



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

Strand Job No.: 1089.268

Meeting Location: Strand Associates, Inc.[®], 910 West Wingra Drive, Madison, WI 53715

Meeting Purpose: Dane County Stakeholder Meeting No. 5

Present:

See attached Sign-In Sheet

In attendance by phone/Internet live meeting:

Rosalind Roberson

Monica Littlegeorge

Norman Davis

Meeting Handouts (provided via e-mail before the meeting)

- Sign in sheet from January 4, 2012 meeting
- Meeting notes from January 4, 2012 meeting
- Questions from January 4, 2012 meeting
- Updated timeline
- Meeting Agenda
- 2012 Partnering for Employment Workshop
- Dane County Committee Priorities
- Action Plan

Discussion:

Action:

1. Welcome and Opening Remarks

Notes from the last meeting were provided on-screen for those present and attending by internet live meeting, and were reviewed. Rochelle asked if any changes were needed to the notes. The group requested the following revisions.

- Richard Bryant requested his phone number be added to his contact information: 608-206-7175.
- Marge Wood requested on Question 4 Comments, part a. (1) be revised to read “COWS researches middle and high school skill sets and job training.”
- Clay Tschillard requested his name be spelled correctly throughout the notes.

Rochelle requested a motion to approve meeting notes with the revisions noted—so moved by Clay and seconded by Mary.

Rochelle led the group through a review of the project binders that were provided at a previous meeting and again at this meeting. The binder contents include such things as:

- Calendar of upcoming meetings
- Updated timeline for project
- Summary of project committee steps
- General information and path of the design projects for I-39 and Verona Road
- Glossary of terminology
- An organizational chart for Dane County Committee
- Previous meeting minutes and mega project strategies



Discussion:

Michele asked if members were missing materials from their binders. The group agreed that they had what they needed.

Joe provided project summaries for the I-39 and Verona Road projects based upon previously provided handouts to the group.

I-39 Summary

I-39 will include reconstructing I-39 from the Beltline in Dane County to the state line in Rock County. Reconstruction will include expanding the corridor to a six-lane freeway, reconstructing approximately 100 to 150 bridges and overpasses including approximately 11 interchanges (four in Dane County). Types of jobs available include laborers, operators, carpenters, ironworkers, cement finishers, flaggers, and truck drivers. Joe noted the project is anticipated to span eight construction seasons between 2013 to 2020. He noted the overall cost for the Dane County portions is approximately \$218 million, with trades positions paid at approximately \$38.00 an hour and approximately 860,000 labor hours available for the Dane County portion (see binder materials).

Verona Road Summary

Verona Road will include the reconstruction of the Beltline and Verona Road diamond interchange to single-point interchange. The project will include work on the Beltline between Seminole Highway and Gammon Road as well as work on Verona Road between CTH PD and Nakoma Road. A diamond interchange is anticipated at CTH PD with Verona Road passing over CTH PD. Types of jobs available include laborers, operators, carpenters, ironworkers, cement finishers, and truck drivers. Joe noted the project is anticipated to span eight construction seasons between 2013 to 2020. He noted the overall cost for the project is approximately \$123 million, with trades positions paid at approximately \$38.00 an hour and approximately 405,000 labor hours available (see binder materials).

Question (Julie): Do both projects require night work?

Answer (Joe): Yes, night work is anticipated for each project.

Rochelle reviewed the new handouts for this meeting that were made available via e-mail on February 1, 2012.

Michele said the timelines have been updated. She stated all documents should be considered drafts and living documents that can be changed and updated to reflect committee suggestions and priorities.

Action:

Discussion:

Action:

2. Opportunities and Barriers Analysis

Michele led a review of the Opportunities and Barriers analysis based on the Dane County Priorities document that was provided via e-mail before the meeting. She noted the priorities were categorized by comments that appeared to be similar in nature and by the comments that there emphasized most frequently at the previous four meetings. She asked if the committee felt the priorities were a fair reflection of comments and priorities discussed to date?

- Marge stated she is so impressed by the documents that she came in person instead of attending by phone.
- Clay stated he feels the priorities are a good working document that the committee can continue to work through.
- Mary stated she liked the document.
- Richard stated the document looked good.
- Kevyn stated under number 1 that the TrANS program should be added.
- Marge stated that without this document, the goals would normally be DBE goals not necessarily reflective of training goals and labor goals.
- Norm Davis stated he liked the document and feels that it concisely captures the ideas of the committee.

