DBE and Workforce Advisory Committee

November 16th, 2023

Today's Topics

- Project Update
- Consent Business
- Non-consent Business
- Committee Discussion
  - Project Construction Workforce Data
  - Meeting Frequency
- Announcements
- Public Invitation

Project Office Update

SouthWest Station new Drop-Off Area

SouthWest Station new Drop-Off Area

Prairie Center Drive Bridge, Eden Prairie

Town Center Station area, Eden Prairie

Nine Mile Bridge, Eden Prairie

Golden Triangle area, Eden Prairie

Shady Oak/Hwy 212 Bridge, Eden Prairie

City West Station, Eden Prairie

Wetlands restoration, Minn-Hop Bridge, Minnetonka

Track between Minn-Hop Bridge and Shady Oak Station

Retention pond near Shady Oak Station, Hopkins

Plinth work, Excelsior LRT Bridge, Hopkins

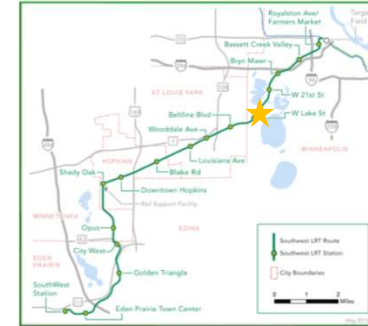# New plinth pours on Excelsior Bridge, Hopkins

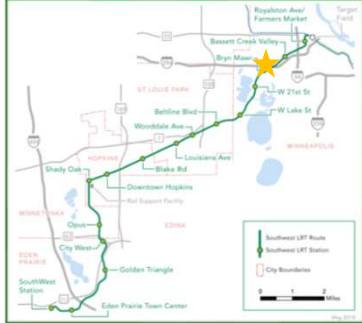# Looking east from Blake Station, Hopkins

Roadwork on Oxford and Louisiana, St. Louis Park

East vertical circulation steel erection at West Lake Street Station in Minneapolis

Vertical Circulator at Bryn Mawr Station in Minneapolis

Fence installation, Luce Line Trail Bridge, Minneapolis

Vertical Circulator at Bassett Creek Valley Station in Minneapolis

Falsework Removal, 5th/7th LRT Bridge, Minneapolis

Teledipper placement, Kenilworth Tunnel, Minneapolis

Laying track, east of Bryn Mawr Station, Minneapolis

Systems Contract Work

SouthWest Station Interlocking switch machines, switch heaters, and OCS wire installed

Signal system cable pulling in bridge express trough to wayside devices east of SouthWest Station
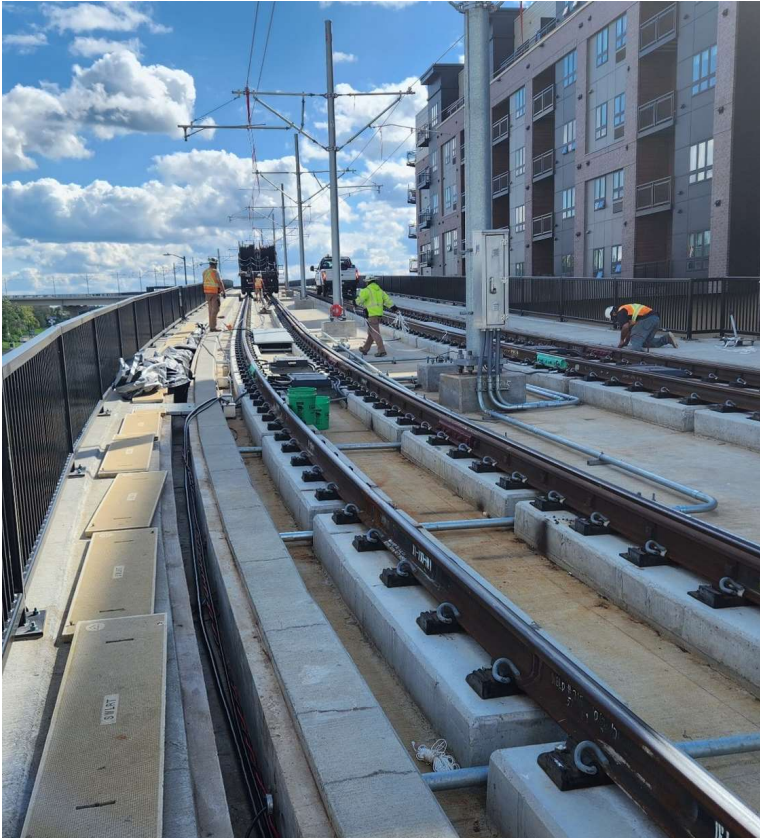
Technology Drive grade crossing flasher cantilever installation

Pulling OCS wire run from Balance Weight Assembly near Viking Drive to Nine Mile Creek Bridge
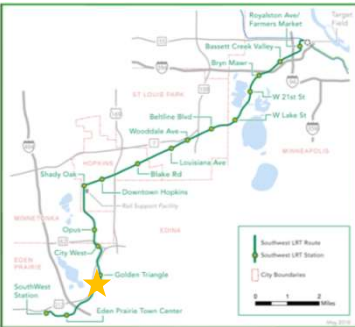
Pulling OCS wire runs on both tracks and the crossover wire run at Golden Triangle Interlocking

W 70th St Grade Crossing Arm mast install near Golden Triangle

Golden Triangle Station communication equipment (speakers, CCTV camera) install

TH 62 LRT Tunnel grounding wire and metal clad lighting cable installation

TPSS 308 crane pick

Consent Business

DBE Achievement Report

DBE Achievement as of Sept 30, 2023

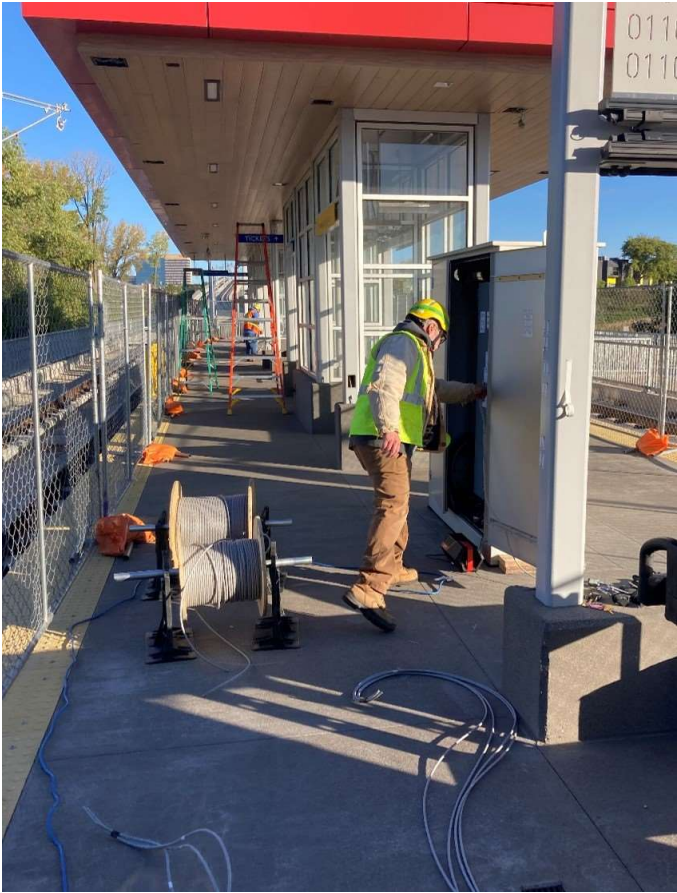| Contractor	Contract Description	Contract Amount	Contractor Billed to Date	DBE Billed to Date	% DBE to Date	As of Date
LMJV 16% Goal	Civil	$1,043,392,388	$931,943,076	$218,486,834	23.4%	9/30/23
APJV 12% Goal	Systems	$209,159,681	$139,312,401	$23,579,794	16.9%	9/30/23
	Closed Contracts	$41,626,766	$41,626,766	$6,539,604	15.7%	

	Contract Amount	Billed to Date	DBE Billed to Date	% DBE to Date
15% Goal	$1,294,178,835	$1,112,882,243	$248,606,232	22.3%

Workforce Participation Report

Civil Workforce Participation Percentage*

- September 2023: 59,336 hrs.
- Civil Construction Total: 2,990,627 hrs.

Chart showing Civil Workforce Participation Percentage by category:

Category	Monthly LMJV %	Goal %	Contract % To Date
Women	6.11%	20%	8.11%
POCI	20.56%	32%	23.58%
Unspecified	2.35%		0.80%
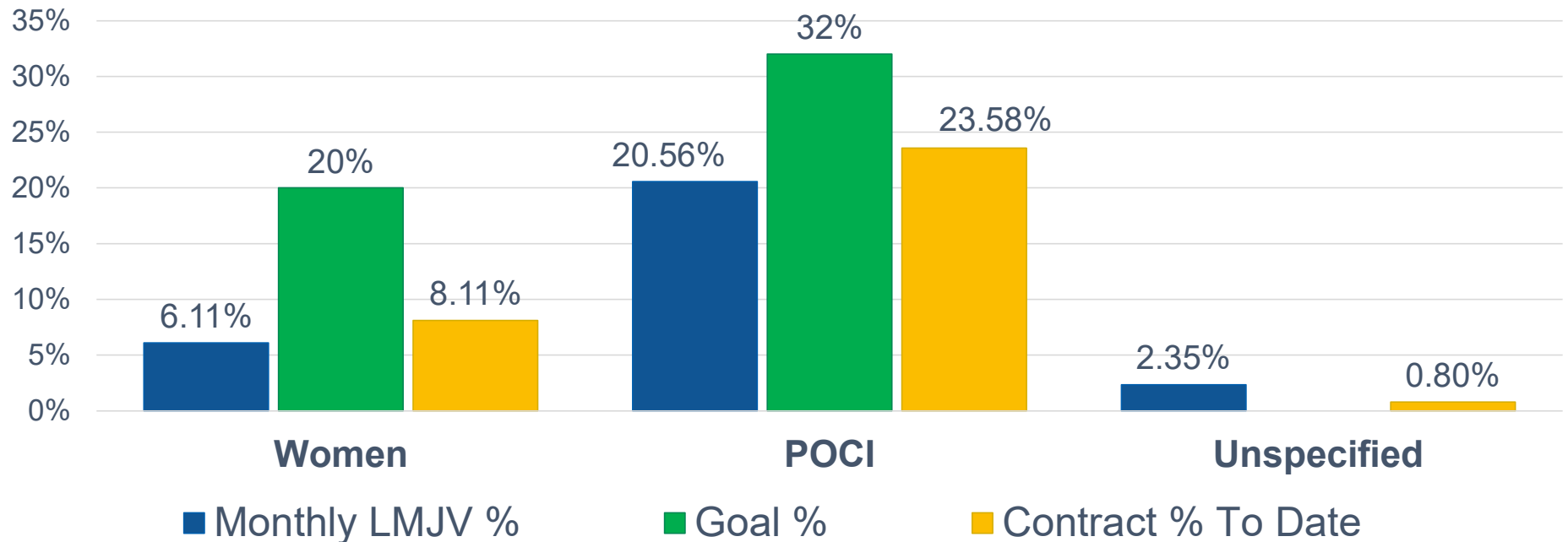
*Based on MDHR Workforce Report for September 2023
People of Color/Indigenous (POCI)

