



Preliminary Design Project  
Dane County Stakeholder No. 4 Notes  
Verona Road–Contract 1206-07-06  
Wisconsin Department of Transportation (WisDOT)  
January 4, 2012, 5:30 P.M.

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

**Strand Job No.:** 1089.267

**Meeting Location:** Strand Associates, Inc.<sup>®</sup>, 910 West Wingra Drive, Madison, Wisconsin

**Meeting Purpose:** Dane County Stakeholder Meeting No. 4

**Present:**

By phone: Monica Lugger, Roz, Marge Wood (WI tech College System), Katrina Felts, Alyssa or Alicia Griffin (Serendipity), Kim Schauder (WIS DOT), Norman Davis, Monica Heguage

In person: Tim Alston, Michele Carter, Chris Gruaeberg, Eugene Johnson, John Odom, Kevyn Radcliffe, Wyolanda Singleton, Clay Tshillard, Mary Watrud, Paul Zimmer, Jennifer Olson, Richard Bryant, Nasara Wehelud, Kelly Jackson–see attached sign-in sheet.

**Meeting Handouts**

Binders containing project materials and meeting minutes

**Discussion:**

**Action Needed:**

1. Review of Meeting Notes from Previous Meeting

Notes from the previous meeting were in the binders handed out at the meeting. The notes were also placed on the screen for those that could not attend the meeting to pick up a binder. There was one comment provided regarding the notes as follows:

- a. Clay Tshillard stated that he had just attended a meeting in Milwaukee and a contractor mentioned that he would be selling his business. The contractor mentioned that he had been doing work for WisDOT and that untimely payments were difficult for his cash flow. Clay added that many DBEs have difficulty carrying debt waiting for WisDOT payments.
- b. Michele noted that there is a process in place for timely payments and she will add monitoring and enforcement information to Stakeholder group action items.

2. Project Summaries and Overview

Joe Bunker presented the anticipated improvements for I-39/ Verona Road that had been discussed at the previous meetings and are also included in Stakeholders Binders.

I-39 anticipated improvements include rebuilding I-39 from Dane County to the state line. Work includes expanding the existing 4-lane interstate to a 6-lane interstate, reconstructing bridges and overpasses (nearly 100 bridges), and reconstructing 11 interchanges, four of which are in Dane County. Joe presented the following summary from a handout within the binder.

- a. Project is anticipated to span eight construction seasons.
- b. Preliminary work is anticipated to begin in 2013.
- c. Main project work is anticipated to begin in 2014.
- d. Overall cost for work in Dane County may approach \$218 million.
- e. Many labor positions are available. It is anticipated that the labor positions may be paid at approximately \$38.00 an hour; this is approximately 860,000 laborer hours for the Dane County portion of the work.

Verona Road anticipated improvements include reconstructing the Beltline from approximately Todd Drive to beyond the Whitney Way interchange and reconstructing the Verona Road interchange to a single-point interchange. On Verona Road/Midvale Boulevard, the project will span from approximately CTH PD north to Nakoma Road. It includes the Verona Road single point urban interchange, a jug-handle interchange at Summit Road (the current Home Depot intersection), and a diamond interchange at CTH PD, with Verona Road passing over CTH PD.

- a. Project is anticipated to span eight construction seasons.
- b. Project is anticipated to start in 2013 or 2014.
- c. Cost for the project is anticipated to be approximately \$123 million
- d. Many labor positions are available. It is anticipated that the labor positions may be paid at approximately \$38.00 an hour; this is approximately 400,000 laborer hours.

Question: Clay Tshillard–Was there a timeline change?

Answer: Joe Bunker–The timelines are estimated at this stage of the design and are subject to change based on available funding. For Verona Road and I-39, there may be some initial projects that will improve some of the alternate routes for the projects beginning in 2013.

Question: Clay Tshillard–Is there a similar stakeholders group forming in Rock County for input on those projects?

