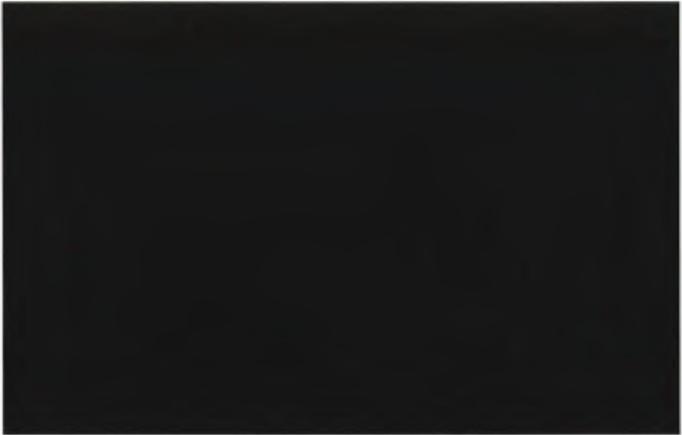


EXHIBIT 2-N

**DEVELOPER'S PRELIMINARY WORKFORCE DIVERSITY AND SMALL BUSINESS
PERFORMANCE PLAN**

[attached]



4.1.4 Preliminary Workforce Diversity and Small Business Performance Plan

A diverse, well-trained workforce is crucial to project success, both to improve delivery and support the achievement of IFA and I-69 DP sustainable development goals. This comprehensive and proactive commitment to encourage, educate and train will:

- Value diversity and view the differences between people as a strength
- Use management practices and policies that maximize participation and empowerment through training and education
- Create a working environment where all personnel are valued
- Follow through on broader external social responsibilities by educating employees in multicultural perspectives, which will maximize program participation

With the combined mentor-protégée experiences that exceed five decades, the I-69 DP team represents a seasoned mentor protégée participant.



4.1.4.a On-The-Job Training Program

The I-69 DP Team is committed to participating in INDOT’s Equal Employment Opportunity Trainee Program and On-the-Job Training (OJT) program and meeting these program requirements throughout the life of the Project. I-69 DP’s DBE and workforce team has already begun to consider OJT requirements for this Project and addresses these through the following avenues:

College and High School Construction Co-Ops

We have recognized from past experience that prospective minority/women participants will need to be recruited with full participation from faculty advisors. Our strategy will be to assign program mentors for each internship. These mentors will be charged with teaching, monitoring participation and reporting monthly to the DBE Coordinator regarding the status of program participation. I-69 DP Team will target the following facilities: Indiana University, Martin University, Ball State University, University of Southern Indiana, Ivy Tech Community College, Rose Hulman Institute of Technology, Purdue University

With the combined mentor-protégée experiences that exceed five decades, the I-69 DP team represents a seasoned mentor protégée participant.



Provision of Professional OJT

The I-69 DP Team will internally identify additional, professional OJT opportunities with the goal of maximizing participation through specific training programs targeted to design and technical disciplines. Once identified based on capacity and opportunity for sustainable program requirements, we will define program eligibility and timelines.

Trade-Specific OJT

The I-69 DP Team plans for trades OJT to begin at the start of construction in 2014 and continue throughout the Project. The total number of trade trainees to be employed by I-69 DP and subcontractors is estimated to be no less than 20 at any one time. The number of trainees per work classification is based on contractor/subcontractor needs. It is our goal to maximize participation at each contractor and subcontractor opportunity. The I-69 DP Team will be responsible for determining the training requirements and will track compliance.

4.1.4.b Educating & Training Employees

I-69 DP's commitment to invest in and train the personnel working on the Project both improves performance on the job and strengthens the Indiana

workforce. We will educate and train both professional occupations which require specialized, theoretical knowledge through college education and technical occupations which require specialized training through technical knowledge or manual skills. These may be obtained through on OTJ training or specialized classes.

Examples of possible education and training programs include Human Resources, Equipment, Legal, Project Management, Safety and Traffic, Recordkeeping and IT Connectivity

The I-69 DP Team will assesses all recruits and use the results of this assessment to identify educational and training needs, skill gaps and needed advancement in training exposures. Our training program is shown in **Figure 4.1-18**.

4.1.4.c Encouraging Participation

The I-69 DP Team's approach to encouraging participation in the Workforce Diversity and Small Business Performance Plan begins with an understanding of the area demographics and existing collaborations with local community organizations to identify interested minority and female applicants. To extend participation it is important that we discover and connect with the qualified and interested applicant pool through that communities recognized organizations and leadership.

To help discover and connect with potential applicants, we held our first DBE/MBE/WBE outreach event on December 10, 2013.