Civil Workforce Participation*

- September 2023: 59,336 hrs.
- Hours worked by category:

Unspecified
1,396
2.35%

White Women
2,600
4.38%

White Men
43,143
72.71%

POCI Women
1,025
1.73%

POCI Men
11,172
18.83%
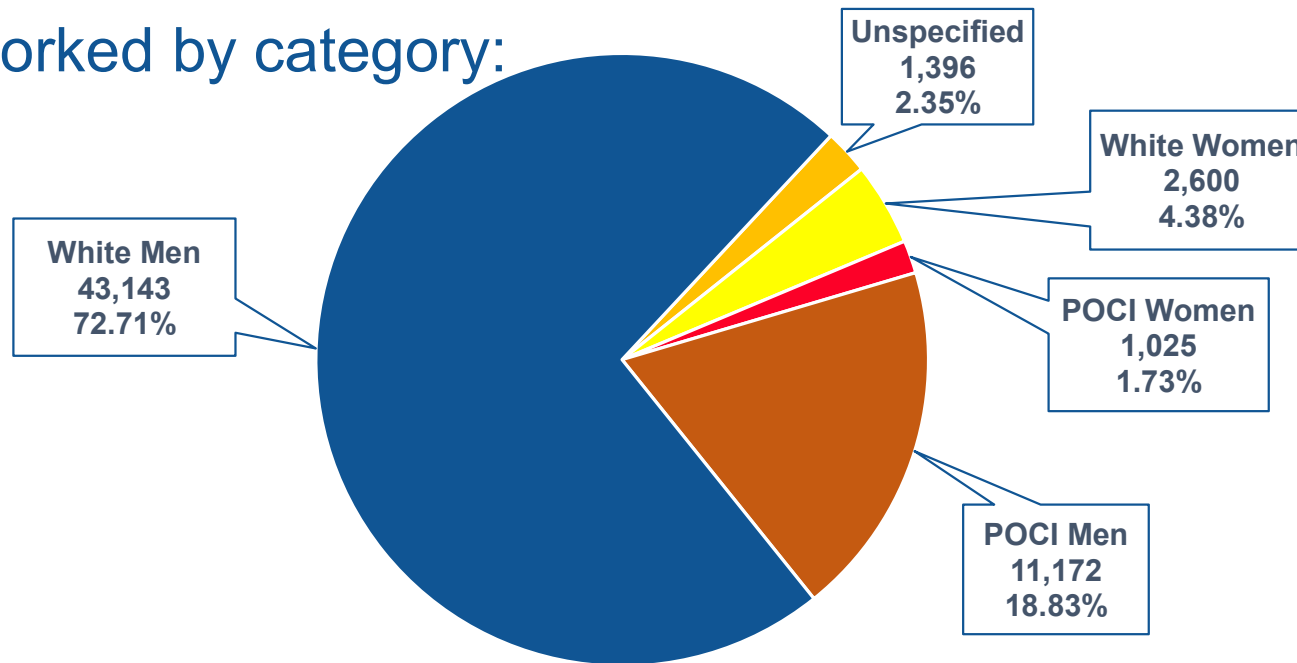
*Based on MDHR Workforce Report for September 2023

Civil Workforce Trucking Participation*

- Trucking participation on Project being counted:
  - MBE: 34,353 hours
  - Rock-On Trucks: 5,019 hours
  - ZTS: 4,647 hours (no change)

Systems Workforce Participation Percentage*

- September 2023: 5,552 hrs.
- Systems Construction Total: 45,311 hrs.

Chart: Systems Workforce Participation Percentage by category

Category	Monthly APJV %	Goal %	Contract % To Date
Women	11.60%	20%	12.71%
POCI	24.28%	32%	20.59%
Unspecified	2.68%		2.35%
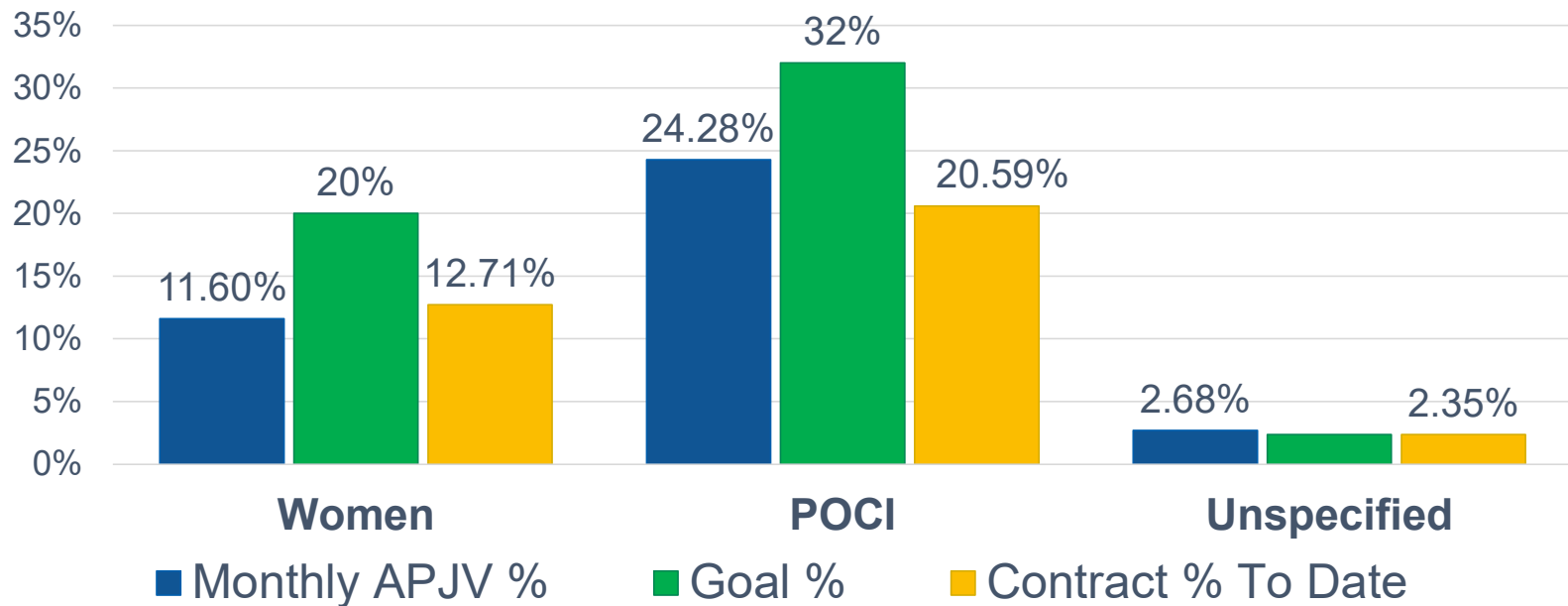
*Based on MDHR Workforce Report for September 2023
People of Color/Indigenous People (POCI)

METRO Green Line EXTENSION

43

Systems Workforce Participation*

- September 2023: 5,552 hrs.
- Hours worked by category:

White Men
3636
65.49%

Unspecified
149
2.68%

White Women
420
7.57%

POCI Women
132
2.38%

POCI Men
1217
22.9%
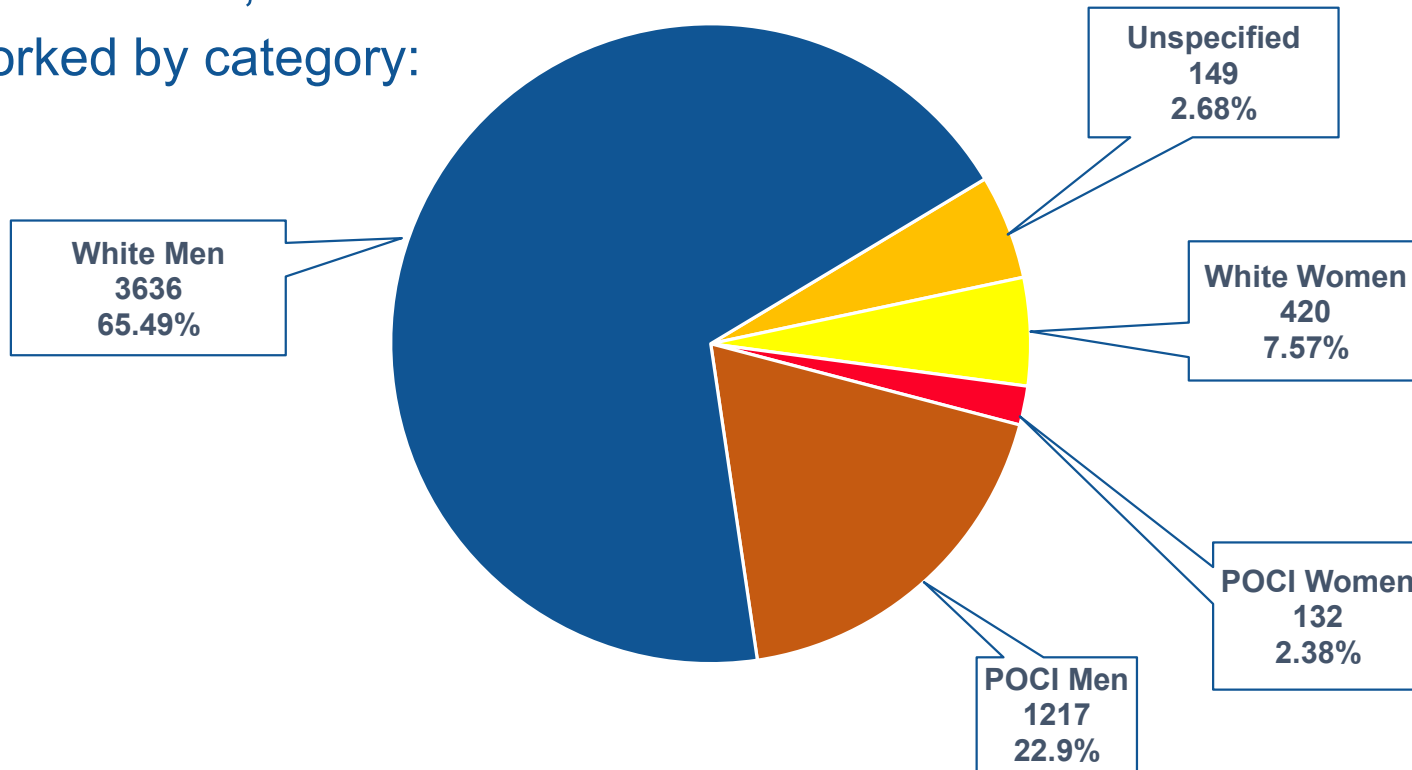
*Based on MDHR Workforce Report for September 2023