3. Action Plan

Michele reviewed the action plan associated with the priorities document. The action plan discusses success, responsibilities, resources, barriers, and communications. She requested that the committee members review the action plan and fill in responses to the action steps for further discussion at upcoming meetings. Joe filled in responses to action steps during the discussion at this meeting and those are included with the meeting notes. The following is a summary of additional comments regarding the action steps.

Priority Number 1–Employment Opportunities for the Under-Represented

Michele started the review with the question “What can WisDOT do something about?”

Action Step No. 1–Creating Jobs

Paul noted that a workers skill level is sometimes a barrier. Prime contractors seem to prefer to hire experience labor rather than new labor.

Clay discussed a new hire concept. He stated in creating opportunity, a new hire may be someone new to the trade versus someone new to the contractor. Michele asked the group to consider defining and providing consensus on the term “new hire.” She noted the DWD has a definition for a new hire. Michele stated there is a need to define a new hire because many trade workers move around from contractor to contractor and may be considered a “new hire” upon changing. They may be a “new hire” to that contractor, but are not a new hire in the true sense of creating a new job for a new person looking to enter the

Discussion:

trade. The group felt there is a need to report/document the pool of laborers to see where people move to and target their movement to figure out how they are accounted for in the labor statistics.

Mary Watrud stated she met with laborers over the summer. She worked with the city to put plans in place so that people did not get laid off so that prime contractors could bring on “new hires.”

Paul stated there may not be as many positions available with contractors as people assume because workers are moving from contractor to contractor and there should be a better record of where workers are moving.

Michele thought there may be the ability to track workers’ movements through payroll logs.

Joe asked if a worker were to complete a program similar to TrANS, could WisDOT offer the same subsidy or a form of reciprocity to the TrANS program to possibly allow a contractor access to the subsidy?

Michele thought this was possible, as long as benchmarks and training requirements are met.

Clay stated it may depend on the trade, but he felt WisDOT should be able to track employment opportunities.

Marge commented that along with thinking about new hires, there should be thought put into retention rates for workers and what defines “retention.”

Kevyn agreed with the retention comment. She added that a contractor may hire a woman or person of color to meet a goal but after the construction season ends, the contractor may not rehire them for further career development.

John asked how is attrition counted?

Paul stated in the field it is not necessarily referred to as attrition. The field may be narrowed down by the number of bodies as some workers may go on the union bench then move to the next contractor.

Michele stated WisDOT bids approximately 30 to 40 projects across the state every month. Contractors are reviewing projects and preparing bid calculations continually to determine which projects to follow. They may have a lower bid cost if they have another project in the area because it may reduce their mobilization costs, thus allowing them to keep some of the same workers in the area.

Julie asked if contractors have access to the TrANS database?

Michele said contractors do have access to the database.

Action:

Discussion:

Clay stated there may be a bit of a disconnect between laborers and trades and how each is counted within the unions.

Michele thought the group could ask unions to share their job numbers and bench numbers.

Action Step No. 2–Increase number of Under-Represented Populations Working in Trades

Michele stated WisDOT cannot be expected to increase the number of under-represented populations but can be held accountable for meeting goals. She suggested that rather than start over when looking for resources to assist with this action step, WisDOT should use the resources and programs that are readily available, many of which have been identified by this group.

Norm asked if WisDOT has their own goals or if they adopt federal hiring goals for racial/ethnic/women.

Michele stated WisDOT adopts federal goals because many project receive federal dollars, but WisDOT has also implemented some aspirational goals.

Norm stated the City of Madison also has goals and has set aspirational goals. Maybe this is a step the committee can take as well?

Michele stated this is where the committee can be strong in providing names to contractors for hiring purposes.

Action Step No. 3–Ensure Contractors Hire

Michele suggested that to “ensure” might be challenging for WisDOT, but WisDOT can encourage contractors to hire DBEs and those in trade programs.

Kevyn stated it seems as though the programs are not reaching out to contractors as successfully as they could be. She asked if there are any partnering opportunities with WisDOT so that the trade programs are consistently informing contractors of workers that are available? She thought it could be referred to as contractor education.

Paul stated that is the purpose of job fairs.

Michele stated WisDOT has moved away from the idea of job fairs and moved to “Construction Industry Resource Fairs.” She explained that job fairs were not getting the desired attendance. The resource fairs have added education components and have had more opportunities and attendance than job fairs. WisDOT has had colleges attend the resource fairs regarding college’s roles in the construction field. The resource fairs also provide a “speed networking” component to add more face time with contractors. Contractors have been paid by WisDOT to attend the speed networking session as an incentive to provide additional face time. WisDOT has noticed more connections being made between workers and contractors at the resource fairs.

