WORKFORCE DIVERSITY

"Best Practices"

August 2016

MAASTO
MID AMERICA ASSOCIATION OF
STATE TRANSPORTATION OFFICIALS

MAASTO

WORKFORCE DIVERSITY:

"Best Practices"

During the September 2015 board meeting of the MidAmerica Association of State Transportation Officials (MAASTO), the Chief Executive Officers of the association directed the Strategic Transportation Issues Committee (STIC) to draft a report on how MAASTO states create a diverse workforce and implement a construction program that reflects the make-up of the community in which they are working.

The main emphasis of this document is to create a "best practice(s)" report that can be shared with all MAASTO states for the successful integration of a diverse workforce seeking a career in the transportation industry.

Introduction

State Departments of Transportation (DOTs) have the responsibility and obligation for directing their respective agency's external affirmative action, equal employment and nondiscrimination programs.

To understand the importance of a diverse workforce and inclusion is to first understand the federal requirements that are required to be implemented by a state DOT.

Additional requirements for constructing state highway and bridge projects may be imposed by individual state DOTs with the approval and consent of the United States Department of Transportation (USDOT).

Some of these programs include the Disadvantaged Business Enterprise (DBE) Program, On-The-Job (OJT) Program and nondiscrimination or affirmative action programs related to federal-aid activities. These programs may be implemented based upon the individual size of the contract, type of contract work, anticipated length of contract, or available ready, willing and able resources.

This briefing paper has been developed to provide MAASTO states with a broader understanding and appreciation of the importance of increasing diversity geared towards engaging, employing and retaining diversity within the transportation industry.

U.S. Department of Transportation
Federal Highway Administration

What Programs are required by the Federal Government?

Most state road and bridge projects are required to meet certain federal requirements in order to be eligible for federal aid. Some of the federal diversity programs required for states to be eligible for reimbursement purposes include, but are not limited to, the following:

Affirmative Action Program

The Affirmative Action Program, under the authority of the United States Department of Labor, is designed to set employment goals for levels of minority and female workers. Applicability is by craft, such as laborer, carpenter, ironworker, operator, etc. This includes an apprentices and journey level workers. There are reporting requirements and compliance must be evaluated by the Director of the Office of Federal Contract Compliance Programs.

Disadvantage Business Enterprise (DBE) Program

The Disadvantaged Business Enterprise Program is a federally mandated program. State DOTs are responsible for the certification of firms owned and operated by socially and economically disadvantage individuals. The overall goal of the program is to provide opportunities for small businesses owned and operated by socially and economically disadvantaged individuals to participate in the economic benefits of the highway construction industry. State DOT's that have a DBE Program approved by the USDOT documents the specific policies that have been developed for the administration of the program and the statewide overall goal. The overall goal is updated every three years and can general range from 0 percent to 22 percent depending on the DBE goal setting methodology of the state DOT. Once the transportation federal oversight agency approves the overall DBE goal of a state, individual contract goals are established on federal aid projects to assist the state in meeting the overall DBE goal. Project DBE goals may vary, depending upon the location of a project, availability of the DBE firms, scope of the project, and contract duration, etc.

On-the-Job Training Program

Training and promotion of minorities and women to journey status is a primary objective of the On-the-Job (OJT) training requirement. The OJT Program is mandated by the USDOT. The OJT Program requires state DOTs to establish an OJT program, where the state DOT reviews individual federal aid contracts to set trainee goals. Individual project goals may range from zero to multiple trainees. Some DOTs assign training requirements on contracts that are federally funded and that meet the criteria to have a trainee requirement. Training requirements are assigned in slots, consisting of 1000 trainee hours per slot. The contractor is contractually required to meet the training requirement, or show that they made a good faith effort to do so.

"Best Practices" Shared by MAASTO States

Every state DOT has the option of modifying its state program beyond the federal requirements in order to create a more diversify working environment.

The following is a listing of workforce diversity programs implemented by the various MAASTO States. These programs have been adopted by the DOTs as a way to enhance the workforce in their region. These programs have been generated to attract and retain an employment base for current and future highway and bridge projects.

Eight of the ten MAASTO states participated in the drafting of this document. These states included Illinois, Iowa, Kansas, Michigan, Minnesota, Missouri, Ohio and Wisconsin.

The next step for this report could be the attempt to identify successful programs implemented by the private sector who have increased workforce diversity within their own respective organizations that could be adopted by a public entity such as a state DOT.

ILLINOIS DEPARTMENT OF TRANSPORTATION (IDOT)

Illinois Department of Transportation

Highway Construction Careers Training Program

The Highway Construction Careers Training Program (HCCTP) was created in 2009 in collaboration with IDOT and the Federal Highway Administration (FHWA) in an effort to increase access to construction jobs for minorities, women, and the disadvantaged.

In 2013, 28 HCCTP training sessions were conducted, and 246 trainees graduated from the program. Among those graduates, 70 of them (over 28 percent) have already been placed within the highway construction industry. During the process 1,034 training program special provision hours were utilized.