Non-Consent Business

Civil Contract
DBE Updates
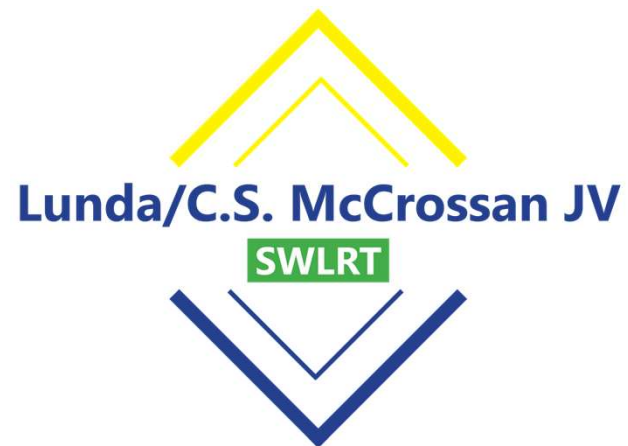
OCTOBER – DBEs working on project

- All Phase
- Blackstone
- E&J Rebar
- Gunnar Electric
- JL Theis
- MBE
- On Call Pavement Sweepers
- PWS

- Public Solutions Group
- Reiner
- Rock On
- Safety Signs
- Standard Contracting
- Stonebrook Fence
- Sun Mechanical

DBE Ongoing Education/Support Efforts

11/15/2023 **Monthly Subcontractor Workforce Meeting
& Education Extra**

TOPIC: What is/isn't an injury recordable & how to record it

** NOTE: These "Education Extras" stem from seeing areas of education support for our DBEs on the project

Civil Contract
Workforce Achievement Updates

SWLRT Civil Project		Sep-23
TRADES	**Female %**	**POCI %**
BrickLayers	0.00%	18.65%
Carpenters	1.83%	32.67%
Cement Masons	0.00%	30.05%
Electricians	8.15%	20.85%
Equipment Operators	6.15%	8.70%
Glaziers	0.00%	0.00%
Ironworkers	5.15%	27.49%
Laborers	6.98%	29.91%
Other (Sheetmetal)	0.00%	0.00%
Painters	23.73%	61.91%
Pile Drivers	0.00%	24.50%
Plumbers	0.00%	0.00%
Roofer	9.40%	9.77%
Truck Drivers	5.00%	28.40%
Totals	**5.82%**	**23.43%**

Lunda/C.S. McCrossan JV
SWLRT

MONTHLY WORKFORCE - October 2023					
IN & OUT BREAKDOWN (LMJV/Lunda/CS McCrossan)					
IN REPORT	**TOTAL**	**WHITE MALE**	**WHITE FEMALE**	**MINORITY MALE**	**MINORITY FEMALE**
TRANSFERS	9	5	1	3	0
REHIRE/ RETURN	0	0	0	1	0
NEW HIRE	0	0	0	0	0
OUT REPORT	**TOTAL**	**WHITE MALE**	**WHITE FEMALE**	**MINORITY MALE**	**MINORITY FEMALE**
TRANSFERS	0	0	0	0	0
Lay-Off	0	1	0	0	0
Voluntary Leave	0	0	0	2	0

SWLRT Civil Project

LMJV-Lunda Transfers IN-OUT

Project Start to Summer of 2023

Total Directs	# IN	# OUT
632	1627	833

	TOTAL	Apprentice	Journeyman	Foreman	Lead	Male	Female	POCI
Carpenters	165	25	79	55	6	157	8	37
Cement Masons	44	10	24	10	na	30	0	1
Laborers	187	20	140	27	na	179	8	50
Operators	195	14	172	8	1	185	10	15
Pile Drivers	41	13	17	11	na	39	2	12
	632	82	432	111	7	590	28	115

GOOD FAITH EFFORT – Current

NATIONAL APPRENTICESHIP WEEK PROCLAMATION

WHEREAS, National Apprenticeship Week is celebrating its 9th Anniversary of raising awareness of the vital role Registered Apprenticeships provide in creating opportunities by allowing apprentices to earn while they learn and preparing a pathway to good, quality jobs and well-paying careers in Minnesota and across the nation; and

WHEREAS, the Lunda/C.S. McCrossan Joint Venture, General Contractor for the Southwest Light Rail Civil Project recognizes the urgent need to prepare and maintain an inclusive, diverse and highly-skilled workforce that is capable of meeting the demands of the industry we serve and fortifying our economy; and

WHEREAS, Registered Apprenticeship programs enable employers to develop and train their future workforce while offering career seekers pathways to good, quality jobs and well paying careers; and

WHEREAS, the Lunda/C.S. McCrossan Joint Venture, General Contractor for the Southwest Light Rail Civil Project recognizes the role of Registered Apprenticeship in expanding opportunities in our workforce that are inclusive of individuals who have been historically underserved, marginalized, and adversely affected by persistent poverty and inequality, thus providing a path for all qualified individuals, including women, youth, people of color, rural communities, justice-involved individuals and individuals with disabilities, to become apprentices and contribute to America's industries; and

WHEREAS, the Lunda/C.S. McCrossan Joint Venture, General Contractor for the Southwest Light Rail Civil Project recognizes that Registered Apprenticeship, a proven and industry-driven training model is recognized as a key strategy to improving job quality, and creating access to good-paying, family-sustaining jobs for all, starting with youth and young adults, while addressing some of our nation's pressing workforce challenges such as rebuilding our country's infrastructure, addressing critical supply chain demands, supporting a clean energy workforce, modernizing our cybersecurity response, and responding to care economy issues.

NOW, THEREFORE, I, Christa Seaberg, EEO/DEI Representative, and Jesten Sterry, LMJV Project Executive, call upon our trade partners (including internal team, subcontractors, unions, community based organizations, and government agencies) on the Southwest Light Rail Project to recognize the value of Registered Apprenticeship, and to promote industry awareness and expansion during the 9th anniversary of National Apprenticeship Week - November 13 through November 19, 2023.

IN SUPPORT,

Christa Seaberg   11.7.23

Christa Seaberg, EEO/DEI Representative   Jesten Sterry, Project Executive

GOOD FAITH EFFORT – Current

2023 Apprentices Report

88 total for Lunda/LMJV

15 were solely LMJV

16 Apprentices Journeyed up

GOOD FAITH EFFORT – Current

NATIONAL APPRENTICESHIP WEEK   11/12/2023-11/18/2023

Monday 11/16/23   **Apprentice Partnership Meeting**
Attendees: Lunda/LMJV Team
                          Union Reps (Trainers & Biz Reps)
Agenda: - What mentoring programs/classes do the unions have
                        - How can LMJV/Lunda assist with these
                        - Discussion around working together to retain & grow

Tuesday 11/17/23   **Carpenters Annual Apprenticeship Open House**
                        2 Lunda representatives attending
                        Trade Games Challenge – Women Building Success
                        Tracey Jackson, Christa Seaberg,
                        Isabelle Schulz, & Rachel Armstrong attending

ALL WEEK   There will be social media/email blasts celebrating some of the apprentices
                     that are working on the SWLRT project

Systems Contract Work

APJV – Systems Contract, DBE with Fieldwork

- Gunnar Electric
- MBE Trucking
- Moltron Builders
- Safety Signs

Systems Update

- **APJV will participate in Mock Interviews at Summit Academy on Friday, December 1, 2023.**

- **APJV will participate in Aldridge Electric's annual Mental Wellness Week activities beginning Monday, December 4th.**

Workforce Achievement Update

SWLRT – Systems Workforce   September 2023
Trade Participation by Hours

TRADES	Total	Male	Female	Female %	POCI	POCI %
Carpenter	148.00	105.50	42.50	28.72%	-	0.00%
Electricians	3,867.00	3,379.25	487.75	12.61%	1,008.75	26.09%
Equipment Operators	516.50	516.50	-	0.00%	62.50	12.10%
Ironworkers	5.50	5.50	-	0.00%	-	0.00%
Laborers	343.25	250.25	93.00	27.09%	169.00	49.24%
Painters	-	-	-	#DIV/0!	-	#DIV/0!
Roofer	7.00	7.00	-	0.00%	-	0.00%
Sprinkler Fitters	190.50	190.50	-	0.00%		0.00%
Surveyors	13.50	13.50	-	0.00%	-	0.00%
Traffic Control	4.00	4.00	-	0.00%	-	0.00%
Truck Driver	41.25		8.75	21.21%	36.00	87.27%
TOTALS	5,136.50	4,472.00	632.00	12.30%	1,276.25	24.85%

Committee Discusion

Project Construction Workforce Data

Summary of Construction Workforce Data to Date

- This data was pulled from the LCP Tracker (tracking certified payroll)
- The data is current as of 10/12/2023

Union Trades Participation

Construction Trades Hours to Date

Building Trade	Hours*	Percentage
Laborers	854,528	28.1%
Power Equipment Operator	845,420	27.8%
Carpenters	435,073	14.3%
Electricians	274,780	9.1%
Piledrivers	180,609	5.9%
Ironworkers	172,067	5.7%
Cement Masons	74,727	2.5%
Truck Drivers	73,171	2.4%
Painters	33,029	1.1%
Sheet Metal Workers	19,768	0.7%
Plumbers	14,656	0.5%
Roofer	14,465	0.5%
Other Misc. Trades	43,644	1.4%
Grand Total	3,035,937	

*Based on data pulled from LCP Tracker on 10/12/2023.