Action:

Discussion:

Clay stated he has attended “resource fairs” in the past and agrees that the fairs are a benefit.

Kevyn added that community organizers should be working with high schools now to inform them of the trade programs and resource fairs and not wait until the 2013 construction season when these large projects are supposed to start in Dane County. Community groups should encourage involvement in the programs so new workers can be hired and gain experience before the 2013 construction season begins. She stated the new classes for the TrANS program start in March 2012. Kevyn had flyers for an upcoming TrANS resource fair. This is a pilot program for TrANS. The program will include TrANS and Construct U graduates.

Kevyn stated the resource fair has a goal to be held annually before the construction season begins and will be concentrated on graduates of TrANS and Construct U programs.

Action Step No. 4–Ensure Training for Low Income Residents and Corrections Populations

Michele stated WisDOT can assist with this effort.

Action Step No. 5–Utilize Apprenticeship and Encourage Career Development

Mary asked if there a definite number of workers approved for apprenticeships?

Michele stated there is not an approved number of apprenticeships. WisDOT can encourage apprenticeships but cannot enforce their use.

Clay asked if there is any consideration of restructuring the type of employer who receives the \$5.00 subsidy?

Michele stated the subsidy is part of a federal program and is therefore federally funded. The program applies to any subcontractor or prime contractor that qualifies for the program by utilizing qualifying apprentice workers.

Action Steps No. 6, 7, and 8

Michele stated WisDOT can assist with these action steps.

Action Step No. 9–Create Referral System for Qualified Training and Networking

Michele stated the committee will need to create construction networking opportunities and WisDOT can assist.

Marge requested revisiting the concept of defining “what is success” for Priority Number 1. She felt the committee should use resources and incentives from existing programs. This could maximize local training programs and increase tracking progress.

Action:



Discussion:

Norm stated the concept of success should include visibility on the project.

Michele agreed with Norm that a measure of success should include visibility.

Richard stated he has experienced that women and people of color may not be visible because of promotion of the programs. He asked if there is a way to replenish their visibility with women and people of color on the front lines of these projects?

Michele stated that hiring women and people of color is a contractor's decision. Michele stated that numbers of women and people of color can be tracked by zip code of the people who are getting paid and compare them to the neighborhoods by zip code. This is possible to track because approximately 98 percent of contractors are using certified electronic payroll.

Clay felt real success would be converting a job into a career rather than short-term employment.

Paul asked if there is a tracking mechanism for tracking contractors that are using short-term hires and converting them into long-term career opportunities?

Michele stated contractors control who they hire. Michele felt that generally there is probably more tracking of short-term success versus the long-term career success.

Marge stated that if everything is working correctly there should always be a pool of "new hire" candidates.

Kevyn pointed out that many TrANS students pass the program but there are so many workers that are on the union benches that the graduates may not receive job opportunities.

Michele stated TrANS targets underemployed not unemployed.

Several committee members also noted that contractors prefer mature/responsible workers. A member stated that the average age is 29 for those starting apprenticeships.

Michele noted that a good amount of time was spent on Priority Number 1, therefore she will summarize where WisDOT can assist the committee with the actions steps for the remaining priorities two through five.

Priority Number 2–Compliance, Enforcement and Monitoring of WisDOT and Contractors Fulfillment of Equity and Access Rules

Action Steps No. 1 to 9

Michele stated WisDOT can assist with Action Steps No. 1, 2, 3, 4, 7, and 8.

Action:



Discussion:

For Action Step No. 5 Michele stated WisDOT can invite contractors to a committee meeting.

Kelly mentioned that Tribal Unions have an annual process in place to measure consistency in using labor for the Tribal Unions.

Michele stated WisDOT has a form referred to as form 1392 that is sent to contractors to request the number of women and minorities they have on staff.

Regarding measuring success for Priority Number 2:

Kevyn stated that on the WisDOT I-94 project in Milwaukee there was a review of TrANS graduate preproject hiring versus five years later. She wondered if that could be reviewed for these projects?

Michele stated there is no direct way to track TrANS participants over the duration of a project.

Rochelle stated WisDOT can track how many hours are utilized by women and minorities over the project duration.