In partnership with the Illinois Community College Board (ICCB), the program is administered through 12 community colleges across the state – with at least one in each of IDOT's 9 districts. Two community colleges were brought on board in 2013. Five training sessions are held per year that provide participants with intensive training including highway construction related skills, such as mathematics for the trades,

job-site readiness, carpentry, concrete flatwork, blueprint reading orientation, forklift certification. Since the program's creation, 1,206 students have enrolled, 935 have completed, and 203 were placed in construction related jobs. At the end of 2013, IDOT had utilized 4,994.5 trainee hours at the $10 an hour reimbursement for a total of $49,445 for contracts that included 500 or more trainee hours.

Most recently, a $15 per hour incentive was approved by FHWA for IDOT to pay contractors that hire program graduates on all applicable projects.

For more information contact:

Pamela Simon
Director, Office of Business and Workforce Diversity
Illinois Department of Transportation
2300 S. Dirksen Pkwy.
Springfield, Illinois 62764
Phone: (217) 785-8750

IOWA DEPARTMENT OF TRANSPORTATION (The IOWA DOT)

The Iowa DOT has administered its annual On-The-Job Training program agency wide for nearly 15 years. As specified in the Iowa DOT's Standard Specifications book, The Office of Employee services annually identifies contractors that are required to have trainees using a three-year average of awarded contract dollars bid through the Office of Contracts. By the end of the calendar year, all contractors involved with this program are required to furnish a detailed report to the Office of Employee Services on their training activity for the previous construction season. This information will be used to make program improvements.

The training is intended to last for at least one construction season. Trainees are approved by the Office of Employee Services; on-site visits to verify training activities are performed on as many trainees as possible by the affirmative action officer.

The OJT training requirement is monitored through a reporting system required of the contractor, with the involvement of the project engineer's office and the Office of Employee Services' affirmative action officer. Once the trainee is on the project, Office of Employee Services' personnel shall schedule on-site visits as part of the monitoring process. The intent of these visits is to observe the trainee and

interview them to verify they are being trained in accordance with the training plan. Efforts to conduct on-site reviews by the affirmative action officers on 25 percent of all trainees enrolled in the current season's program will be strived for as resources allow.

Normally, a trainee is expected to begin training on a project as soon as feasible after starting work. Utilizing the skills identified, the trainee remains on the project as long as training opportunities exist in that work classification or until the trainee has completed the program. The contractor's responsibilities under this training specification is considered fulfilled if acceptable training was provided to the number of trainees specified.

The requirement below must be met in order to fulfill the trainee requirement:

- Trainees must be registered in an appropriate program.
- Certified payrolls shall specifically identify each individual in trainee status, their base rate of pay, and any applicable reduction percentage.
- When a trainee has completed the training program, the trainee's base wage rate shall be increased to at least Davis-Bacon's wage determination for that job classification.

The Iowa DOT will conduct continuous monitoring of training provided where the Iowa DOT is the contracting authority. Monitoring and reporting tools may include:

- Trainee interview by the Project Engineers staff and or staff of the Office of Employee Services.
- Contract compliance reviews.
- Statewide work force report.
- Payroll verification by the field engineering staff.
- OJT Training On Site Review Tool.

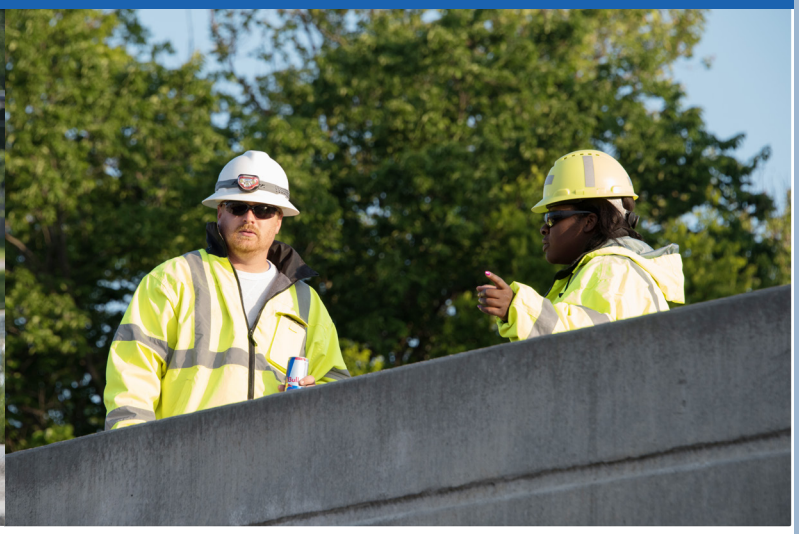
A year-end summary must be filed with the Iowa DOT. The reporting period is based on the construction season. This report is due to the Office of Employee Services' civil rights team by Dec. 31 of each year.

The civil rights team will maintain a trainee database. The OJT program coordinator will ensure that all records of approved trainees under the OJT contract hour requirement are kept on file and trainees' relevant information is kept up to date.

Construction Industry Training

Contractor Industry Training (CIT) is a training fund program from which contractors may request funds to provide necessary and pertinent training to their employees. All contractors are required to submit race and gender information for all participants in the training courses and a database is kept to track the female and minority participation.