Major Trades Utilization Over Time
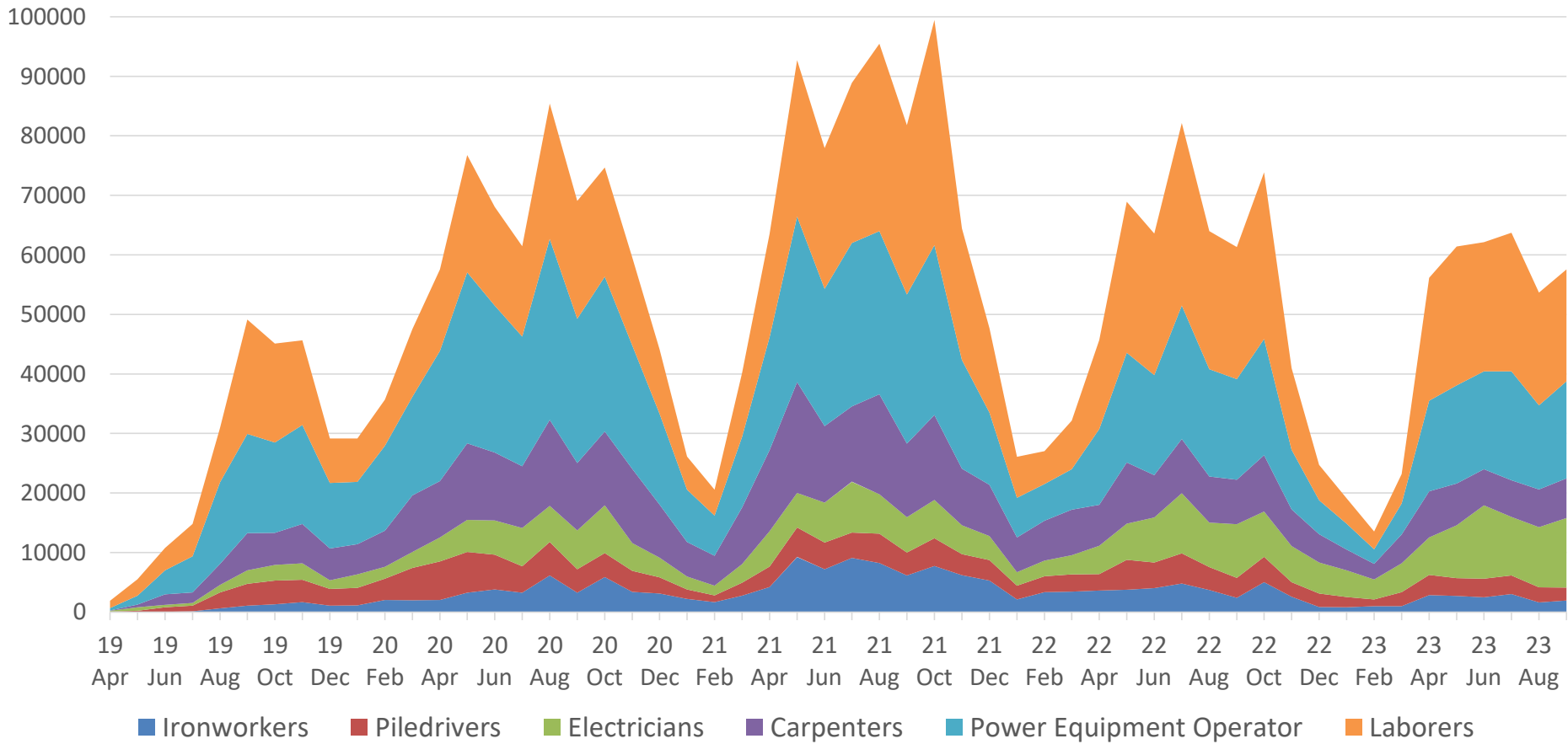
*Based on data pulled from LCP Tracker on 10/12/2023.

Laborers Demographics

	F	F - hrs	F - %	M	M - hrs	M - %	Total	Total - hrs	Total %
ASIAN	-	-	0.00%	11	10,350	1.21%	11	10,350	1.21%
AFRICAN AMERICAN	13	18,188	2.13%	96	56,538	6.62%	109	74,725	8.74%
HISPANIC	8	10,788	1.26%	226	151,742	17.76%	234	162,529	19.02%
OTHER	-	-	0.00%	22	15,045	1.76%	22	15,045	1.76%
NATIVE AMERICAN	3	682	0.08%	32	15,502	1.81%	35	16,184	1.89%
NOT SPECIFIED	2	44	0.01%	52	9,622	1.13%	54	9,666	1.13%
CAUCASIAN	65	39,408	4.61%	1,043	526,621	61.63%	1,108	566,029	66.24%
Total	91	69,109	8.09%	1,482	785,419	91.91%	1,573	854,528	

*Based on data pulled from LCP Tracker on 10/12/2023.

Laborers Demographics

Participation Percentage
- Women: 8.09%
- POCI Women: 3.47%
- POCI: 32.63%

Legend:
- ASIAN
- AFRICAN AMERICAN
- HISPANIC
- OTHER
- NATIVE AMERICAN
- NOT SPECIFIED
- CAUCASIAN

Pie chart values: 1.21%, 8.74%, 19.02%, 1.76%, 1.89%, 1.13%, 66.24%

*Based on data pulled from LCP Tracker on 10/12/2023. Workforce Goals: 20% Women / 32% POCI

Power Equipment Operators Demographics

	F	F - hrs	F - %	M	M - hrs	M - %	Total	Total - hrs	Total %
ASIAN	-	-	0.00%	6	11,868	1.40%	6	11,868	1.40%
AFRICAN AMERICAN	3	5,020	0.59%	14	20,103	2.38%	17	25,123	2.97%
HISPANIC	-	-	0.00%	31	32,124	3.80%	31	32,124	3.80%
OTHER	1	684	0.08%	15	10,160	1.20%	16	10,843	1.28%
NATIVE AMERICAN	3	9,479	1.12%	15	19,360	2.29%	18	28,838	3.41%
NOT SPECIFIED	-	-	0.00%	15	1,507	0.18%	15	1,507	0.18%
CAUCASIAN	27	63,211	7.48%	745	671,906	79.48%	772	735,117	86.95%
Total	34	78,393	9.27%	841	767,027	90.73%	875	845,420	

*Based on data pulled from LCP Tracker on 10/12/2023.

Power Equipment Operators Demographics

Participation Percentage
- Women: 9.27%
- POCI Women: 1.80%
- POCI: 12.87%

Legend:
- ASIAN
- AFRICAN AMERICAN
- HISPANIC
- OTHER
- NATIVE AMERICAN
- NOT SPECIFIED
- CAUCASIAN

Pie chart values: 1.40%, 2.97%, 3.80%, 1.28%, 3.41%, 0.18%, 86.95%

*Based on data pulled from LCP Tracker on 10/12/2023. Workforce Goals: 20% Women / 32% POCI

Carpenters Demographics

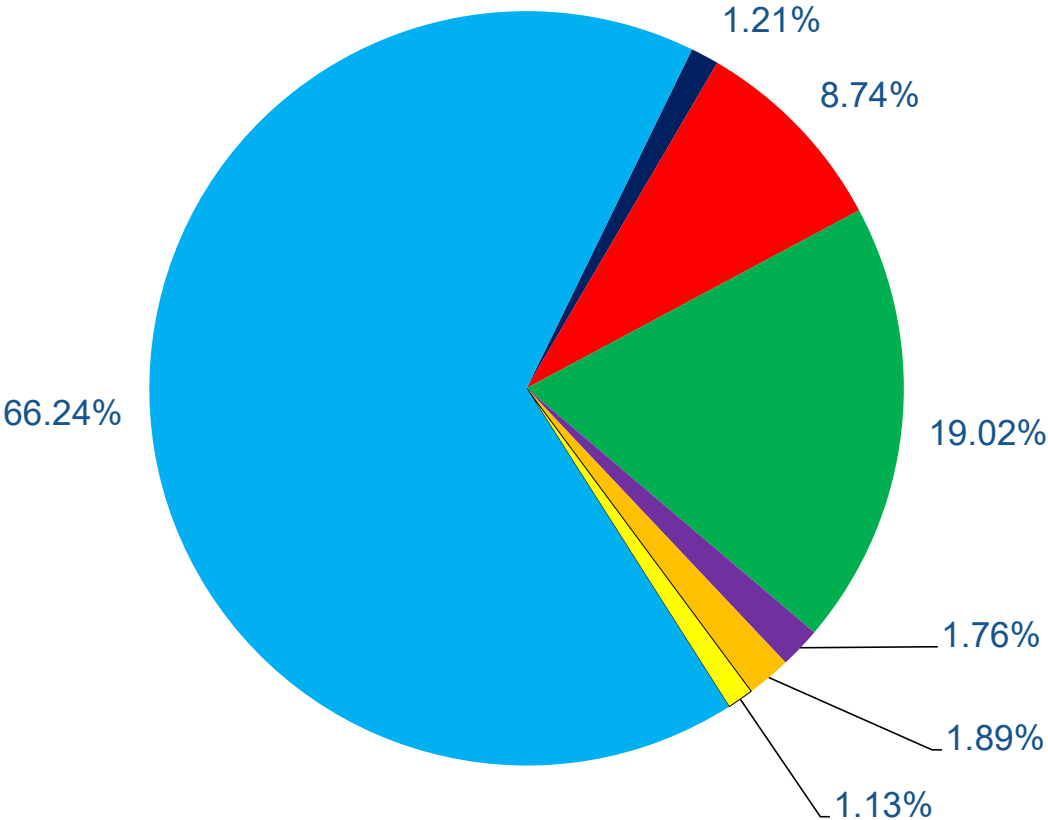|	F	F - hrs	F - %	M	M - hrs	M - %	Total	Total - hrs	Total %
ASIAN	1	91	0.02%	9	15,925	3.66%	10	16,016	3.68%
AFRICAN AMERICAN	1	4,729	1.09%	14	10,598	2.44%	15	15,327	3.52%
HISPANIC	2	347	0.08%	58	79,330	18.23%	60	79,677	18.31%
OTHER	-	-	0.00%	3	2,885	0.66%	3	2,885	0.66%
NATIVE AMERICAN	2	1,524	0.35%	5	1,046	0.24%	7	2,569	0.59%
NOT SPECIFIED	-	-	0.00%	-	-	0.00%	-	-	0.00%
CAUCASIAN	13	16,384	3.77%	220	302,215	69.46%	233	318,599	73.23%
Total	19	23,074	5.30%	309	411,999	94.70%	328	435,073	

*Based on data pulled from LCP Tracker on 10/12/2023.