The I-69 DP Team's intent is to capitalize on local organizations with established training programs which is an important first step to building participation. These organizations will include: Greater Indianapolis Urban League, Indiana Supplier Development Council, City of Indianapolis M/WBE Department of Administration, NAWBO (National Association of Women Business Owners), Indiana Plan for Equal Employment.

4.1.4.d Goals & Mentoring Approach

The principal goals of the Project mentoring program are to:

- Support small businesses in delivering a quality end product

- Equip small businesses with skills and experience to undertake larger projects in the future

I-69 DP’s mentorship program will cover both small, minority-owned, and female-owned companies and minority and female employees. At a company level, support is primarily conducted through educational workshops, training events, and meetings where participants learn new skills and build on existing knowledge.

4.1.4.e Methodologies for Dividing Work

We recognize that capacity has been an inherent component within the DBE/MBE/WBE community, based on the nature of businesses started, the exposure to projects and historical financial constraints attendant to business growth. One component that can be utilized to address this is the packaging of opportunities. Where feasible, we will break these down further into smaller packages for individual sections of the Project to give DBE/MBE/WBEs the ability to compete when bidding. We propose to work with certifying state entities to better understand the capacity of the DBE/MBE/WBE community, and to assemble bid packages that will match the capacities of the community.

4.1.4.f Evaluating Plan Effectiveness



The I-69 DP Team will review the results of our Workforce Diversity and Small Business Performance Plan throughout the Project to ensure we exceed our targets. By measuring performance regularly and reporting up-to-date utilization statistics to IFA, we can make adjustments needed to ensure satisfaction of I-69 DP and IFA goals. The I-69 DP Team will measure success in attaining OJT goals by reviewing:

- All trainees
- Quarterly trainee evaluations
- Monthly subcontractor reports – including Federal EEO compliance
- Annual reports
- Monthly subcontractor reports – including Federal EEO compliance

- Participant survey data (contractor and trainee) quarterly, defining ratings for program value, with qualitative data input for success and corrective recommendations

4.1.4.g Training Programs

Induction Training

All Team members and relevant supply chain members are required to complete induction training before commencing work. This will include project purpose, scope, objectives, safety, schedule, budget and other administrative requirements.

Ongoing Training

Ongoing training programs will follow two parallel processes, as shown in the **Figure 4.1-18**.

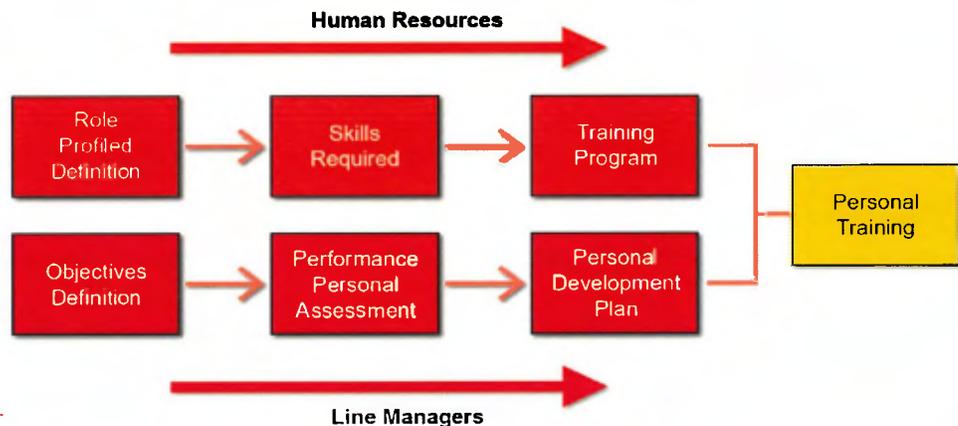
4.1.4.h Eligibility Requirements

The I-69 DP Team will target minority and females for participation. Union member personnel are eligible to participate through training programs provided by their trade union. The I-69 DP Team sponsors entry to the appropriate union for personnel when necessary. We will develop a uniform, consistently applied eligibility statement. This statement will be utilized to recruit participants via active postings and distribution. It will include a commitment statement to build understanding within the applicant community of the intent and value of program participation.

4.1.4.i Training & Mentoring Workshops

Ongoing technical training supports individual professional development and keeps skills and qualifications up-to-date.

Apart from programs set forth in **section 4.1.3.d**, workshops will be held semi-annually, and topics will include: Bonding and Insurance Requirements,





Section 5

I-69 Development Partners

Civil Engineering, Surveying, Maintenance of Traffic, Business Plan Development, Bidding, Pre-Qualification, Marketing and Finance.

Several firms that would benefit from this support have been identified at the I-69 DP DBE/MBE/WBE outreach event. Through their involvement in this Project and the training they will receive, it is our intent that these firms will have the opportunity to grow and perform on larger projects.