One tenth of one percent of contract/subcontract dollars awarded go into the successful bidders "account" that can be used over a two-year period for preapproved training opportunities. A goal of the program is that 10 percent of the funding goes toward training minority and female employees. All training requests are preapproved and data is collected on the participants race/gender. A year-end summary is completed to compile the training opportunity provided to female and minority participants.



The agreement is designed to improve overall industry performance and encourage contractors to participate in ongoing training programs supported by the Iowa DOT. The Office of Employee Services’ civil rights staff is committed to assisting contractors in improving their equal employment opportunity strategies and training opportunities.

Female and Minorities in Highway Construction

The Female and Minorities in Highway Construction Program is administered in partnership with Eastern Iowa Community College District to provide prevocational training to qualified women and minorities.

The program is designed to provide instruction in general life skills, a basic classroom core curriculum, and an opportunity to develop the skills needed to be a productive part of a contractor’s workforce. Upon successful completion of the program, some students will be certified flaggers while others may opt to continue their training to earn a Class A commercial driver’s license. These skills and certifications are very attractive in the current job market.

Heavy Highway Construction Training

Hawkeye Community College will provide three, 10-day interactive pre-entry-level heavy equipment operator training sessions directed at 60 women and minority candidates interested in obtaining employment related to the safe operation of heavy equipment. In addition, it will provide transportation to and from the training.

The program goal is to provide skills training for females and minorities needed for employment within the public or private sector in the heavy highway construction industry as equipment operators A, B, and/or C.

This course will introduce students to the basic knowledge and skills necessary to enter the construction trades as an entry-level heavy equipment operator. Workplace safety, personal protective gear, equipment safety inspections, and safe operations are key course components. The program will also provide recruitment and networking services to increase female and minority employment or placement as a trainee in the heavy highway construction industry.

WORKFORCE DIVERSITY

Program goals are to provide: (1) A supplemental service (transportation) to support participation of females and minorities in this program; and (2) 60 women and minority individuals 10-days of hands-on pre-entry-level heavy equipment operator training with 100 percent receiving a certificate upon completion.

The training will expose participants to the safety, knowledge, and operation of two or more pieces of heavy equipment. Hawkeye Community College has the following equipment on hand for training purposes.

- Four Case and John Deere Wheel Loaders
- Three Skid Steer Loaders and related attachments
- Four International Dump Trucks
- Caterpillar 10,000 lb. Forklift
- TranSimV Driving Simulators (4)
- Two Compact Excavators
- GENE Arial lift. 65' reach

The program objectives are to: (1) Have 100 percent of the individuals seeking employment placed into an approved OJT program as trainees employed within the heavy highway construction business, or enrolled into a construction/engineering program or commercial driver's license classes; and (2) Provide supplemental transportation services for 50 percent of the trainees as necessary to attain full participation in this program.

For more information contact:

Karen Kienast
Civil rights coordinator
Office of Employee Services
Iowa Department of Transportation
800 Lincoln Way
Ames, IA 50010
Phone: 515-233-7970

KANSAS DEPARTMENT OF TRANSPORTATION (KDOT)

The Kansas Department of Transportation Bureau of Personnel Services, through its Diversity Recruiter/Employment Officer, continues to host specific recruitment efforts throughout Kansas.

The Diversity Recruiter/Employment Officer meets with KDOT managers and staff to assess their recruitment needs and seeks out ways to overcome challenges and develop recruitment plans. The Diversity Recruiter/Employment Officer continues to develop and maintain relationships with organizations throughout the state and communicate the benefits of employment with KDOT. This position has and will continue to take part in recruitment and outreach events, such as local Chamber of Commerce and small business network events, educational events, and job fairs in order to maintain a network of professional and community associates. Bureau of Personnel Services continues to participate in career fairs and work with community organizations and programs to recruit the best-qualified workforce, which reflects the diversity in each community. KDOT creates and distributes recruitment handouts in English and Spanish.

During FY 2015, an emphasis was placed on school and community activities designed to raise awareness of KDOT's career programs and opportunities.

Specifically in the area of secondary education, KDOT's Diversity Recruiter/Employment Officer met with staff and faculty at three Topeka-area high schools to promote KDOT and its Multicultural Youth Explorer Program.

The Diversity Recruiter/Employment Officer participated in an applicant workshop, which included mock interviews, at a Topeka-area high school; a "Career Days" presentation at a Topeka-area high school; a Technical Career Fair sponsored by the Topeka High JAG (Jobs for America's Graduates) program; and an Applicant Workshop sponsored by the Topeka High JAG program. The Diversity Recruiter/Employment Officer also participated in the Construction Career Expo, which is organized by KDOT's Office of Contract Compliance (OCC) and promotes construction-related careers to Topeka-area high school and middle school students.

With regard to post-secondary education, the Diversity Recruiter/Employment Officer provided outreach to seven community colleges and technical/vocational schools across the State of Kansas, primarily focusing on diesel mechanic career opportunities at KDOT.