Carpenters Demographics

Participation Percentage
- Women: 5.30%
- POCI Women: 1.54%
- POCI: 26.77%

Legend:
- ASIAN
- AFRICAN AMERICAN
- HISPANIC
- OTHER
- NATIVE AMERICAN
- NOT SPECIFIED
- CAUCASIAN

Pie chart values: 3.68%, 3.52%, 18.31%, 73.23%, 0.66%, 0.59%

*Based on data pulled from LCP Tracker on 10/12/2023. Workforce Goals: 20% Women / 32% POCI

T METRO *Green Line EXTENSION*

Electricians Demographics

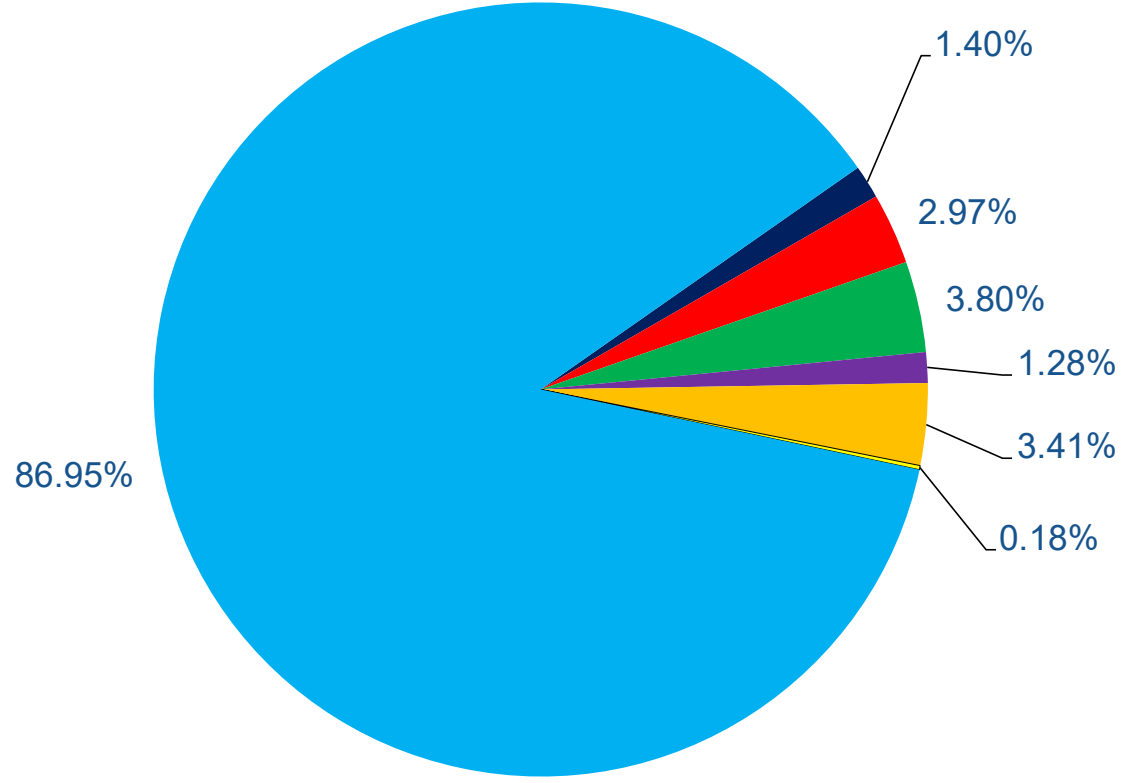|	F	F - hrs	F - %	M	M - hrs	M - %	Total	Total - hrs	Total %
ASIAN	2	4,783	1.74%	8	11,678	4.25%	10	16,461	5.99%
AFRICAN AMERICAN	3	2,374	0.86%	11	8,627	3.14%	14	11,002	4.00%
HISPANIC	-	-	0.00%	9	7,433	2.71%	9	7,433	2.71%
OTHER	1	16	0.01%	13	17,363	6.32%	14	17,379	6.32%
NATIVE AMERICAN	-	-	0.00%	4	1,432	0.52%	4	1,432	0.52%
NOT SPECIFIED	2	791	0.29%	4	1,368	0.50%	6	2,159	0.79%
CAUCASIAN	27	22,876	8.33%	153	196,040	71.34%	180	218,916	79.67%
Total	35	30,840	11.22%	202	243,940	88.78%	237	274,780	

*Based on data pulled from LCP Tracker on 10/12/2023.

Electricians Demographics

Participation Percentage
- Women: 11.22%
- POCI Women: 2.61%
- POCI: 19.54%

Legend:
- ■ ASIAN
- ■ AFRICAN AMERICAN
- ■ HISPANIC
- ■ OTHER
- ■ NATIVE AMERICAN
- ■ NOT SPECIFIED
- ■ CAUCASIAN

Pie chart values:
- 5.99%
- 4.00%
- 2.71%
- 6.32%
- 0.52%
- 0.79%
- 79.67%

*Based on data pulled from LCP Tracker on 10/12/2023. Workforce Goals: 20% Women / 32% POCI

Pile Drivers Demographics

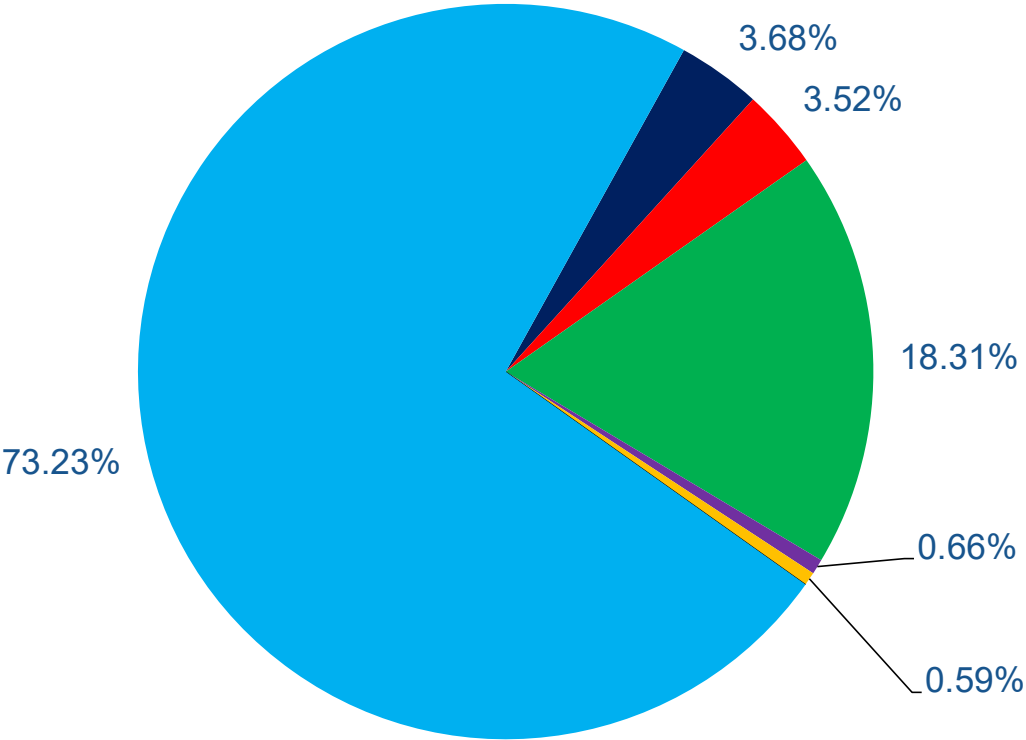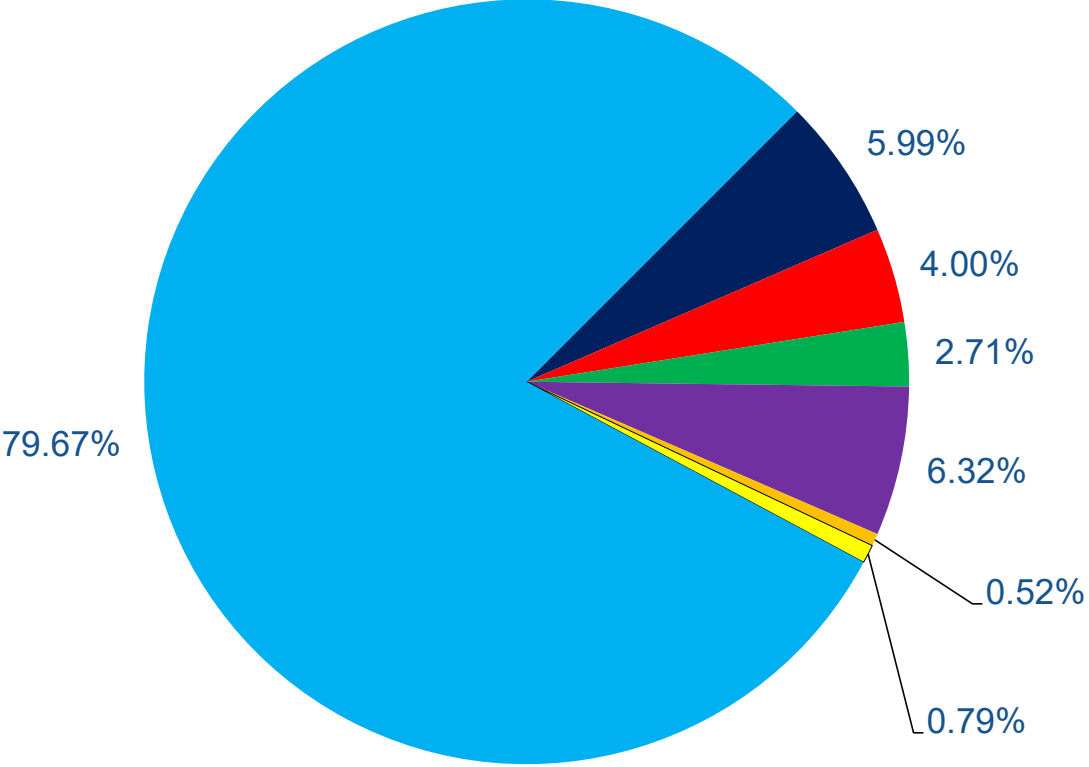|	F	F - hrs	F - %	M	M - hrs	M - %	Total	Total - hrs	Total %
ASIAN	-	-	0.00%	6	12,835	7.11%	6	12,835	7.11%
AFRICAN AMERICAN	1	243	0.13%	11	10,890	6.03%	12	11,133	6.16%
HISPANIC	-	-	0.00%	13	18,269	10.12%	13	18,269	10.12%
OTHER	-	-	0.00%	2	1,424	0.79%	2	1,424	0.79%
NATIVE AMERICAN	2	707	0.39%	2	136	0.08%	4	843	0.47%
NOT SPECIFIED	-	-	0.00%	2	14	0.01%	2	14	0.01%
CAUCASIAN	8	7,324	4.05%	85	128,769	71.30%	93	136,092	75.35%
Total	11	8,273	4.58%	121	172,336	95.42%	132	180,609	

*Based on data pulled from LCP Tracker on 10/12/2023.