Answer: Joe Bunker–A similar group may be formed for the I-39 Rock County portion of the project. The I-39 project is in its early stages of design, while Verona Road is slightly ahead in the design. That is why the Dane County group was started earlier.

Comment: Michele–Different communities have different needs. There are similar stakeholder groups in Milwaukee, Racine/Kenosha to get community-based input. The option does exist to combine groups at some point if the groups agree.

### 3. Review of Workshop Questions 4 through 6

Michele led the group through the remainder of questions 4-6 to discuss opportunities and barriers. Updates were added directly to the master list, which is included with the meeting notes. Each question was discussed, and the responses and clarifications are shown in red on the attached master list. Michele stated the product of this exercise will be the action plan for moving forward and an accountability checklist for Stakeholders. The following paragraphs summarize questions and comments that were posed during each question.

#### Question 4 Comments

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

- a. Michele questioned: What kind of group is Center On Wisconsin Strategy (COWS)?
  - (1) Marge Wood responded: Joel Rodgers is the contact. COWS teaches middle and high school skill sets and job training. Also does policy and best practices. They are linked to a national group.
  - (2) ClayTshillard: They bring parties together to share best practices.
- b. Mary Watrud: Construction Workforce Diversity Alliance (CWDA) is a new program under START (a program of Construction Training Inc.). It is the nonprofit arm of the organization. Contact is Mary Watrud or Mary Knight.

- c. Norm Davis: City and county workforce targeted program. Contracts are held by Community Development Block Grant (CDBG). Bill Clingen is contact.
- d. Construction Labor Management Council includes all trade unions and general contractors. Mike Engelberger is the contact.
- e. Richard Bryant: To help include African Americans and Latinos in the process, contact Genesis Development and social services. Richard Bryant is the contact
- f. Mary Watrud: Also should include Centro Hispano for Latino participants. Kent Craig is the contact (608.255.3018).
- g. John Odom: Charles Hamilton Houston Institute for African American economic development. Contact is John Odom.
- h. Eugene Johnson: The list needs to provide diversity. The committee should add those of Native American and Asian descent.
  - (1) Tom Lynch mentioned that the project has met with representatives from the Ho Chunk Nation. They wanted to be included in some of the Community Sensitive Design Workshops.
  - (2) Kelly Jackson is a WisDOT contact for Tribal interaction.
- i. Kelly Jackson: Include Robert Artis in the list (Allied area).
- j. Jenny Olson: Include Selena Pettigrew (Allied Dunn's Marsh neighborhood Association representative).
- k. Michele: WisDOT will continue to have meetings to get more people involved. The contacts will be kept on the e-mail list. Michele is looking to those who are attending these meetings to spread the word to those who are not attending and should be involved.
- l. Eugene Johnson will try to make a contact with a Hmong/Asian representative. There is a health group that meets regularly where he could ask about a contact.
- m. Rich: Include the "Recovering Community."
  - (1) Michele: Has worked with DOC (Department of Corrections) committee previously. They have strong community programs.
  - (2) Eugene Johnson: Clarified that he meant those that were users and are now recovering and need career opportunities. Suggested MUM (Madison-area Urban Ministry), Voices Beyond Bars.
  - (3) Keyvn Radcliffe: Add the Huber Center for the recovering committee suggestion.
- n. Paul Zimmer: Combine building and trades with Construction Labor Management Council.
- o. Eugene Johnson: Will there be a goal setting (having a plan for how many) DBEs will be involved with the projects.
  - (1) Michele: Should investigate if there are any local DBE contractors that may not be included on the DBE list.
- p. Eugene: Include AABBA (African American Black Business Association)
- q. Michele: Questions if the Madison Chamber of Commerce would be an effective organization get and give resource names.
- r. Bryant: there is a contact at his work site for "Urban Construction" Bryant will invite to next meeting.
- s. Check with Department of Commerce to get directory of MBEs (Minority Business Enterprises) and contacts.