At an eighth community college, the Diversity Recruiter/Employment Officer participated in a Fall Career Festival as well as an employer panel for high school and community college students interested in Information Technology/Engineering.

Community-based outreach included the “Get HIRED!” career fair in Wichita, which was sponsored by Employer Support of the Guard and Reserve (ESGR) and the Workforce Centers of South Central Kansas, and included a dedicated time for veterans and members of the military to meet with prospective employers before the event opened to the public. The Diversity Recruiter/Employment Officer also attended the “Patriot’s Day Career Fair” in Junction City, and the Southeast Kansas Career Fair in Parsons, sponsored by the Kansas Department of Commerce and the Workforce Centers of Southeast Kansas.

External Training Programs

KDOT manages a trainee program for construction. KDOT’s Bureau of Construction and Materials, and Bureau of Maintenance staff assigns trainees to NHS and non-NHS projects that are $6 million or more, 150 days or more in length, and are one of the following work types: Bridge Replacement, Grading and Surfacing, Grading Bridge and Surfacing, Pavement Recycle or Bridge. The parameters are currently being reviewed for updating and the implementation of the changes will be fall 2016.

During FFY 2015, three trainees completed the training and graduated from the trainee program. Currently, there are six active trainees on highway construction projects across the state of Kansas. The Trainee Program report for October 1, 2014, through June 18, 2015, is at the end of the External Civil Rights section of this document. In the projects appearing in the Oct. 1, 2014 through May 2015 lettings, 11,990 trainee hours were assigned.

10,000 trainee hours have been assigned to the Gateway Project currently underway in Johnson County. These hours are tracked separately from the other projects that have trainee goals assigned through traditional KDOT lettings. As of June 18, 2015, 5,865 trainee hours have been completed on the Gateway Project.

The On-the-Job Training Supportive Services Program for the Wichita/Central Kansas region is served by KANSEL (Kansas School for Effective Learning). This program is currently funded with funds from FHWA, as well as KDOT funds.

Disadvantaged Business Enterprise Program

Disadvantaged Business Enterprise Program Procedures are set forth in department policy.

DBE Construction Contracts Let in FFY 2015 1st Half of 10/1/2014 to 3/31/2015:		
$132,785,488	Total construction awards	100.00%
$2,753,784	DBE Awards as Prime contractor	2.1%
$7,705,932	Committed to DBEs as Subcontractors	5.8%
$10,459,716	Total Committed to DBEs	7.9%

Kansas DBE Statics as provided for USDOT MAP-21, Jan. 2015 1st Half of 10/1/2014 to 3/31/2015:		
Kansas DBEs	Quantity	Percentage
Non-minority women	227	46%
Minority & other men	178	36%
Minority women	86	18%
Home state is Kansas	291	59%
Interstate DBEs	200	41%

KDOT's OCC has a DBE Advisory Committee consisting of Kansas-certified DBEs as well as other prime and subcontractors approved by KDOT to bid on projects. Currently this advisory committee is non-functioning. The DBE Advisory Committee is scheduled to meet as needed, at KDOT Headquarters to discuss relevant issues. Currently there has been no committee meeting in the past year.

Innovative Programs

A. Summer Training Institute

KDOT and the OCC received On-the-Job Training/ Supportive Services (OJT/SS) funding from FHWA for a Summer Training Institute (STI). The host site selected for this project was Donnelly College, Kansas City, Kansas. The mission of STI is to foster educational initiatives designed to prepare students (particularly minorities and women) to become an important part of the transportation workforce of the 21st century by focusing on science, technology, engineering, and mathematics through curriculum development and other enrichment activities.

B. MAGIC Camp (**M**entoring **A** **G**irl **I**n **C**onstruction)

KDOT's OCC hosted their first MAGIC Camp at Foley's Equipment Company on June 1st through June 5th, 2015. The event is designed for up to 24 high school girls. It is a one-week all day camp with morning/afternoon snacks and lunch provided. There were 19 girls in attendance the entire week with an original 26 enrolled. The goal is to expose the young ladies to the non-traditional female career of construction with hands-on activity, motivational speakers and field trips. The camp was designed to cover all the modes of transportation and overall safety. Next camp is scheduled in two years – June 5th – 9th, 2017. This camp will alternate years with the construction career expo.

C. Senior Shadowing Day

KDOT's OCC is planning their first "senior shadowing day" fall 2015. The day is designed for graduating seniors interested in going into transportation or highway construction. The event is geared towards the student having a "real" time experience with what a day as a KDOT employee is like. It is geared towards students shadowing upper management bureau chief level employees.

D. Interpreting Services

KDOT contracted PROPIO (language line) to provide interpreting services. PROPIO's services will improve real-time access to agency programs and services for individuals with limited English proficiency.

For more information contact:

Doria Watson
Civil Rights Administrator
Kansas Department of Transportation
700 SW Harrison
Topeka, KS 66603
Phone: (785) 296-7451

MICHIGAN DEPARTMENT OF TRANSPORTATION (MDOT)

MDOT
Michigan Department of Transportation

The Michigan Department of Transportation has implemented a number of programs geared toward successful integration of both young people entering the workforce, and seasoned individuals, seeking to establish a career in the transportation industry. MDOT begins its recruitment efforts with middle school students and continues through secondary education institutions.

