction DBE targets have not yet been set for these projects. The DBE office first estimates the federal dollars that will be available and then looks at the capacity of DBE contractors within the state. In 2011, there was an overall 11.9 percent of DBE work distributed around \$770 million dollars worth of work and 492 projects. This coming year WisDOT anticipates there will be about 298 projects. Different

**Discussion:**

projects have different DBE percentages; WisDOT tries to do what makes sense for the various regions of the state.

- c. Someone stated the Marquette project was successful because the work was unbundled and asked whether unbundling would occur on the I 39 and Verona Road projects. John Steiner said WisDOT had not decided yet if these projects would include unbundling. Michelle added that the DBE office analyzes the projects first and decides what, if any work, can be unbundled. She said it has to make sense and gave the example where WisDOT unbundled portable restrooms thinking that it would give opportunities to DBE firms. Only later did they discover that there are only a few portable restroom providers within the state and none of them are DBEs. This committee will have the opportunity to recommend unbundling of certain services and this will be forwarded to the Secretary's office.
- d. Another asked if WisDOT then dictates what useful function a DBE can do on a job? Michelle stated the DBE office does an analysis of the DBE capabilities. Contractors will sub what they cannot do, what they do not want to do, or what makes sense for them.
- e. One person mentioned that they used to be able to go to Reuben to advocate for higher DBE percentage targets on the Marquette. Who do they go to now? Will there be the same vigor in involving DBE firms? Michelle stated the current administration is providing more discretion to the Regions, which amounts to more local control. Even with changes in the administration, FHWA still has expectations and WisDOT will need to satisfy those expectations.
- f. One person said that the committee needs to highlight the TrANS program and the great opportunities it provides, including highlighting it in these stakeholder meetings. Michelle agreed and stated there were brochures provided here and at the weekly project offices at Upper Iowa University and the Boys and Girls clubs. The TrANS program focuses on developing laborers because that is the easiest labor category to get into the industry and the most versatile. Conversely, learning to be an operator is highly specialized, difficult, and limits the opportunities that a person can have in the industry. For DBE businesses, the sheets handed out by Mark Vesperman and John Steiner show the business opportunities that will be available on the Verona Road and I 39 projects.

5. Opportunities and Barriers Analysis

Michelle and Rochelle then handed out a sheet with four questions that they would like everyone to answer on Post-it notes. The Post-it notes will be placed on larger issue boards that correspond to Strengths, Weaknesses, Opportunities, and Threats.

Michelle encouraged everyone not to focus on the barriers because the DBE office is pretty versed in those. The responses will be used to help determine the priorities for the stakeholder committee.

Questions/Comments:

- a. Eugene questioned if the committee should be looking at the end first, rather than answering these questions. Michelle stated the exercise will actually help the committee establish its priorities.
- b. Eugene again stated the committee needed a schedule/timeline that shows what decisions/actions need to be made, by when, by who, when the TrANS program needs to have students, and other milestones. Michelle said that will come and that it is still very early in both projects.
- c. One person said they know what the goal of the committee is, to connect the DBE labor and business market to WisDOT contracts. DBE contractors are stuck on the outside and cannot get into WisDOT

**Discussion:**

contracts because of the old-boys network. It is about providing DBE contractors with business opportunities.

- d. Another person said that they already know what needs to happen. WisDOT needs to mandate community-based hiring requirements in the Construction Contracts. There should be penalties for contractors that do not meet their DBE percentages just like there are liquidated damages for finishing a project late. Michelle said that currently WisDOT cannot do that, but individuals from the committee can put pressure on contractors to fulfill their DBE obligations.
- e. Someone asked if the TrANS program was the only program being promoted within these WisDOT jobs. Michelle stated no, WisDOT wants to promote laborers from all programs, but WisDOT can only sponsor one program. TrANS is not the only training program; START, Tools for Tomorrow, and Tech college programs can provide workers for these contracts.