- t. Chris G: if you are a MBE are you automatically a DBE?
  - (1) Michele: The qualifications for a DBE contain two components, an economic one and a social one. It is possible to be an MBE and not a DBE, but many MBEs are DBEs. The previous Governor was able to grandfather many firms.
- u. Add Operation Fresh Start and MAP.
- v. Mary Watrud: Add Tools for Tomorrow, an MATC program contact is Mary Knight. Also contact Pat Shram to get more contacts and organizations.
- w. Paul Zimmer: Consider and advertise that apprenticeships can lead to training opportunities.
- x. Mary Watrud: When speaking with clients, we indicate that we don't just put them "on a project" but instead advertise that this can lead to a career.
- y. Michele: WisDOT has learned to see what services and organizations already exist in an area and use them. WisDOT does not want to recreate the wheel if the service is already there. It will be beneficial to the group to have the service organizations come to give talks about what services they provide.
- z. Norman: For small businesses, contact Bill Clingen at City of Madison. He may be involved in funding for small business development.
- aa. Marge suggested there may be someone at MATC who helps with DBE certification (1) It is Chris Gruaeberg (in attendance).
- bb. Mary Watrud: Currently working with city engineers to get graduates of the CWDA employed.
- cc. Bryant: There should include a way to make referrals and be able to send workers to other agencies in need.
- dd. Monica: Add "Labor Development Incentive program. Pat Shram is contact. Also, if there is an incentive, add that to the referral process.
- ee. Marge Wood: There should be benchmarks for incentive programs. There also should be a standard that defines a legitimate program and what it includes.
- ff. Eugene Johnson: From past experiences, goals should be set for prime contractors to use DBEs. Without goals, prime contractors may not use the DBEs.
- gg. Marge Wood: It would also be good to define what a good faith effort to use DBEs includes.
- hh. Nasra: DBEs and MBEs may not be qualified at times to apply for contracts if the criteria are too high. Should encourage using partnerships and have prequalification meetings to help DBEs get ready to apply.

#### Question 5 Comments

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

No comments—See attachment for clarification of responses.

#### Question 6 Comments

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

- a. Mary Watrud: Make use of contractors also, instead of just trade organizations. Perhaps Wisconsin Transportation Builders Association?
- b. Alicia Griffin: Add media organizations: Capitol Times, Cap City Hues, Umoja, and AABBA.
  - (1) John added that many of these organizations may expect payment for advertising with them. WisDOT may not be able to approve such payments.

- c. Eugene Johnson: Add churches of color—check the Madison Web site as they have a listing for churches of color. David Smith is contact for African American churches.
- d. Clay Tshillard: Add neighborhood associations.
- e. Norman Davis: City of Madison can get stakeholders information for all neighborhood associations and resource teams.
- f. Mary: There are groups that rent space at Centro Hispano that could be included.
- g. Norman: La Comunidad paper; Norman has a few electronic mailing lists that he could add for resources.
- h. Chris: When working with other programs was there a thought about doing evaluations?
  - (1) Michele: Accountability panels are important but tend to produce more questions than answers. We want to continue the dialogue regarding accountability. WisDOT prepared some best practices literature and received feedback from DBE firms.
  - (2) Michele: Senator Taylor and Representative Tolles have done independent follow-up with contractors to question why they did not use DBEs to the full extent.

#### 4. Review of Timeline Handout

Michele reviewed the timeline handout that was provided in the materials binder.

- a. This work group is still on step 3 having discussed, ranked, and categorized the priorities.
- b. A summary will be included before next meeting. The group can decide if the discussion matches what the group sees as the real priorities and make suggestions for changes needed.
- c. The last tab of the binder has a copy of Mega Project Strategies (used on Marquette project) that can be used as a guide for best practices. Once developed, a tool kit will be shared from WisDOT.
- d. There is a lot that WisDOT cannot control but the Stakeholders can raise expectations that encourage WisDOT to do more if possible. This can be a valuable process for Stakeholders to encourage WisDOT to address their priorities. This will need to include community involvement and leadership from organizations within this process.
- e. At upcoming meetings, WisDOT will ask organizations to introduce their organization for information sharing purposes. WisDOT give a standard presentation outline.
- f. At the next several meetings, Stakeholders will be given the question categories, rank the priorities, and begin organizational presentations.

