

Description of Mega Project Strategies

1. Increased media involvement to spread the word on projects:

- Minority radio and television shows
- Newspaper articles on project progress, newsletters, and brochures.
- Legislative visits
- Minority convention participation
- Neighborhood Sub-consultants
- WisDOT motto:
 - “We will meet with anyone, anywhere, and anytime”
- Website
- Get Around Guides (GAG)
- Translate all public information pieces
- Neighborhood Meetings

DBE Office DRAFT

2. Forming Project committees:

- Advisory committee:
 - *members recommended by project team based on interested stakeholders evolving from the community impact analysis {CIA} of the EIS done by the region edited by Civil Rights/DBE Office as a partnered effort*
- Business Development sub-committee:
 - *self identified, business-related stakeholders affected by or interested in the project*
- Labor Development sub-committee:
 - *self identified, labor-related stakeholders affected by or interested in the project*
- Tribal subcommittee:
 - *EIS identified, Native American and/or tribal stakeholders addressing issues related to the sovereign nation status of tribal governments affected by or interested in the project*

3. Increased use of community based networks:

- Public Outreach Consultants
 - *grassroots, community-based consultants competitively selected for their knowledge of targeted communities identified in the EIS*
- Community-based labor development program through orientation and recruitment.
 - *TRANS program model that facilitates workforce development using community based network to leverage labor resources, providers are selected through competitive process*

4. Contract Unbundling:

Design and/or project team breaks projects down to smallest pieces possible identified as “separate project IDs”, assesses level of risk (low, medium, high) associated with maintaining small size referred to as “unbundled” to right size the contract package to stimulate business opportunity for both nontraditional and traditional participants in road construction contracting.

- Creating Stand-Alone Projects:
 - *Contract packages unbundled because the work areas have a significant pool of ready, willing and able firms for competition. These unbundled packages are let separately to stimulate opportunity for smaller, nontraditional businesses to compete as prime contractors. Goal is to create new, small business primes*
 - *Previously identified contracts: landscaping, fencing, advanced traffic control, security, raze & removal*
- Creating Mandatory Subcontracts:
 - *Work items in a contract are identified as mandatory subcontract items based on the size of the contract, specialty work areas that WisDOT traditionally utilizes, and a significant pool of firms exist to compete for the work. Goal is to increase WisDOT competition and firm capacity as subcontracting.*

5. Labor Development Model: TrANS Program



- TrANS Provider Selection:
 - *Request for Proposal [RFP] is issued for competition to select a community based provider to coordinate a grassroots and leveraged strategy for providing a seamless supply of diverse workers tailored for road construction careers serving as the preferred source for WisDOT and its mega-project.*
- Outreach:
 - *Utilization of a network of community based partners with emphasis/expertise on workforce development to orient and recruit from the diversity of the community for interested and qualified applicants for project related construction careers.*
- Training:
 - *Minimum of 120-hour hands-on instruction exposing participants to the reality and basic skills required to effectively function on a road construction project.*
 - *Instructors are from industry, subjects include Flagger and OSHA Safety, practical math, CDL preparation, apprenticeship testing.*
- Job Placement:
 - *Utilization of WisDOT resources to market the pool of TrANS graduates to WisDOT contractors seeking WisDOT projects. TrANS provider serves as single point of contact for contractors but graduates are encouraged and allowed to use all resources for job search.*
 - *All students get life skills training and a customized construction resume .*
- Case Management/Retention:
 - *TrANS provider follows up with graduates and hiring contractors to facilitate continued employment and career progression*
 - *TrANS provider conducts systemic communication with leveraged resources and unplaced graduates to discuss and refer to needed resources*

6. Inclusive DBE Goal Setting Technique

- *Utilize the industry stakeholders participating in the business committee to recommend DBE goals that balance supply, demand, and community expectations with project needs. Analysis team and technical subcommittee, use project engineer data to analyze and estimate realistic opportunity for DBE participation.*

7. **Post-Award Secretary Letter** from Wisconsin's Secretary of Transportation, reminding primes of the department's commitment to fulfilling community expectation and DBE goal.

8. DBE firm pre-Assessment:

- *The DBE office offers DBE firms the opportunity for 'Early Intervention Assessment' to identify potential problem areas and customize training and resources in advance of contracting opportunity. Participation is not mandatory but recommended.*

9. Encouraging Formalized Partnering relationships:

- **Mentoring Connections Arrangements:** *6-month informal networking relationship, participation is monitored but no DBE credit granted.*
- **Mentor Protégé Agreement:** *a formal document outlining the agreement between the mentor (prime contractor) and protégé (a DBE subcontractor) to develop DBE firm capacity. The agreement is submitted to Wisconsin Department of Transportation (WisDOT) for approval for predetermined DBE goal attainment. Usually 3 years in duration.*
- **Joint Venture Agreements:** *a formal, legally-binding agreement, between firms creating a venture desiring to compete on a single project for its duration. Agreement requires an LLC designation, clarification of responsibility, liability, and staff on the advice/review of legal counsel. DBE credit is assigned based on work performed by DBE certified firm and reaffirmed before project is awarded.*

10. Bulls Eyes Marketing Strategy:

Targeted, personal marketing campaign to align supply (DBE capacity) with demand (contracting opportunities) that matches work areas with firms to create a list of 'firms likely to compete' after analyzing pending contracts work areas and cataloguing (DBE or laterally certified firms) specializing in those work areas. The 7-step marketing process includes:

- (1) Mail/Email contract information to list of firms pre-advertisement outlining when and where to find opportunity*
- (2) Call to ascertain interest and barriers or training needs, document response*
- (3) Mail/email project information, resources once advertised; advise where to find plans*
- (4) Follow up call to inquire whether planning to compete, document +/- response;*
- (5) Distribute list of potential DBE Firms to all prime contractors who attend pre-bids*
- (6) Distribute list of potential primes (plan holders list) to DBE firms for solicitation*
- (7) Post bid letting follow up call to confirm whether DBE's quoted denoting concerns or barriers*

11. Outreach to lateral certifying agencies:

Examine other agencies that certify minority, female, or small businesses for potential WisDOT DBE Firm Certification. Review contractor lists for firms that perform WisDOT work to encourage them to apply for DBE's Certification. Conduct certification workshops for interested firms

12. Project related meetings include structured networking for prime and subcontractors:

- *Speed Networking: a timed, facilitated, rotational exercise that allows DBE firms 'face time' with primes numerous primes in a single setting. DBE firms market themselves while Primes clarify subcontracting needs. The goal is to network, educate, and personalize DBE firms (and program). Anticipated result is a follow-up meeting that leads to a subcontract or partnership.*
- *Mosaic Exercise: facilitated, small group discussion including Prime, DOT, Community, DBE and Labor stakeholders to brainstorm responses to predetermined questions to generate strategies for inclusion and best practices.*

13. DBE Contracting Update:

- *Emailed newsletter to keep the community informed about upcoming project opportunities*
- *Maintain tallies of DBE participation and labor participation for review and accountability.*

14. DBE Certification workshops and individual assistance:

- *Explains certification requirements and process to potential DBE firms and provides referral to DBE resources that can assist or support potential DBE firms with the application submittal*

15. Expedited DBE certification:

- *Firms who identify themselves as seeking DBE certification to compete on WisDOT mega projects will be prioritized for certification review. The standard 3-month processing time is cut to 6 weeks and certification staff will confirm that firms are in process if prime inquires.*

16. Civil Rights and Compliance Tracking System (CRCS):

- *WisDOT DBE staff hosts Contractor training for the Certified Electronic Payroll portion of CRCS. They learn about entering payments to 1st tier subcontractors and all DBE firms.*
- *System allows subcontractors to confirm receipt of payments to and from the prime.*
- *Contractors enter certified electronic payrolls into the system documenting and tracking employee's hours, wages, demographics giving WisDOT just-in-time labor participation data.*

17. Mandatory Pre-bid meetings:

- *Project advertisement announces the mandatory pre-bid meeting to address and discuss project specifics.*
- *Prime contractors are required to attend if they plan to bid, however, subcontractors are not required to attend.*
- *WisDOT encourages DBE firms and community stakeholders to participate for networking and information sharing.*
- *List of attendees are posted on the website; serves as a list of contractors to solicit for subcontracting and opportunity and clarifying community expectations.*
- *WisDOT seeks to hold meeting in community-based locations.*

18. Immediate evaluation of non-responsive bids:

- *In an effort to self-evaluate and refine WisDOT policy and practices, WisDOT engineers evaluate who bid on contracts and compares lowest 3 bid prices to engineers estimate price after it has been let. DBE office inquires with DBE firms whether they quoted and looks for their prices in the bid tabulations to identify gaps and barriers.*

19. Development & Inclusion of Contract Specifications:

- DBE condition of award:
 - *WisDOT requires prime contractors to submit their DBE percentage when they submit their bid.*
 - *When recognized as low bid the prime contractor has 48 hours to submit their DBE commitment before the contract is awarded.*
- Additional Special Provisions (ASP) 1
 - *The prime contractor receives a \$5.00 payment per hour for every TrANS graduate hired for up to two years from their hiring date and for TrANS graduates who become apprentices for their entire length of their apprenticeship.*
- Training contract specification-new employee orientation:
 - Requires the prime contractors and subcontractors' new and unskilled employees have the following:
 - *A three-hour orientation, which will prepare everyone for job expectations.*
 - *Requires after ninety days of employment a two-hour follow-up session, which will help achieve higher retention and will allow for two-way communication.*
 - *Requires an eight-hour skill development during the off-season construction period.*
- Training contract specification-contractor involvement in TrANS:
 - *Requires prime and sub contractors spend pre-determined number of hours participating in TrANS classes.*
- Training contract specification-labor mentor protégé:
 - *Matches newly employed TrANS graduates to a prime contractor employee mentor for pre-determined number of hours.*
- *Constructors must use the Civil Rights and Compliance Tracking System (CRCS) to submit electronic certified payrolls and payments to 1st tier and all DBE Subcontractors (ASP 7).*

20. Training Workshops on the following:

- DBE Certification:
 - *Inform perspective contractors how to qualify for DBE status.*
- WisDOT bidding process:
 - *Highway Construction Contract Information Site (HCCI), which helps navigate contractors and DBE firms through the project advertisement and award.*
- How to bid & quote as a Subcontractor and/ Prime:
 - *Contractors perspective -describes what they look for when receiving bid or quotes.*
 - *WisDOT perspective- how to bid DOT projects.*
- Civil Rights and Compliance Tracking System (CRCS):
 - *Describes/explains to contractors how to enter their payrolls and payments for 1st tier subcontractors and all DBE.*
- Trucking guidelines (federal & state):
 - *Explains to trucking firms what laws apply for DBE trucking credit.*
- DBE bonding workshops:
 - *Educates DBE firms in bonding requirements and issues.*
- Certified Electronic Payroll Training
 - *Provides instruction on requirements and use of electronic payrolls*