**Opportunities and Barriers Analysis Results**

1. *Fill in the blank, “As long as WisDOT does something about \_\_\_\_\_, I will consider the project positive and successful.*
  - *Compliance*
    - *Keeping contractor accountable to community*
  - *Hiring people of color*
  - *Hooking up DBES with prospective primes after unbundling occurs and RFPs are about to be announced*
  - *Employment goals for women*
  - *Creating good family supporting jobs*
  - *Giving low income area residents the chance to enter into high paying careers*
  - *Unbundling contracts*
  - *Hiring unemployed workers*
  - *Maximizing DBE utilization*
  - *Involving minority business*
  - *Increasing the number of minorities and women in the construction trades*
  - *Business capacity building initiative and incentives*
  - *Employment initiative \$5.00/hour to include other training programs such as S.T.A.R.T.*
  - *As long as DOT does something about facilitating communication between trans and contractors*
  - *It would be nice to have labor timelines so that people could be told that you enter this training on this date and here is an approximate number of jobs available when one graduates*
  - *Enforcement—follow-up on goals*
  - *Business capacity; technical; education; unbundle payment*
  - *Quality working relationship with primes*
  - *How to develop quality relationships with prime contractors?*
  - *Mandatory pre-bid meetings with primes and at BES*
  - *When WisDOT does something about non-compliance with DBE goals on a daily basis, the same as time delay penalties*
2. *What are you (individual, organization, firm) able and/or willing to contribute to this effort (stakeholder committee) to compel WisDOT to implement actions or programs for Dane County to benefit from our transportation-related opportunities.*
  - *Develop standards for construction prep programs to ensure link to real jobs (Marge Wood)*
  - *Publicize needs and provide information to the public and communities of color before decisions are made on opportunities closed*
  - *My time, my organization*

**Discussion:**

- *Time, effort, energy, expertise, people in the community, truth in Christ*
  - *Time, connections, information; must have follow through!!*
  - *Special attention to coordination with USDOL of CCP and office of apprenticeship OA; new regulations to be released soon*
  - *City funding to prepare or start up businesses targeted specifically for this project*
  - *City finding; targeted specifically to preparing the workforce for this project*
  - *Public outreach; diversity recruitment; translation/interpretation*
  - *Genesis; call and will provide potential worker through our involvement in our community such as but not limited to case management and networking, substance abuse assistance, etc.*
  - *Community resources; YWCA has ½ time position to drivers license recovery program—helpful if program could be fulltime*
  - *YWCA has a job transportation program called “job ride”*
  - *A DBE (or several) that was/were successful as other WisDOT contracts—as mentor for DBEs in Dane County*
  - *Local income laborers from Dane and Rock Counties*
  - *Any leverage our organization can apply to assist in reaching goals*
  - *Business referrals*
  - *Qualified applicants for trades/connections to construction labor unions/contractors*
  - *Employment referrals*
  - *Help coordinate local municipality projects with the WisDOT mega project*
  - *Tools for tomorrow; START program; Operation Fresh Start; City of Madison*
  - *Coordination of prep programs with technical college credit*
  - *Madison College’s business procurement assistance center (can work one on one with small business to get certified, will review bid responses, etc.)*
3. *Identify key people or resources that WisDOT needs to include (communicate, correspond, meet, report, etc.) to ensure that barriers and challenges to fulfilling construction job opportunities are addressed in a way that benefits Dane County?*
- *Latino Academy for Workforce Development at the Vera Court neighborhood center*
  - *Outreach to church and community organizations; give them the oversight opportunity*
  - *START program; skilled trades apprenticeship readiness training (Mary Knight)*
  - *MATC—tools for tomorrow (Mary Knight)*
  - *Mike Miller—City of Madison*
  - *Leverage consultant; contract opportunities with the City of Madison address development needs*
  - *Laborers apprentice coordinator; business manager; laborers local 464; laborer’s marketers talking to workers for a future for them*
  - *[rbraynt@gecmadison.com](mailto:rbraynt@gecmadison.com); 608-206-7175; [rharris@gecmadison.com](mailto:rharris@gecmadison.com); 608-698-6477*
  - *Richard Bryant, Genesis Social; Richard Harris, Genesis Social Service*
4. *Please list the opportunities and strengths that WisDOT must build upon to facilitate labor opportunities for Dane County.*
- *COWS (Center on Wisconsin Strategy)*
  - *Construction workforce diversity; Alliance (contact Mary Knight at MATC)*
  - *City and County workforce targeted funding*
  - *Connect with the CWDA (Construction Workforce Diversity Alliance)*
  - *Madison College apprenticeship program*
  - *Connect with the CLMC in Madison Construction Labor Management Council*
  - *Grassroots organizations in the Latino and African American communities*
  - *The Advisory Committee members are from diverse groups*
  - *Include ex-offenders, substance abusers. I’m not saying target them, just include them as we proceed*