TRAC Program

This program engages both middle and high school students in education about the variety of careers and opportunities that exist within the transportation industry. Students are exposed to numerous simulation-oriented training modules in their classrooms that promote knowledge of the types of work performed in the industry.

To ensure equal opportunity to the program throughout the state, MDOT partners with school districts around Michigan to encourage teachers to offer these training modules as a part of their curriculum. Teachers interested in using TRAC modules in their classrooms receive Continuing Education Credits for time spent training on material content and usage.

TRAC Pipeline

This program is available for junior and senior high school students who have participated in a classroom where at least one TRAC module was used. Students interested in participating in the TRAC Pipeline program must complete and submit an application for consideration. Selected applicants participate in a 10 week hands on internship type opportunity within the DOT. All participants receive an hourly stipend for their work. Students are also eligible for scholarships at participating colleges and universities throughout the state.

Youth Development Mentoring Program (YDMP)

The YDMP is available for high school students and newly graduated students. The training and mentoring element of the YDMP is designed to enhance communication skills, develop leadership qualities, and improve awareness of transportation career opportunities. Through site visits to MDOT facilities, tours of construction sites and educational institutions, and participation in college and career fairs, participants will receive practical, hands-on experiences that will provide opportunities and exposure to various aspects of transportation.

The Michigan Civil Service Commission provides an option for on-site career planning and résumé writing to participants at each region office. Mentoring sessions will be conducted for the YDMP participants. Participants will have the opportunity to attend the following types of training and mentoring activities:

- MDOT safety training/orientation
- College readiness planning
- Equal Employment Opportunity
- Personal finance and accounting
- Résumé writing and interviewing
- MDOT Transportation Operations Center tours
- MDOT road and bridge construction and maintenance project tours
- College and career fairs
- University and college tours

- Visits to state or local libraries, museums, or historical sites
- Participate in activities at private engineering firms specifically tailored to introduce surveying, concrete testing and analysis, civil engineering, etc.

On-the-Job Training (OJT) Program

Created by the Federal Highway Administration (FHWA) and MDOT, the primary purpose of the OJT Program is to offer equal opportunity for the training and upgrading of minorities, women and disadvantaged persons toward journey-level status in the highway construction trades. This effort will broaden the labor pool with skilled individuals.

MDOT's OJT Program fulfills these objectives by implementing a program and addresses constraints through the following enhancements, as approved by FHWA.

MDOT's OJT Program is contractor-based, not project-based. By removing project-specific requirements:

- The contractor is afforded flexibility in selecting which projects they can place trainees on.
- Encourages contractors to select individual trainees who can become members of the contractor's regular workforce upon completion of the Program.
- Emphasizes training in skilled-craft classifications using approved apprenticeship programs.
- Monitors the quality of training each individual receives and providing individualized attention to work environment issues.
- Assists contractors with addressing their EEO goals through the training of minorities, women and disadvantaged individuals.
- Partners with construction industry groups and community-based organizations capable of providing OJT Supportive Services to trainees.
- Assists the contractors' recruitment efforts, i.e., providing a Resource Directory and encouraging contractors to consider graduates of Michigan's Road Construction Apprenticeship Readiness Program.

For more information contact:

Lisa Thompson, Administrator
Office of Business Development
Michigan Department of Transportation
425 West Ottawa Street, PO Box 30050
Lansing, MI 48909
Phone: (517) 373-2377

MINNESOTA DEPARTMENT OF TRANSPORTATION (MnDOT)

The Minnesota Department of Transportation has 11 federally recognized sovereign tribal nations.

Disparities are high in education, employment and poverty rates between the tribal community members and the non-native population.

The Cement Masons/MnDOT/Tribal Training Partnership was created in 2015 to recruit and enroll women, minorities and disadvantaged individuals for skills training while providing culturally specific supports that will lead to careers as cement masons in the highway construction industry. A secondary goal is to retain those trainees so they can reach journey level status.

Funding for the program is a combination of FHWA funds and tribal funds. Each participant receives a stipend from their tribal TERO program in the amount of $350 weekly. (To encourage completion, these funds must be repaid to the tribe should a trainee voluntarily withdraw from the program.) Funding is also available to cover participants' short term child care, car repairs and other transportation needs related to employment, housing and work appropriate clothing.

The program includes partnerships between the participating tribes TERO program managers and the apprenticeship trainer for the local cement masons union. Together they develop and implement a recruitment plan, screen applicants, and complete an initial needs assessment of each participant.

An orientation is held to provide trainees with clear expectations and a graduation celebration reinforces those expectations.

The training consists of twelve weeks of training at the Local 633 apprenticeship training center in the metro area of Minneapolis/St. Paul.