Michele stated WisDOT created a newsletter in 2010 that tallied the number of hours used on Mega projects, including the number of hours used by women and minorities. She stated a newsletter could be prepared for these projects.

Priority Number 3–Timely Education and Networking for Jobseekers and Potential Businesses

Michele stated WisDOT can assist with Action Steps No. 1, 2, 5, 6, and 8.

Michele noted that “open dialogue” should be defined by this committee.

Paul Zimmer stated there needs to be further development of a formal process to introduce DBEs to contractors and to the networking process with contractors.

Rochelle stated this is a working document and can be changed to meet committee goals. Members are encouraged to make changes and send them to WisDOT to consolidate with the current ideas.

Priority Number 4–Effective and Inclusive WisDOT Opportunity Analysis

Michele stated WisDOT can assist with Action Steps No. 1, 2, 6, and 9.

Michele stated with Action Step No. 6 WisDOT has a resource toolbox and can pull resources from the toolbox that may be useful to the committee.

Michele stated for Action Step No. 4 there are programs that provide drivers license recovery (DLR).

Action:



Discussion:

Norm said there is an effort in Dane County to address this specific issue and there may be funds appropriated for the program in the 2012 state budget.

Kevyn stated there should be a cost/benefit analysis of the DLR programs and she encouraged WisDOT to take a second look at the analysis to see if WisDOT could support the programs.

Michele stated that WisDOT will not assist with Action Step 5. She noted WisDOT can make sure that people know the qualifications that it takes to work on a WisDOT project, but cannot necessarily do this at the local level. She noted the committee will need to take action on this action step.

Norm stated at the local level the committee can identify where projects and work is available and then can target resources for those projects.

Michele stated that for Action Step No. 9 WisDOT can review DBEs who win project bids and get feedback from them on the project.

Priority Number 5—Utilization of Community Networks for Education and Awareness

Michele stated WisDOT can assist with Action Steps No. 1 and 3.

Michele noted that meetings are currently being coordinated with several groups and she requested committee assistance on Action Steps No. 3 and 4.

John stated he has spoken with David Smith (representing the faith-based community) to inform him of the committee meetings and to get the faith-based community involved.

Rochelle offered to coordinate meetings regarding the DBE program that are taking place between this committee's monthly meetings and send information to the group. Michele stated this may be a good use of consultant time from John group to create a "Hot Topics" newsletter for committee updates in between meetings.

4. Michele noted that she appreciated the good discussion at tonight's meeting and looks forward to continuing into Step 4 of the timeline, labor presentations, at the next meeting. She stated WisDOT will be inviting various providers to upcoming meetings to discuss opportunities with their companies.
5. The next meeting will be held Wednesday, March 7, 2012, from 5:30 to 7:30 P.M. in Madison at the Strand Associates, Inc.[®] office located at 910 West Wingra Drive. If you have questions about the meetings, please use John's staff contact information to provide questions and comments. The e-mail is 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.

Prepared by Joe Bunker and respectfully submitted to participants and invitees.

c: All Participants and Invitees

2012 PARTNERING FOR EMPLOYMENT WORKSHOP

“Promoting Diversity in a Tough Economy”



SAVE THE DATE

The Wisconsin Department of Transportation (WisDOT), Office of Business Opportunity and Equity Compliance (OBOEC) and industry partners request your presence at the upcoming **“PARTNERING FOR EMPLOYMENT WORKSHOP”**. This workshop will provide information and materials that will allow you to better employ and retain all employees, including those underutilized in the highway construction work force.

The following topics will be addressed:

- ⇒ *Title VI*
- ⇒ *EEO requirements*
- ⇒ *Current issues*
- ⇒ *Speed Networking*

Individuals that work in the human resources department, equal employment, supervisors/foremen/crew leaders, and/or those responsible for enforcing fair labor laws, including EEO requirements are strongly encouraged to attend.

Participation in the workshop is an important step towards compliance.

For your convenience the workshop will be held in both the northern and southern regions. Registrations will be mailed out in February. Sign-up fast because space is limited!