Pile Drivers Demographics

Participation Percentage
- Women: 4.58%
- POCI Women: 0.53%
- POCI: 24.64%

Legend:
- ■ ASIAN
- ■ AFRICAN AMERICAN
- ■ HISPANIC
- ■ OTHER
- ■ NATIVE AMERICAN
- ■ NOT SPECIFIED
- ■ CAUCASIAN

Pie chart values: 7.11%, 6.16%, 10.12%, 0.79%, 0.47%, 0.01%, 75.35%

*Based on data pulled from LCP Tracker on 10/12/2023. Workforce Goals: 20% Women / 32% POCI

Iron Workers Demographics

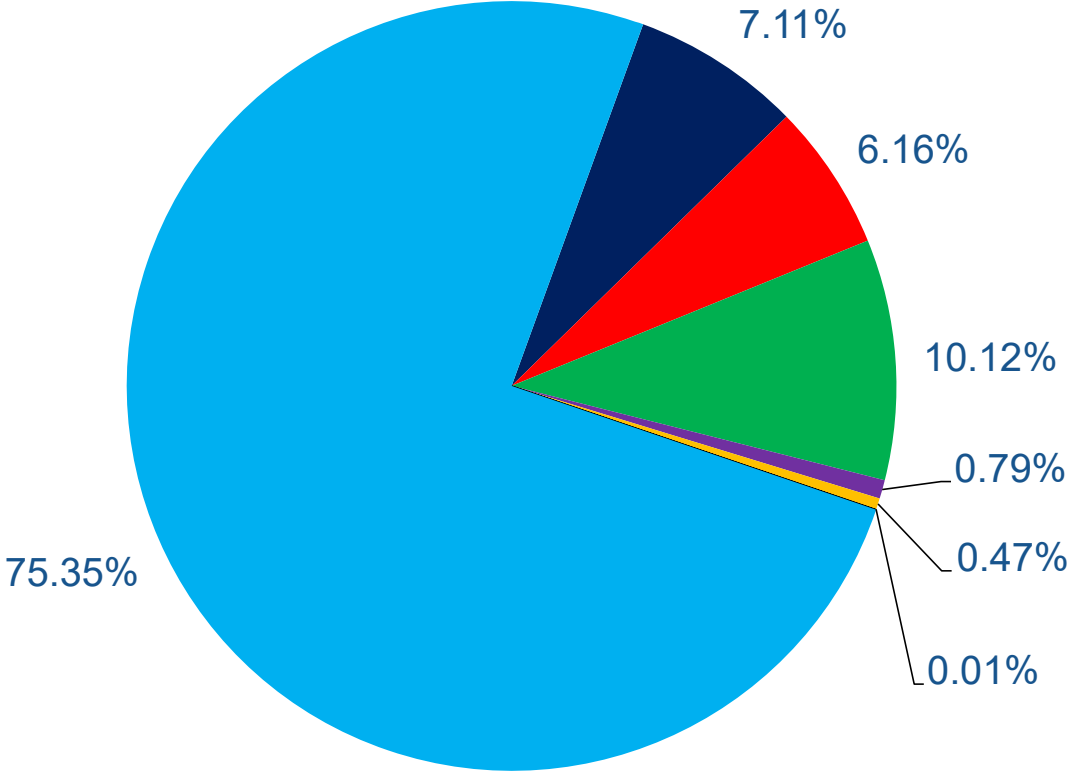|	F	F - hrs	F - %	M	M - hrs	M - %	Total	Total - hrs	Total %
ASIAN	1	64	0.04%	3	4,229	2.46%	4	4,293	2.49%
AFRICAN AMERICAN	3	4,342	2.52%	20	20,926	12.16%	23	25,267	14.68%
HISPANIC	-	-	0.00%	17	7,132	4.14%	17	7,132	4.14%
OTHER	-	-	0.00%	2	1,860	1.08%	2	1,860	1.08%
NATIVE AMERICAN	1	104	0.06%	15	5,551	3.23%	16	5,655	3.29%
NOT SPECIFIED	-	-	0.00%	2	52	0.03%	2	52	0.03%
CAUCASIAN	12	5,730	3.33%	184	122,080	70.95%	196	127,810	74.28%
Total	17	10,239	5.95%	243	161,828	94.05%	260	172,067	

*Based on data pulled from LCP Tracker on 10/12/2023.

Iron Workers Demographics

Participation Percentage
- Women: 5.95%
- POCI Women: 2.62%
- POCI: 25.69%

Legend:
- ASIAN
- AFRICAN AMERICAN
- HISPANIC
- OTHER
- NATIVE AMERICAN
- NOT SPECIFIED
- CAUCASIAN

Pie chart values: 2.49%, 14.68%, 4.14%, 1.08%, 3.29%, 0.03%, 74.28%
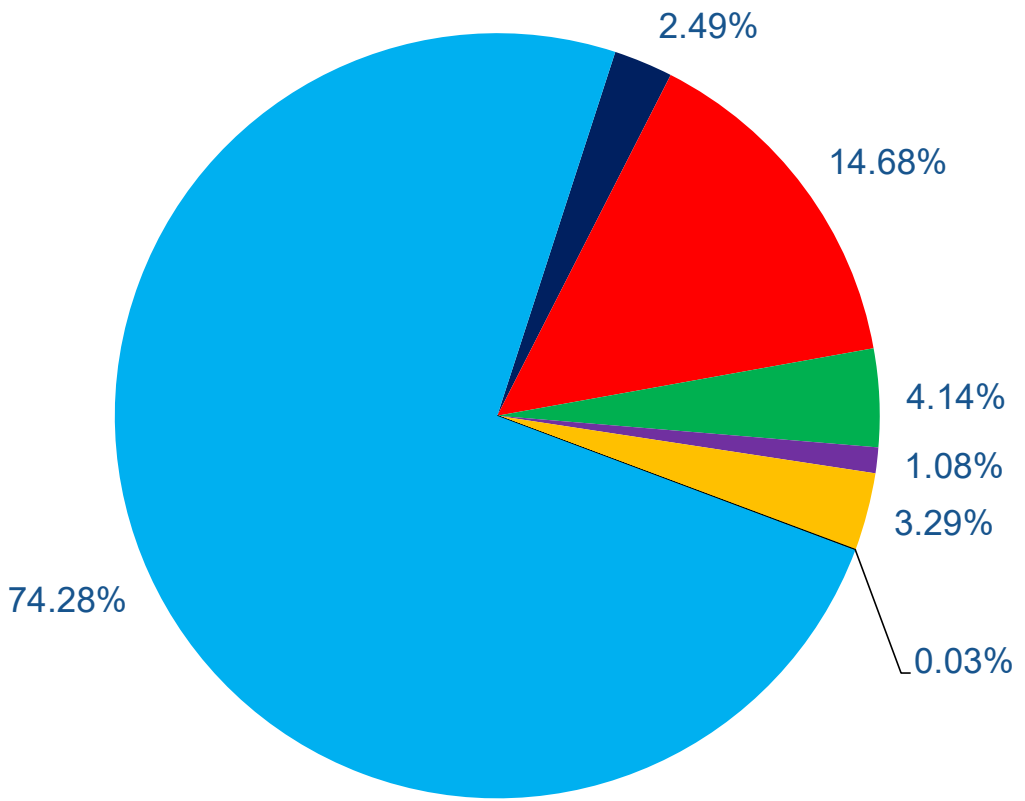
*Based on data pulled from LCP Tracker on 10/12/2023. Workforce Goals: 20% Women / 32% POCI

Construction Contractor Demographics and Retention

Contractors Hours to Date (Civil & Systems)

Building Trade	Hours*	Percentage
Lunda/C.S. McCrossan Joint Venture	899,016	29.61%
Lunda Construction Company	396,250	13.05%
C.S. McCrossan Construction Company	303,891	10.01%
Egan Company	266,502	8.78%
E&J Rebar Inc	152,278	5.02%
RailWorks Track Services LLC	126,601	4.17%
Delta Railroad Construction, Inc.	85,082	2.80%
Standard Contracting, Inc.	71,585	2.36%
Pete's Water & Sewer	57,604	1.90%
Public Solutions Group Inc	45,094	1.49%
Global Specialty Contractors Inc	36,590	1.21%
Blackstone Contractors LLC	35,762	1.18%
130 Other Contractors	559,683	18.44%
Grand Total	3,035,937	

*Based on data pulled from LCP Tracker on 10/12/2023.

Lunda/C.S. McCrossan Joint Venture Demographics

	F	F - hrs	F - %	M	M - hrs	M - %	Total	Total - hrs	Total %
ASIAN	1	91	0.01%	10	42,606	4.74%	11	42,697	4.75%
AFRICAN AMERICAN	3	10,638	1.18%	33	45,635	5.08%	36	56,273	6.26%
HISPANIC	-	-	0.00%	66	150,665	16.76%	66	150,665	16.76%
OTHER	-	-	0.00%	3	7,345	0.82%	3	7,345	0.82%
NATIVE AMERICAN	5	5,367	0.60%	5	1,953	0.22%	10	7,320	0.81%
NOT SPECIFIED	-	-	0.00%	-	-	0.00%	-	-	0.00%
CAUCASIAN	19	31,759	3.53%	236	602,958	67.07%	255	634,717	70.60%
Total	28	47,856	5.32%	353	851,160	94.68%	381	899,016	

*Based on data pulled from LCP Tracker on 10/12/2023.

Lunda/C.S. McCrossan Joint Venture Demographics

Participation Percentage
- Women: 5.32%
- POCI Women: 1.79%
- POCI: 29.40%

Legend:
- ASIAN
- AFRICAN AMERICAN
- HISPANIC
- OTHER
- NATIVE AMERICAN
- NOT SPECIFIED
- CAUCASIAN

Pie chart values:
- 4.75%
- 6.26%
- 16.76%
- 0.82%
- 0.81%
- 70.60%
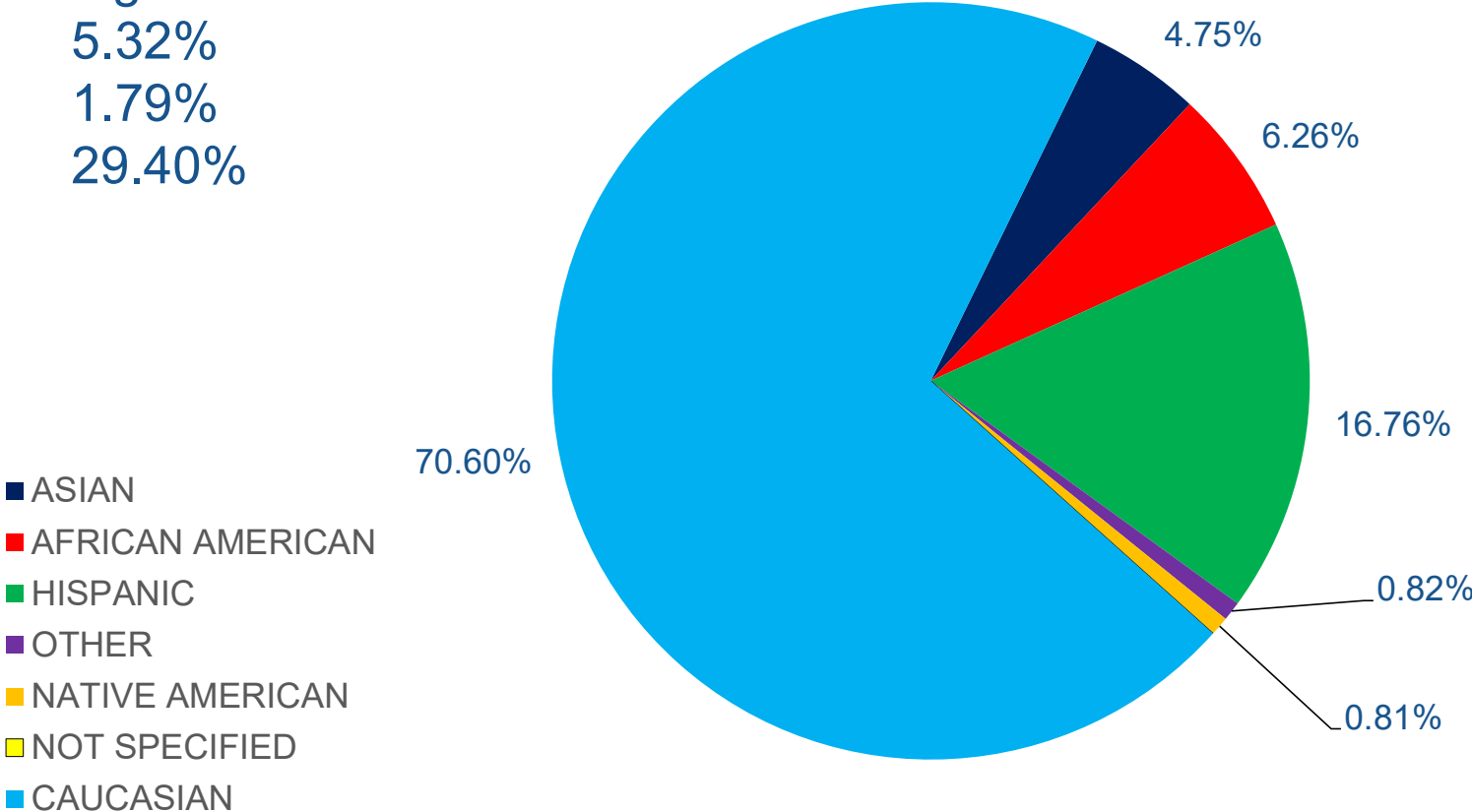
*Based on data pulled from LCP Tracker on 10/12/2023. Workforce Goals: 20% Women / 32% POCI