Each Sunday evening trainees from across the state travel to a local hotel within walking distance of the training center, and trainees remain at the hotel until training ends on Friday afternoon weekly. Trainees are expected to be in attendance for the entire twelve weeks of the training program. The program runs from 8:00 am to 3:00 pm daily and training includes both classroom and hands on work, including all required tools and personal protective equipment, OSHA 30 certification, CPR training and certification, and soft skills training sufficient to enable graduates to be immediately hired by a highway heavy contractor. A portion of the hours in the training program will be counted toward the hours required to attain permanent journey status within the union.

Course evaluations provide student feedback on course effectiveness and are used in future program planning. A post-graduation needs assessment is completed to address any remaining barriers to

employment that may need to be addressed prior to being career ready. Financial or other support is provided through the project funding or other appropriate referrals. Graduates are assisted with job placement both by the union as well as through their tribal TERO representatives.

Outreach and Training Activities for Emerging Communities

Minnesota is home to a large refugee and former refugee population. The largest refugee groups are from Bhutan, Burma, Ethiopia, Iraq and Somalia. In addition, Minnesota is also home to many Cambodian, Hmong, Lao, and Vietnamese. MnDOT has developed a plan to expose refugees and former refugees to opportunities available in the highway construction trades, in partnership with local Refugee Offices. Once we have identified the needs in those communities and assessed the capacity and desire to partner, we will develop a supportive service program.

On the Job Training Program - 700-Hour Program

The 700 Hour Program allows agencies to offer temporary limited appointments to persons with disabilities. When an individual's name is placed on the eligible list as a 700 hour candidate, agencies may interview and hire him/her on a temporary limited appointment of 700 hours. At the end of this appointment, if the applicant's performance is satisfactory, he/she may continue in the position as a regular probationary employee with 700 hours counting towards their probationary period.

Primary benefit is for those whose medical conditions may adversely affect interview success, but who can demonstrate ability to do the job experientially during the pre-set duration of 700 hours.

For more information contact:

Serge Phillips
Office of Government Affairs, Federal Relations Manager
Minnesota Department of Transportation
395 John Ireland Blvd.
St. Paul, MN 55155
(651)336-3075

MISSOURI DEPARTMENT OF TRANSPORTATION (MoDOT)

The Missouri Department of Transportation operates a Disadvantaged Business Enterprise (DBE) program in accordance with regulations of the U.S. Department of Transportation (USDOT) and the Federal Highway Administration (FHWA), 49 CFR Part 26.

It is the policy and commitment of MoDOT that disadvantaged businesses shall have a level playing field to participate in the performance of contracts financed in whole or in part with federal funds. It is also the policy of MoDOT to:

- Ensure nondiscrimination in the award and administration of USDOT assisted contracts;
- Create a level playing field on which DBE firms can compete fairly for USDOT assisted contracts;
- Ensure that the DBE Program is narrowly tailored in accordance with applicable law;
- Ensure that only firms that fully meet Federal eligibility standards are permitted to participate as DBE firms;
- Assist in the removal of barriers to the participation of DBE firms in USDOT assisted contracts; and
- Assist in the development of firms to enhance the ability to compete successfully in the market place outside the DBE Program.

MoDOT has an approved overall DBE goal from the FHWA for 15.38 percent, with 2.59 percent to be achieved through race-neutral means and 12.79 percent to be achieved through contract goals.

The regulations require that MoDOT must meet the maximum feasible portion of its overall goal by using race-neutral measures. To achieve the maximum feasible portion of the goal through remedies other than subcontracting goals, MoDOT implements the following measures:

- Vendor communication and outreach.
- Certification outreach and resources.
- Increased contract "unbundling."
- Review of surety bonding, insurance and experience requirements.
- Enforcement of prompt payment requirements.

In addition, MoDOT is in the process of implementing the following additional race-neutral approaches to increase DBE participation:

- Enforcement of bidder non-discrimination and fairly priced subcontractor quotations, whereby prime contractors would be required to maintain information on all subcontractor quotes received to permit MoDOT to audit any claims that subcontractor quotes were being shopped or that DBEs unfairly inflate prices.
- Enhancement of the small business element of the DBE Program, which was approved by the FHWA on Aug. 22, 2012, includes:
  - Implementation of a bonding and financing program for Small Business Enterprises (SBEs) to increase firms' access to bonding and working capital.
  - Adoption of a SBE Set-aside Element, whereby only certified SBEs can submit bids or proposals on certain smaller jobs.
  - The requirement that SBEs be Economically Disadvantaged.
- Improved contract and subcontract data collection and retention procedures. MoDOT has been using the American Association of State Highway and Transportation Official's Civil Rights Labor Management System to capture project information.

DBE Construction Contracts Let April 1st 2015 to September 30, 2015:

$262.957.62	Total Construction Awards	100%
$4,851,421	DBE Awards as Prime:	1.84%
$23,337,091	Committed to DBE's as Subcontractors	8.87%
$28,188,512	Total Committed to DBE's	10.71%

Additionally, MoDOT provides DBE Supportive Services through FHWA funding which have included: Entrepreneurship Training, Mentor-Protégé Program, Seminars and Networking Sessions for DBE Firms; Business Coaching Program for DBE Firms; DBE Workshops and Networking Sessions for Entrepreneurship Training Program Graduates; Advanced Contractor Training; and Technical Assistance for DBE Firms.