**Discussion:**

- and move forward. Don't exclude someone based on that.*
- *Building Trades Council*
  - *Opportunity: get more information on contractor; set goals for how many of those contract should DBE*
  - *Also include programs to other agencies for training, networking*
  - *Bureau of Apprenticeship Standards*
  - *Utilize apprenticeship!!!*
  - *Trainee opportunities should lead to apprenticeship*
5. *Please note the opportunities and strengths that WisDOT must build upon to facilitate business opportunities.*
- *City/county had related funding for small businesses*
  - *Work with MATC to develop small business training certificate for DBE*
  - *Help other programs establish incentives like the \$5.00/hour for Trans to encourage contractors to hire their participants; i.e., the START/City of Madison partnership*
  - *Set standards for prep programs so that the 5 Trans (i.e., connection to apprenticeship, labor) grad incentive can be extended to other legitimate organizations*
  - *Create an environment where Primes will want to use DBEs*
  - *Analyze each business's offerings; have a database; create the lists*
  - *Be willing to set up a non-fed accountability group from this core group; chance financial qualifications*
6. *What organizations should WisDOT exchange business opportunity information with?*
- *Genesis Social Service*
  - *Genesis; ULGM; WIBIC*
  - *Trade unions*
  - *Media of color; churches of color; it would be nice if WisDOT published official notices about these projects in the print media of color*
  - *Churches, neighborhood organizations*
  - *WWBIC (Wisconsin Women Business Initiative Consortium); City of Fitchburg*
  - *Minority businesses; DBE*
  - *Hispanic Chamber of Commerce*
  - *African American; Black Business Association (AABA)*

**Additional Comments/Questions**

Someone asked the question at what point does the Stakeholder committee know it is on the right track or that this is going to work? Michelle stated that the committee can decide what it wants to measure to determine success. Of the 298 projects WisDOT has this year, WisDOT can only monitor a certain number of projects. Michelle then passed out a brochure published by WisDOT showing Mega Project Strategies. The brochure shows some examples of what was used on the Marquette interchange project.

One person said it would be helpful to know how WisDOT approached DBE on the Marquette interchange project. Would it be possible to get a presentation? (Yes—possibly)

Someone stated that it would be best if the committee focused on one or two objectives so that it would be easier to stay on track. Michelle agreed and stated that it looks like from the exercise there will be one or two main focuses from the committee.

One person asked about expanding DBE capacity. In the DBE/Prime Contractor relationship, the Prime Contractor is the customer. The DBE needs to develop a good relationship with Prime Contractors—



**Discussion:**

opportunities to meet them and show them what the DBE can do. Some problems with DBEs is that they tend to be undercapitalized—meaning that they cannot wait the periods needed for payment on these larger jobs. Michelle stated that in the future, they will show what already is being done, such as mandatory prebid meetings where primes can meet DBE contractors.

One person stated it would be good to give DBEs the phone numbers of all the Prime Contractors bidding on a job. DBE contractors need to know the names so that they can take advantage of a business opportunity. Michelle stated that a bidders list for a project does not come out until 3 to 6 weeks before the letting. However because of past projects, a DBE contractor can probably guess who the bidding contractors will be.