Friday, March 2, 2012

Best Western Plus Midway Hotel & Suites
1005 South Moorland Road
Brookfield, WI 53005
1-888-614-1750
7:30 am—3:00 pm

Friday, March 16, 2012

Stoney Creek Inn Hotel
1100 Imperial Avenue
Rothschild, WI 54474
1-800-659-2220
7:30 am—3:00 pm

FOR MORE INFORMATION:

Suki Han
suki.han@dot.wi.gov
(608) 267-3849

Or the DBE Office
(414) 438-4583





Dane County Stakeholder Committee (I-39/90 & US 18/151 (Verona Road)) Schedule and Timeline

	Step 1: Education and Development	Step 2: Opportunities and Barriers Analysis	Step 3: Results from Opportunities and Barriers Analysis	Step 4: Labor Presentations	Step 5: Business Presentations	Step 6: Labor & Business Development Subcommittees
T A S K S	Overview/Introduction of Committee	Open dialog for discussion on opportunities and barriers	Rank Opportunities	WisDOT Overview of Labor program/efforts	WisDOT Overview of DBE program/efforts	Edit/Finalize draft action plan
	Review WisDOT roles, responsibilities;	Collection of Strengths, Opportunities and Barriers Exercise	Identify resources to help address barriers	Presentations from workforce development entities identified by the committee incl. training agencies, apprentice programs, CBO's	Presentations from contractor organizations and business networking and support organizations identified by the committee	Separate/divide tasks for business or labor subcommittee
	Review generic Committee Descriptions/tasks	Categorize/Group results of the exercise	Identify tasks within WisDOT's jurisdiction	Examples: DWD, Unions, CWDA, TrANS provider, MATC, START, USDOL OFCCP, Tools for Tomorrow, Genesis, Workforce Investment Board	Examples: i.e. NAMC, WTBA, WWBIC, SBDC, AABA, Hispanic Chamber, Centro Hispano, MBE Program, Technical College	Ask attendees which subcommittee interests them most: propose meeting schedule, review membership
	Get to know attendees and learn who else may contribute	Discuss traditional barriers	Prioritize results collected from group		Create agreement for leveraged resources	Review standard meeting agenda topics to customize for Dane County
	Review glossary for WisDOT terminology	Rank strengths and opportunities	Review/Agree upon Draft Action Plan		Option 1: Draft a stakeholder & resource agreement: decide whether its is informal or to seek signatory	Denote emphasis areas that may warrant a task force within the subcommittee such as training, monitoring, networking
		Discuss how the committee will measure success		Option 2: Create an MOU for review and consensus that outlines access and communication methodology	Region staff or Design team reviews potential opportunity afforded by projects by phase	
		Discuss strategies				October
		Review binder contents				September
			February	March	July	August
	December	January		April	June	May
October	November					
2011			2012			

Updated 2-1-12

Dane County Stakeholder Committee PRIORITIES FROM OPPORTUNITY AND BARRIERS ANALYSIS



Action Plan

Goal: Employment Opportunities for the Under-represented

<u>What is success?</u>	Success is maximizing the use of local training programs and measuring the jobs created. Success is also measuring the visibility of people of color and women on the projects. A measurement tool may be to utilize the zip codes utilized in the certified payroll system.
<u>Improvement Measurement</u>	

<u>Action Steps</u>	<u>Responsibilities Who will do it?</u>	<u>Resources Needed Available or New?</u>	<u>Potential Barriers Who might resist?</u>	<u>Communication/ Reporting Plan</u>
1. Create jobs	Contractors	DWD and Unions	Skill level of workforce	Define New Hire
2. Increase number of under-represented populations working in the trades: people of color, unemployed, women,	Contractors	WisDOT can encourage, TrANS and other programs		
3. Ensure contractors hire: people of color, low income residents, corrections population	Contractors	Labor Development Programs, Contractor Education	Skill level of workforce - begin training prior to 2013 when these projects begin.	Construction Industry Resource Fair, Speed Networking with Major Projects Contractors and TrANS program, Partner for employment workshop near the project area
4. Ensure Training for low income residents and corrections population	WisDOT cannot assist with			

Action Plan

5. Utilize Apprenticeship; Encourage career development	WisDOT can require TrANS			
6. Develop criteria for 'qualified training providers'				
7. Extend \$5/hour incentive to 'qualified trainers				
8. Formalize relationship with existing training programs for "TrANS Training Credit" a. START program, b. Operation Fresh Start, c. Tools for Tomorrow				
9. Create referral system for qualified training and/or contractor networking	This Committee			

Action Plan

Goal: Compliance, Enforcement & Monitoring of WisDOT & Contractors Fulfillment of Equity & Access Rules