On-the Job Training Program

MoDOT's On-the-Job Training program is used to recruit entry-level individuals and provide them with meaningful training intended to lead to journey-level employment. Trainee goals are set in 1,000 hour increments or 1 slot (person) per project.

Once the project starts the contractor must submit the following reporting tools:

- Trainee notification
- Trainee interview by the Resident Engineer staff Contract compliance reviews.

- Monthly trainee utilization reports
- Payroll verification by Resident Engineer staff
- Trainee completion report.

If upon completion of project the OJT goal is not met and MoDOT does not approve the contractors good faith effort they have the option to appeal to an Administrative Hearing Committee.

The Administrative Reconsideration Committee may be constituted, as MoDOT deems appropriate and fair, provided that no committee member on the Reconsideration Committee shall have taken part in the original MoDOT determination that the contractor failed to meet the OJT contract goal and/or failed to make adequate good faith efforts to do so.

MoDOT reimburses the contractor $10.00 per hour up to 1,000 hours per trainee goal assigned on a project. If a contractor does not meet the trainee goal on the project liquidated damages could be assessed at the rate of $20.00 per hour.

MoDOT's Construction Workforce Pilot Program

MoDOT is requiring monthly workforce utilization reporting on several pilot projects throughout the state. The prime contractors must submit a workforce plan related to the project goals prior to the notice to proceed. The contractor shall submit workforce data in one of the following ways:

(1) A company-wide employment data report that includes the prime contractor's company-wide workforce and the anticipated project workforce of all the subcontractors that will be working on the project; or

(2) The prime contractor can submit the anticipated workforce that will be utilized on the project including the prime and subcontractor(s) workforces on the project. The workforce data shall include the prime and all subcontractors' workforces. One report will be submitted for the project that shall include the cumulative workforce of the prime and subcontractor(s).

Contract Compliance

MoDOT provides its annual goals to FWHA that outline the number of compliance reviews that will be conducted during the construction season.

MoDOT then notifies the selected contractor of the pending compliance reviews and requires the prime to complete and EEO questionnaire with supporting documentation.

Once the material is submitted and validated MoDOT then notifies the contractor and conducts an on-site visit with the prime contractor. This onsite visit includes meeting with employees, foreman, subcontractors, etc. Once the on-site review is completed MoDOT then generates an activity report outlining the findings of the review.

Case Study: Community Engagement on Design Build Projects

The I-64/US 40 project was not only the largest highway project in Missouri history costing $524 million, but it was also the first design-build project in MoDOT history. The work was completed $11 million under budget and reopened to traffic nearly one month early. This project also resulted in the most successful workforce development program in MoDOT history due to collaborative efforts between MoDOT, local and minority contractors, labor management, and community groups,

The DBE goal of 16 percent was exceeded and came in at 18.5 percent due to the success of the workforce development program. Efforts resulted in a total of 81 DBE firms utilized on the project, with 57 minority owned businesses (MBE) and 24 women owned businesses (WBE). DBE earnings totaled $80.2 million, with $51.15 million or 11.8 percent earned by MBEs and $29.05 million or 6.7 percent earned by WBEs.

The workforce diversity program resulted in 96 On-the-Job Trainees, with 65 active trainees at the end of the project and thirteen completing graduation to journey status. Results indicate that nearly eight out of every ten OJT remained in the program. Also, 11.5 percent of the total number of construction hours performed on the project was completed by OJTs.

During the design phase of the project, 5 percent of the professional services hours were performed by professional services OJTs. At the end of the project, 20.8 percent of the professional services workforce was minority and 20.6 percent was female.

Federal workforce goals were also exceeded. The minority workforce goal of 14.7 percent actually finished at 19.8 percent. The female workforce goal of 6.9 percent finished at 6.7 percent.

For more information contact:

Lester Woods
External Civil Rights Director
Missouri Department of Transportation
105 W. Capitol Ave.
Jefferson City, MO 65101
Office: (573) 751-2859

OHIO DEPARTMENT OF TRANSPORTATION (ODOT)

For the first time in its 109 year history, the Ohio Department of Transportation contracted with OhioMeansJobs|Cleveland-Cuyahoga County (OMJ/CC) to develop a plan targeted at recruiting Opportunity Corridor residents in Wards 4, 5 and 6 within the city of Cleveland for employment and training opportunities.

ODOT committed $500,000 dollars to the Opportunity Corridor Jobs Program to assist many low income individuals and families in becoming employed and self-sufficient. Implementation of the jobs program began in November 2014.

With ODOT's financial support, workforce services and strategies to connect Opportunity Corridor jobseekers to jobs include pre-employment services for jobseekers with minimum skills or work history, direct placement assistance, on-the-job training, pre-apprenticeships, and vocational training for trade and occupations in demand.

As of June 2016, four hundred and thirty-three (433) Opportunity Corridor residents have been placed into employment. This is an average of about 35 placements per month. Top three areas of placement include general labor, healthcare, and the manufacturing industry.