6. Next Steps

Michelle Carter stated the project team would summarize the results of the exercise. At the next meeting, the group will prioritize the responses received and that would become a focus of the committee. Future meetings will have educational components, industry resources will give presentations, and milestones will be established to hold the committee and WisDOT to their goals.

7. The next meeting will be held Wednesday, December 7, 2011, from 5:30 to 7:30 P.M. in Madison at the Urban League located at 2222 South Park Street. If you have further questions, please use Dr. Odom's contact information to provide questions and comments. His e-mail is [Studesville@inexpress.net](mailto:Studesville@inexpress.net)

The meeting adjourned at approximately 8 P.M.

If there are any additions or comments on these minutes, please call (608) 251-4843 or e-mail Joe or Tom.

Prepared by Tom Lynch and respectfully submitted to all in attendance.

c: All Participants and Invitees

# Question No. 1

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**Stakeholder Priorities – Fill in the blank: “As long as WisDOT does something about \_\_\_\_, I will consider the project positive and successful.”**

- Compliance
  - Keeping contractor accountable to community
- Hiring people of color
- Hooking up DBES with prospective primes after unbundling occurs and RFPs are about to be announced
- Employment goals for women
- Creating good family supporting jobs
- Giving low income area residents the chance to enter into high paying careers
- Unbundling contracts
- Hiring unemployed workers
- Maximizing DBE utilization
- Involving minority business
- Increasing the number of minorities and women in the construction trades
- Business capacity building initiative and incentives
- Employment initiative \$5.00/hour to include other training programs such as S.T.A.R.T.
- As long as DOT does something about facilitating communication between trans and contractors
- It would be nice to have labor timelines so that people could be told that you enter this training on this date and here is an approximate number of jobs available when one graduates
- Enforcement – follow-up on goals
- Business capacity; technical; education; unbundle payment
- Quality working relationship with primes
- How to develop quality relationships with prime contractors?
- Mandatory pre-bid meetings with primes and at BES
- When WisDOT does something about non-compliance with DBE goals on a daily basis, the same as time delay penal ties

# Question No. 2

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**Available Resources – What are you (individual, organization, firm) able and/or willing to contribute to this effort (stakeholder committee) to compel WisDOT to implement actions or programs for Dane County to benefit from our transportation-related opportunities?**

- Develop standards for construction prep programs to ensure link to real jobs (Marge Wood)
- Publicize needs and provide information to the public and communities of color before decisions are made on opportunities closed
- My time, my organization
- Time, effort, energy, expertise, people in the community, truth in Christ
- Time, connections, information; must have follow through!!
- Special attention to coordination with USDOL of CCP and office of apprenticeship OA; new regulations to be released soon
- City funding to prepare or start up businesses targeted specifically for this project
- City finding; targeted specifically to preparing the workforce for this project
- Public outreach; diversity recruitment; translation/interpretation
- Genesis; call and will provide potential worker through our involvement in our community such as but not limited to case management and networking, substance abuse assistance, etc.
- Community resources; YWCA has ½ time position to drivers license recovery program – helpful if program could be fulltime
- YWCA has a job transportation program called “job ride”
- A DBE (or several) that was/were successful as other WisDOT contracts – as mentor for DBEs in Dane County
- Local income laborers from Dane and Rock Counties
- Any leverage our organization can apply to assist in reaching goals
- Business referrals
- Qualified applicants for trades/connections to construction labor unions/contractors
- Employment referrals
- Help coordinate local municipality projects with the WisDOT mega project
- Tools for tomorrow; START program; Operation Fresh Start; City of Madison
- Coordination of prep programs with technical college credit
- Madison College’s business procurement assistance center (can work one on one with small business to get certified, will review bid responses, etc.)