<u>What is success?</u>	
<u>Improvement Measurement</u>	

<u>Action Steps</u>	<u>Responsibilities Who will do it?</u>	<u>Resources Needed Available or New?</u>	<u>Potential Barriers Who might resist?</u>	<u>Communication/ Reporting Plan</u>
1. Make contractors accountable to community <ul style="list-style-type: none"> • Provide access to those winning contracts • Report progress, attend meetings 	WisDOT can assist			1392 and 1494 Reports
2. Enforce prompt payment provisions	WisDOT can assist			
3. Readily utilize sanctions for non-compliance	WisDOT can assist		Compliance with the timeline	
4. Consistently monitor DBE commitments	WisDOT can assist	WisDOT has a process in place for this		
5. Force contractors to utilize apprenticeship programs	This Committee			
6. Use the Labor Development Incentive program (Pat Schram) to increase hiring incentives	This Committee			
7. Define Good faith effort requirements	WisDOT can assist	WisDOT has some guidelines for this		
8. Evaluate contract requirements for feasibility for small business to perform	WisDOT can assist			
9. Create accountability panels to review results, monitor & follow-up (non-government)	This Committee			

Action Plan

Goal: Timely Education & Networking for Jobseekers and Potential Businesses

<u>What is success?</u>	
<u>Improvement Measurement</u>	

<u>Action Steps</u>	<u>Responsibilities Who will do it?</u>	<u>Resources Needed Available or New?</u>	<u>Potential Barriers Who might resist?</u>	<u>Communication/ Reporting Plan</u>
1. Conduct 'open dialogue' networking opportunities and evaluate	WisDOT can assist			
2. Provide 'survival training and technical training for prospective small business	WisDOT can assist			
3. Coordinate a training local resource guide for prospective small businesses	This Committee			
4. Create criteria for quality and/or effective interaction with prime contractors	This Committee			
5. Evaluate effectiveness of TrANS by surveying contractors who hire	WisDOT can assist			
6. Facilitate networking opportunity between hiring contractors and TrANS graduates	WisDOT can assist			
7. Create a database of local DBE firms and small businesses in the Dane County area	This Committee			
8. Create a schedule of WisDOT opportunities for distribution among local business and jobseekers	WisDOT can assist			
9. Research free websites and newsletter opportunities to share information; document	This Committee			
10. Develop report mechanism for transparency	This Committee			

Action Plan

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Goal: Effective & Inclusive DOT Opportunity Analysis

<u>What is success?</u>	
<u>Improvement Measurement</u>	

<u>Action Steps</u>	<u>Responsibilities Who will do it?</u>	<u>Resources Needed Available or New?</u>	<u>Potential Barriers Who might resist?</u>	<u>Communication/ Reporting Plan</u>
1. Set high DBE goals	WisDOT can assist			
2. Right size and/or unbundle contracts	WisDOT can assist		Risk Assessment	WisDOT Policy decision
3. Use Stakeholder/Advisory committee members to review opportunities and goals and market	This Committee can advise			
4. Support full-time Driver License Recovery effort	Workforce Investment Board, YWCA - DLRP			
5. Research capacity of local small business; document and identify gaps of small businesses in the local area	This Committee can advise			
6. Develop business capacity program or consolidate resources	WisDOT can assist			
7. Research and evaluate applicable best practices to include small business and local jobseekers	This Committee can advise			
8. Research/Document how other government business and workforce targets and funds can	This Committee can advise			

Action Plan

further WisDOT construction opportunities <hr/> 9. Facilitate diverse experienced stakeholder review of opportunity for actual capacity <hr/> 10. Develop mentor/educator/trainer panels to provide input and share best practices	 WisDOT can assist <hr/> This Committee can advise			
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Goal: Utilization of Community Networks for Education and Awareness

<u>What is success?</u>	
<u>Improvement Measurement</u>	

<u>Action Steps</u>	<u>Responsibilities Who will do it?</u>	<u>Resources Needed Available or New?</u>	<u>Potential Barriers Who might resist?</u>	<u>Communication/ Reporting Plan</u>
1. Leverage government resources for training incentives, and contracting opportunities <ul style="list-style-type: none"> • Workforce Investment Board • Madison College • City of Madison 	WisDOT can assist			
2. Create a communication network (email distribution list, to newsletter) <ul style="list-style-type: none"> • Media of color • Faith-based organizations • Local contractor organizations (AABA, Fitchburg WWBIC) 	This Committee can advise, possibly David Smith			
3. Formalize relationship with CWDA and Allied Drive Neighborhood Association	WisDOT can assist			

Action Plan

4. Engage community leaders and local elected officials of project information	This Committee can advise			
5.				
6.				