To date, a total of 135 Opportunity Corridor residents have been approved for vocational training.

Various Career Technical Training choices include:

- Truck Driving
- Computer Support
- Medical Billing
- Pre-Apprenticeship Training
- LPN & STNA
- Cosmetology
- Welding
- Food Service Hospitality
- Computerized Numerical Control Machinist
- Heavy Equipment Operator
- Phlebotomy
- Non Destructive Testing

The $500,000 also provides supportive services to the Opportunity Corridor residents that include but are not limited to bus tickets/passes/transportation (license Plates/Stickers), gas card/permit to take tests)), birth certificates/ID or license replacement, uniforms and work related attire, car repairs by a certified mechanic, training certification fees/licenses, miscellaneous tools, materials needed for work, diapers/formula, medical testing, utility/rent assistance, and childcare.

On-the Job Training

Without these critical supportive services, many Opportunity Corridor residents would not be able to engage in training or accept employment opportunities. To date, OMJ|CC has assisted 246 Opportunity Corridor residents with supportive services. Supportive service funds are available to assist residents who are participating in programs related to activities that lead to employment and/or retention. The most frequently requested supportive services continue to be transportation of bus tickets, passes or gas cards.

ODOT also required a 20 percent Cleveland resident workforce on the project in addition to 8,500 hours of On-the-Job Training hours for the first section of the Opportunity Corridor Project and 10,000 hours for the second section.

Neighborhood Ambassadors and Communications Consultant

In addition to the $500,000, ODOT has provided an additional $250,000 to Fairfax Renaissance, a well-established community partner committed to strengthening neighborhoods in Northeast Ohio through comprehensive community development.

Fairfax Renaissance will be partnering with the other Community Development Agencies (CDC's) impacted by the project including Buckeye Shaker, Central and Slavic Village. This partnership ensures community trust because of their history with the community which will lead to more participation resulting in an increased impact and more real sustainable opportunities.

With the $250,000, Fairfax Renaissance employs one supervisor, two neighborhood ambassadors, and one communications consultant to help increase the outreach and improve the approach to connecting to the residents in the impacted neighborhoods as well as communicating to the residents the updates on the road construction and development.

Fairfax Renaissance will ensure that all impacted communities receive the services that are most meaningful for that community as each community has different needs. This would allow the opportunity for each ward to receive customized services.

This effort will help repair ODOT's image in the community the project is affecting. Moving forward this community outreach involvement will help support ODOT's commitment to opportunity, diversity and inclusion.

It is believed that taking this grassroots approach will be able to promote permanent sustainable change with real sustainable opportunities.

For more information contact:

Deborah M. Green
Administrator
Office of Small & Disadvantaged Business Enterprise
Division of Opportunity, Diversity and Inclusion
Ohio Department of Transportation
1980 West Broad Street, MS 3270
Columbus, Ohio 43223
Office: (614) 466-7699

WISCONSIN DEPARTMENT OF TRANSPORTATION (WisDOT)

The Wisconsin Department of Transportation has implemented a creative approach to diversification and inclusion in the highway construction workforce in the form of a training program coupled with an Additional Special Provision (ASP) for federally funded projects.

TrANS (Transportation Alliance for New Solutions) is WisDOT's training program to support diversification of the highway construction workforce through use of state funds and federal OJT/SS funding. TrANS is a cost-effective program that helps to fulfill entry-level laborer positions for construction contractors. It is a collaborative effort combining the strengths of industry and labor, community-based organizations, government and the contractors of Wisconsin.

This public-private model for collaboration successfully prepares Wisconsin's untapped workforce with the skills needed to contribute to the transportation construction industry as laborers and apprentices. This untapped workforce that TrANS prepares to enter the construction industry involves those who have been underrepresented historically in the industry, including, but not limited to, women and minorities. Since 1995 WisDOT has made it possible for over 1,000 individuals to obtain training through the TrANS program.

These participants undergo an intensive, minimum, 120 hour soft and hard skills preparation program that incorporates industry professionals, road construction contractors, and experienced road construction employees. The program instruction and supportive services are handled by contracted community based organizations and program monitoring is conducted by WisDOT.

In conjunction with the TrANS program, WisDOT has implemented an ASP that assigns a TrANS percentage hire goal on all projects with federal funding. Contractors working on these federal projects are eligible for a $5 an hour reimbursement for each hour a TrANS graduate works on the project.

TrANS is specifically geared toward diversification of labor and providing qualified candidates to road construction contractors to meet the hiring goals in their contracts.

The TrANS program is easily replicated and would be of interest to any DOT employees concerned with contractors having access to diverse qualified entry-level employees.

For more information contact:

Michele Carter
DBE Program Chief
Wisconsin Department of Transportation, Division of Transportation System Development, Office of Business Opportunity and Equity Compliance
Office: (414) 438-4587

Jenna Koleske
Labor Development Specialist
Wisconsin Department of Transportation, Division of Transportation System Development, Office of Business Opportunity and Equity Compliance
Office: (414) 438-2157