Methodology for Measuring Retention

Retention - an organization's ability to hold on to its employees over time

Measured in a percentage being retained* from one year into the next:

$$\frac{\text{\# of Employees returning to work in the follow up year}}{\text{\# of Employees working in the initial year}} = \text{Percentage Retained}$$

*This information does not contain any explanation regarding why a person is no longer working for the company or this project.

Lunda/C.S. McCrossan Joint Venture Retention

Women	2019-2020	2020-2021	2021-2022	2022-2023
ASIAN	-	0%	-	-
AFRICAN AMERICAN	100%	100%	100%	50%
HISPANIC	-	-	-	-
OTHER	-	-	-	-
NATIVE AMERICAN	-	33%	33%	0%
NOT SPECIFIED	-	-	-	-
CAUCASIAN	75%	42%	50%	60%

Men	2019-2020	2020-2021	2021-2022	2022-2023
ASIAN	100%	75%	75%	67%
AFRICAN AMERICAN	33%	45%	56%	54%
HISPANIC	75%	62%	70%	44%
OTHER	100%	100%	33%	0%
NATIVE AMERICAN	-	33%	0%	-
NOT SPECIFIED	-	-	-	-
CAUCASIAN	92%	53%	69%	66%

*Based on data pulled from LCP Tracker on 10/12/2023.

Lunda Construction Company Demographics

	F	F - hrs	F - %	M	M - hrs	M - %	Total	Total - hrs	Total %
ASIAN	1	18	0.00%	2	3,397	0.86%	3	3,415	0.86%
AFRICAN AMERICAN	3	5,020	1.27%	12	9,483	2.39%	15	14,503	3.66%
HISPANIC	-	-	0.00%	16	29,722	7.50%	16	29,722	7.50%
OTHER	1	684	0.17%	5	7,875	1.99%	6	8,558	2.16%
NATIVE AMERICAN	3	89	0.02%	3	538	0.14%	6	627	0.16%
NOT SPECIFIED	-	-	0.00%	-	-	0.00%	-	-	0.00%
CAUCASIAN	8	25,146	6.35%	183	314,280	79.31%	191	339,426	85.66%
Total	16	30,956	7.81%	221	365,294	92.19%	237	396,250	

*Based on data pulled from LCP Tracker on 10/12/2023.

Lunda Construction Company Demographics

Participation Percentage
- Women: 7.81%
- POCI Women: 1.47%
- POCI: 14.34%

Legend:
- ■ ASIAN
- ■ AFRICAN AMERICAN
- ■ HISPANIC
- ■ OTHER
- ■ NATIVE AMERICAN
- ■ NOT SPECIFIED
- ■ CAUCASIAN

Pie chart values:
- 0.86%
- 3.66%
- 7.50%
- 2.16%
- 0.16%
- 85.66%
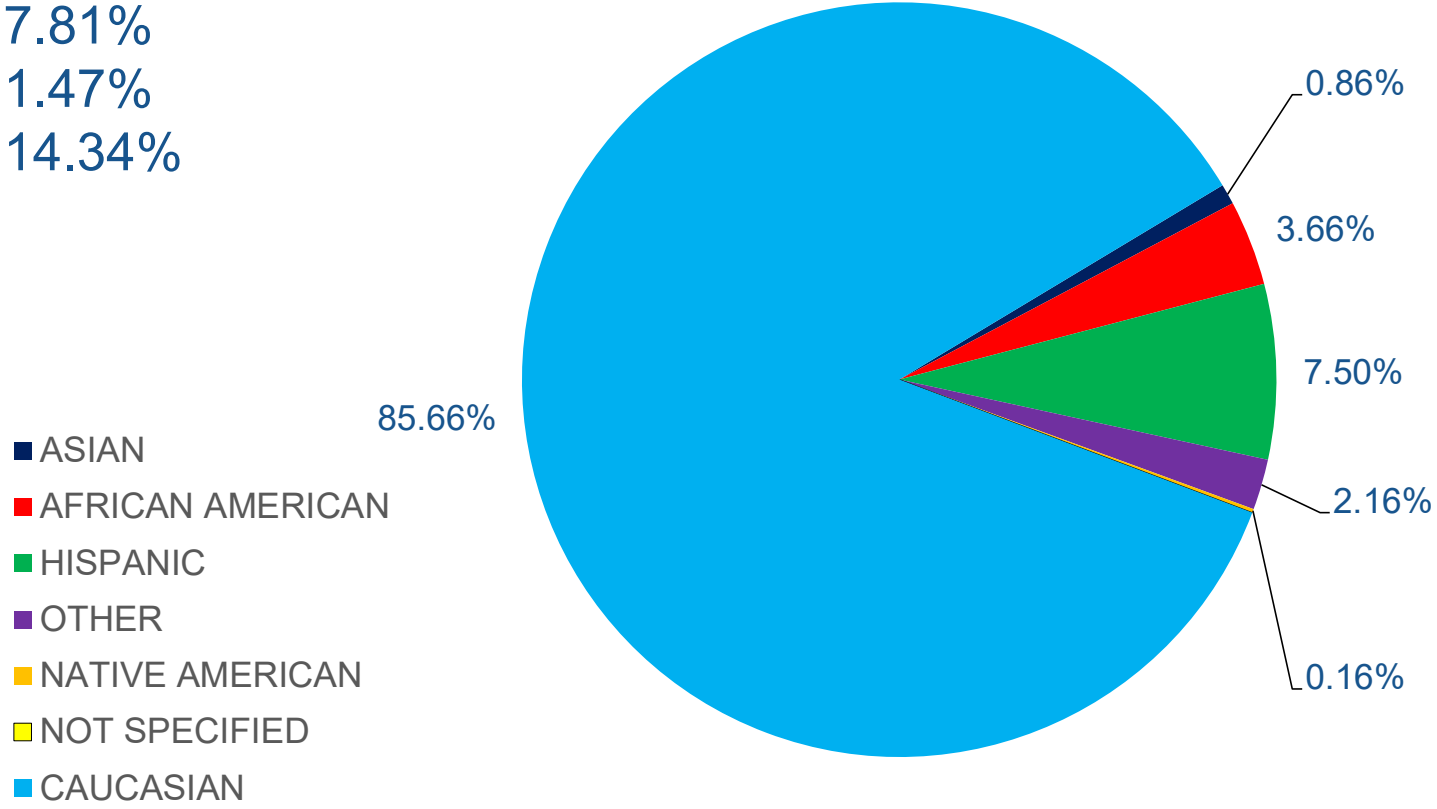
*Based on data pulled from LCP Tracker on 10/12/2023. Workforce Goals: 20% Women / 32% POCI

Lunda Construction Company Retention

Women	2019-2020	2020-2021	2021-2022	2022-2023
ASIAN	-	-	-	-
AFRICAN AMERICAN	50%	100%	50%	0%
HISPANIC	-	-	-	-
OTHER	100%	0%	-	-
NATIVE AMERICAN	0%	0%	-	-
NOT SPECIFIED	-	-	-	-
CAUCASIAN	100%	83%	100%	67%

Men	2019-2020	2020-2021	2021-2022	2022-2023
ASIAN	100%	100%	50%	100%
AFRICAN AMERICAN	0%	60%	17%	50%
HISPANIC	100%	63%	45%	57%
OTHER	100%	50%	67%	50%
NATIVE AMERICAN	0%	-	-	0%
NOT SPECIFIED	-	-	-	-
CAUCASIAN	66%	56%	64%	66%

*Based on data pulled from LCP Tracker on 10/12/2023.

C.S. McCrossan Construction Company Demographics

	F	F - hrs	F - %	M	M - hrs	M - %	Total	Total - hrs	Total %
ASIAN	-	-	0.00%	2	7,956	2.62%	2	7,956	2.62%
AFRICAN AMERICAN	-	-	0.00%	12	14,803	4.87%	12	14,803	4.87%
HISPANIC	1	6	0.00%	16	16,525	5.44%	17	16,531	5.44%
OTHER	-	-	0.00%	1	58	0.02%	1	58	0.02%
NATIVE AMERICAN	2	8,337	2.74%	3	10,172	3.35%	5	18,509	6.09%
NOT SPECIFIED	-	-	0.00%	-	-	0.00%	-	-	0.00%
CAUCASIAN	11	34,192	11.25%	153	211,844	69.71%	164	246,036	80.96%
Total	14	42,534	14.00%	187	261,357	86.00%	201	303,891	

*Based on data pulled from LCP Tracker on 10/12/2023.