#### 5. Next Meeting

The next meeting will be on February 1, 2012 from 5:30 P.M. to 7:30 P.M. at Strand Associates, Inc.® at 910 West Wingra Drive, Madison, Wisconsin.



6. After Meeting Comments

- a. Pang Her is a contact for the Hmong Community
- b. Mayor Soglin should be on the e-mail list. (He has been invited previously and an aide of his is on the e-mail list.)
- c. Congresswoman Baldwin should be on the email list. (She has been previously invited. She is on the email list but mailings to her come back as undeliverable.)

The meeting adjourned at approximately 7:15 P.M.

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

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

c: All Participants and Invitees



**Dane County Stakeholder Committee**  
**Verona Rd & I-39/90 Reconstruction Projects**

**January 4, 2012**  
**5:30 PM - 7:30 PM**

**Strand and Associates**

910 West Wingra Drive \* Madison, Wisconsin 53715

**Teleconference Line 1 888-557-8511 Access 1385799 Host 4351**

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**AGENDA**

I. Welcome and Introductions	Committee Facilitator	5 minutes
II. Review of Agenda/Review of Notes	Committee Facilitator	10 minutes
III. Project Summaries Update ⇒ <b>Verona Road</b> ⇒ <b>I-39/90</b>	Project Managers <i>Mark Vesperman</i> <i>John Steiner</i>	20 minutes
IV. Opportunities and Barriers Analysis <i>Prioritize Opportunities and Barriers for questions 4, 5, and 6</i>	Michele Carter	60 minutes
V. Committee Next Steps: Review Timeline	Michele Carter	10 minutes
VI. Upcoming Meeting Dates/ Announcements	Committee Facilitator	10 minutes

**Sponsored by:**



# 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 -**career development**
- Giving low income area residents the chance to enter into high paying careers
- Unbundling contracts
- Hiring unemployed workers
- Maximizing DBE utilization- **setting high goals/networking opportunities/compliance/follow through**
- Involving minority business-
- Increasing the number of minorities and women in the construction trades -
- Business capacity building initiative and incentives - **technical support and services for small disadvantaged business/ marketing current DBE support services**
- 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 - **continuing support for Trans grads as well as open communicating between Trans and primes/ Is Trans meeting contractor expectations**
- 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-**opportunity for DBE to effectively communicate with primes/prompt payments/timely notifications to DBEs**
- 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- **Monitoring ensuring that DBEs are participating as promised by primes/Ensure DBEs are paid in a timely manner/**
- **Contactors utilize apprenticeship programs**
- **Ensure access for new workforce entrants**

- **Category 1 - Employment opportunities for the under-represented**
- **Category 2- Compliance and Enforcement**
- **Category 3- Timely networking and Education**
- **Category 4- DOT Opportunity Analysis(Tweaking)**

## 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 or opportunities closed
- My time, my organization- **Leveraging City of Madison resources**
- Time, effort, energy, expertise, people in the community, truth in Christ
- Time, connections, information; must have follow through!!
- Special attention to coordination with USDOL OFCCP 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 **-funding to make this full time**
- YWCA has a job transportation program called “job ride”- **available to anyone**
- A DBE (or several) that was/were successful as other WisDOT contracts – as mentor for DBEs in Dane County-
- Local 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-**timing to maximize utilization**
- 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.)