# Question No. 3

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***Available Resources – Identify key people or resources that WisDOT needs to include (communicate with, correspond with, meet with, report to, etc.) to ensure that the barriers and challenges to fulfilling construction job opportunities are addressed in a way that benefits Dane County?***

- Latino Academy for Workforce Development at the Vera Court neighborhood center
- Outreach to church and community organizations; give them the oversight opportunity
- START program; skilled trades apprenticeship readiness training (Mary Knight)
- MATC – tools for tomorrow (Mary Knight)
- Mike Miller – City of Madison
- Leverage consultant; contract opportunities with the City of Madison address development needs
- Laborers apprentice coordinator; business manager; laborers local 464; laborer’s marketers talking to workers for a future for them
- [rbraynt@gecmadison.com](mailto:rbraynt@gecmadison.com); 608-206-7175; [rharris@gecmadison.com](mailto:rharris@gecmadison.com); 608-698-6477
- Richard Bryant, Genesis Social; Richard Harris, Genesis Social Service

# Question No. 4

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***Opportunities and Strengths – Please list the opportunities and strengths that WisDOT must build upon to facilitate labor opportunities for Dane County?***

- COWS (Center on Wisconsin Strategy)
- Construction workforce diversity; Alliance (contact Mary Knight at MATC)
- City and County workforce targeted funding
- Connect with the CWDA (Construction Workforce Diversity Alliance)
- Madison College apprenticeship program
- Connect with the CLMC in Madison Construction Labor Management Council
- Grassroots organizations in the Latino and African American communities
- The Advisory Committee members are from diverse groups
- Include ex-offenders, substance abusers. I'm not saying target them, just include them as we proceed and move forward. Don't exclude someone based on that.
- Building Trades Council
- Opportunity: get more information on contractor; set goals for how many of those contract should DBE
- Also include programs to other agencies for training, networking
- Bureau of Apprenticeship Standards
- Utilize apprenticeship!!!
- Trainee opportunities should lead to apprenticeship

# Question No. 5

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***Opportunities and Strengths – Please note the opportunities and strengths that WisDOT must build upon to facilitate business opportunities?***

- City/county had related funding for small businesses
- Work with MATC to develop small business training certificate for DBE
- Help other programs establish incentives like the \$5.00/hour for Trans to encourage contractors to hire their participants; i.e., the START/City of Madison partnership
- Set standards for prep programs so that the 5 Trans (i.e., connection to apprenticeship, labor) grad incentive can be extended to other legitimate organizations
- Create an environment where Primes will want to use DBEs
- Analyze each business's offerings; have a database; create the lists
- Be willing to set up a non-fed accountability group from this core group; chance financial qualifications

# Question No. 6

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***Opportunities and Strengths – What organizations should WisDOT exchange business opportunity information with?***

- Genesis Social Service
- Genesis; ULGM; WIBIC
- Trade unions
- Media of color; churches of color; it would be nice if WisDOT published official notices about these projects in the print media of color
- Churches, neighborhood organizations
- WWBIC (Wisconsin Women Business Initiative Consortium); City of Fitchburg
- Minority businesses; DBE
- Hispanic Chamber of Commerce
- African American; Black Business Association (AABA)

# Traditional Barriers

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## **Unconnected or disconnected job seekers**

- Mobility – transportation to and from jobs
- Qualification – valid driver’s license
- Skills – knowledge of what’s required versus desired
- Access – connection to those who do the hiring: who and how

## **Small and minority business are unaware of or not ready for opportunities**

- No education or training on how to do business
- Certification requirements are unclear, many agencies, acronyms
- Contracts too large

## **Starting from scratch syndrome, “failure to acknowledge existing programs/services with same goal”**

- Impracticality/inefficiency of ignoring other workforce development efforts
- Workforce development community and job seekers get misinformation or “run around”
- Lack of understanding of roles and parameters: government, contractor, CBOs, stakeholders
- WisDOT does not understand the communities in which the project takes place

## **Project opportunities and community expectations are not the same**

- Misunderstanding/misrepresentation of project opportunities
- Communicating information when it is too late for people to benefit
- Contractors not wanting to hire from the community