- *Category 1- Leveraging Resources/Implementation and Enforcement*
- *Category 2 - Business Referrals*
- *Category 3- Workforce Referrals*
- *Category 4- Support Services (Job ride 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 W)
- 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
- *Madison Area Urban Ministries (Linda Ketcham)*
- *Business Loan Programs (Leni Siker)*
- *Small Business Development Center (UW)*
- *USDOT/SBA (Bonding)*
- *TRANS*
- *Workforce Investment Board*
- *WWBIC (Wisconsin Women’s Business Initiative Corp)*
- *CWDA (Construction Workforce Development Alliance)*
- *Jackson White and Associates*
- *MUTATES (mentoring and soft skills group)*
- *Urban League of Greater Madison*
- *Diana Schinall- Madison Apprenticeship Program*

# 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) *(Associated with UW - policy, white paper, best practices group)*
- Construction Workforce Diversity Alliance (contact Mary Knight at **MATC also Mary Watrud of Construction Training Incorporated**)
- City and County workforce targeted funding *(make sure goals are aligned with city/county efforts - \_\_\_\_\_)*
- Connect with the CWDA (Construction Workforce Diversity Alliance)
- Madison College apprenticeship program *(Jim Cook contact 246-5299)*
- Connect with the CLMC in Madison Construction Labor Management Council *(Mike Engleberger -271-5501 general contractors and trade unions)*
- Grassroots organizations in the Latino and African American communities *(Urban League - Richard Bryant with Genesis Social services 608-206-7175, African Association of Madison - Nasra Wehelie 608-338-8212, Centro Hispano of Dane County - Kent Craig, 608-255-3018, Charles Hamilton Houston Institute - John Odom)*
- The Advisory Committee members are from diverse **groups - make sure affected groups in the community are represented (Eugene Johnson), Allied Neighborhood - Selena Petigrew president,**
- Include ex-offenders, substance abusers *(recovering communities)*. I'm not saying target them, just include them as we proceed and move forward. Don't exclude someone based on that. *(Madison Urban Ministry - 256-0906, Voices Beyond Bars - Jerome Dillard 608-320-0188), Huber Center)*
- Building Trades Council - *Steve Breitlow 414-530-8404 (Combine with CLMC?)*
- Opportunity: get more information on contractor; set goals for how many of those contracts should DBE - *Inventory local DBE contractors. Are there local DBE organizations? African American Black Business Association (AABBA). Dept of Commerce list of certified MBE contractors.*
- Also include programs to other agencies for training, networking. *START, Fresh Start, Tools for Tomorrow (MATC - Mary Knight), Workforce Development Board - Pat Schram-608-249-9001.*
- Bureau of Apprenticeship Standards - *Karen Morgan*
- Utilize apprenticeship!!!
- Trainee opportunities should lead to apprenticeship *(or apprenticeships lead to training) Career focused.*

# 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 - **Bill Clingan**
- Work with MATC to develop small business training certificate for DBE - **Chris Gruneberg 608-243-4482 Clarification - Help people get certified as a DBE**
- Help other **labor development** 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 - **consider incentives for hiring referrals? Pat Schram may be a contact.**
- Set benchmarks for prep programs so that the \$5/hr Trans (i.e., connection to apprenticeship, labor) grad incentive can be extended to other legitimate organizations
  - **Set standards to determine what is a legitimate preparatory program - connected to real jobs.**
- Create an environment where Primes will want to use DBEs - **make sure the goal is reasonable**
  - **What is a good faith effort? What criteria?**
- 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; change financial qualifications - **perhaps bonding requirements are so high it is difficult for MBE/DBE to qualify. Perhaps teaming/partnering can help solve. Perhaps contract packaging can help.**

# Question No. 6

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

- Genesis Social Service
- Genesis; Urban League Greater Madison; Wisconsin Women Business Initiative Corporation
- 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 - **Madison Times, Capitol Hues, UMOJA, La Comunidad, (do they require payment for notifications?)**
- Churches, neighborhood organizations (**African American Council of Churches - Reverend David Smith**) (**City of Madison has a neighborhood organization listing**)
- WWBIC (Wisconsin Women Business Initiative Corporation); City of Fitchburg
- Minority businesses; DBE
- Hispanic Chamber of Commerce - **try Centro Hispano**
- African American; Black Business Association (AABBA)

- **Contractor Organizations - WTBA,**

# 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