C.S. McCrossan Construction Company Demographics

Participation Percentage
- Women: 14.00%
- POCI Women: 2.75%
- POCI: 19.04%

2.62%

4.87%

5.44%

0.02%

80.96%

6.09%

■ASIAN
■AFRICAN AMERICAN
■HISPANIC
■OTHER
■NATIVE AMERICAN
■NOT SPECIFIED
■CAUCASIAN
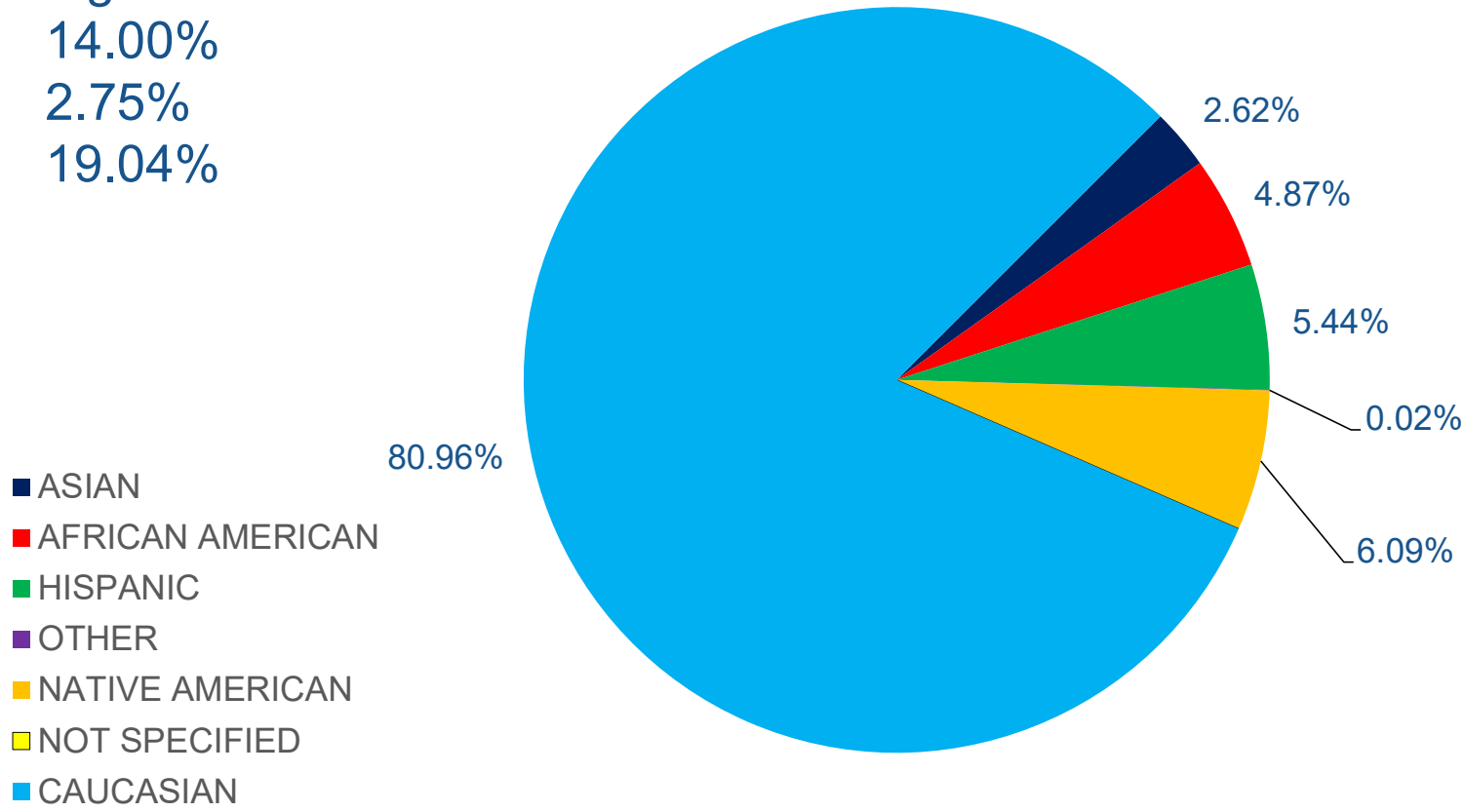
*Based on data pulled from LCP Tracker on 10/12/2023. Workforce Goals: 20% Women / 32% POCI

C.S. McCrossan Construction Company Retention

Women	2019-2020	2020-2021	2021-2022	2022-2023
ASIAN	-	-	-	-
AFRICAN AMERICAN	50%	100%	50%	0%
HISPANIC	-	-	-	-
OTHER	-	-	-	-
NATIVE AMERICAN	100%	100%	50%	100%
NOT SPECIFIED	-	-	-	-
CAUCASIAN	86%	78%	75%	50%

Men	2019-2020	2020-2021	2021-2022	2022-2023
ASIAN	100%	50%	100%	100%
AFRICAN AMERICAN	50%	75%	83%	50%
HISPANIC	80%	63%	33%	33%
OTHER	-	-	0%	-
NATIVE AMERICAN	100%	67%	100%	50%
NOT SPECIFIED	-	-	-	-
CAUCASIAN	67%	72%	73%	67%

*Based on data pulled from LCP Tracker on 10/12/2023.

Egan Company Demographics

|	F	F - hrs	F - %	M	M - hrs	M - %	Total	Total - hrs	Total %
ASIAN	1	1,869	0.70%	6	9,664	3.63%	7	11,534	4.33%
AFRICAN AMERICAN	2	2,221	0.83%	10	8,779	3.29%	12	11,000	4.13%
HISPANIC	-	-	0.00%	5	5,672	2.13%	5	5,672	2.13%
OTHER	1	16	0.01%	13	16,730	6.28%	14	16,746	6.28%
NATIVE AMERICAN	-	-	0.00%	3	1,066	0.40%	3	1,066	0.40%
NOT SPECIFIED	1	135	0.05%	5	1,482	0.56%	6	1,617	0.61%
CAUCASIAN	20	18,726	7.03%	166	200,142	75.10%	186	218,868	82.13%
Total	25	22,968	8.62%	208	243,535	91.38%	233	266,502	

*Based on data pulled from LCP Tracker on 10/12/2023.

Egan Company Demographics

Participation Percentage
- Women: 8.62%
- POCI Women: 1.54%
- POCI: 17.27%

Legend:
- ASIAN
- AFRICAN AMERICAN
- HISPANIC
- OTHER
- NATIVE AMERICAN
- NOT SPECIFIED
- CAUCASIAN

Pie chart values: 4.33%, 4.13%, 2.13%, 6.28%, 0.40%, 0.61%, 82.13%
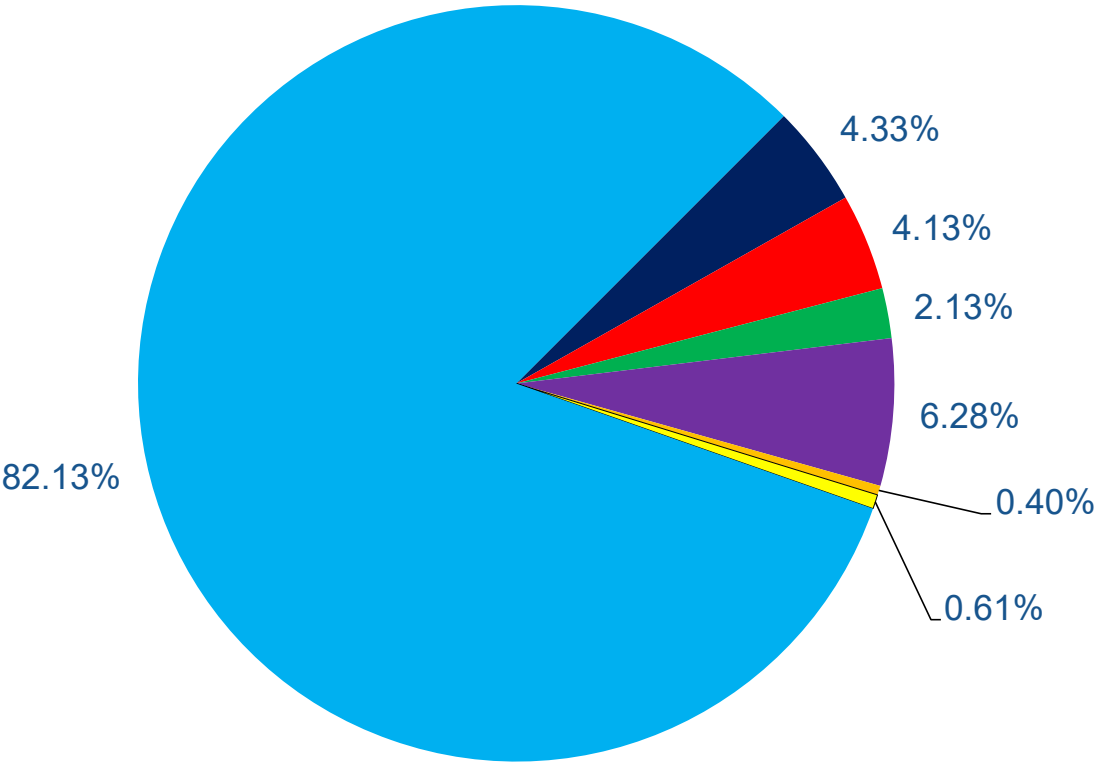
*Based on data pulled from LCP Tracker on 10/12/2023. Workforce Goals: 20% Women / 32% POCI

Egan Company Retention

Women	2019-2020	2020-2021	2021-2022	2022-2023
ASIAN	-	-	-	100%
AFRICAN AMERICAN	100%	0%	100%	0%
HISPANIC	-	-	-	-
OTHER	-	0%	-	-
NATIVE AMERICAN	100%	100%	50%	100%
NOT SPECIFIED	0%	-	-	-
CAUCASIAN	33%	38%	43%	22%

Men	2019-2020	2020-2021	2021-2022	2022-2023
ASIAN	50%	50%	67%	50%
AFRICAN AMERICAN	50%	33%	50%	25%
HISPANIC	100%	33%	50%	0%
OTHER	75%	60%	75%	67%
NATIVE AMERICAN	0%	0%	0%	-
NOT SPECIFIED	-	-	0%	0%
CAUCASIAN	51%	67%	65%	59%

*Based on data pulled from LCP Tracker on 10/12/2023.

Notable Demographics - RailWorks Track Services LLC

	F	F - hrs	F - %	M	M - hrs	M - %	Total	Total - hrs	Total %
ASIAN	-	-	0.00%	-	-	0.00%	-	-	0.00%
AFRICAN AMERICAN	-	-	0.00%	5	8,103	6.40%	5	8,103	6.40%
HISPANIC	-	-	0.00%	17	27,045	21.36%	17	27,045	21.36%
OTHER	-	-	0.00%	3	3,008	2.38%	3	3,008	2.38%
NATIVE AMERICAN	-	-	0.00%	1	110	0.09%	1	110	0.09%
NOT SPECIFIED	-	-	0.00%	4	3,614	2.85%	4	3,614	2.85%
CAUCASIAN	2	7,070	5.58%	51	77,652	61.34%	53	84,722	66.92%
Total	2	7,070	5.58%	81	119,531	94.42%	83	126,601	

*Based on data pulled from LCP Tracker on 10/12/2023.

Notable Retention - Pete's Water & Sewer Retention

Women	2019-2020	2020-2021	2021-2022	2022-2023
ASIAN	-	-	-	-
AFRICAN AMERICAN	-	0%	-	-
HISPANIC	-	-	-	-
OTHER	-	-	-	-
NATIVE AMERICAN	-	-	-	0%
NOT SPECIFIED	-	-	-	-
CAUCASIAN	0%	-	0%	-

Men	2019-2020	2020-2021	2021-2022	2022-2023
ASIAN	-	-	-	-
AFRICAN AMERICAN	0%	100%	0%	0%
HISPANIC	-	100%	67%	0%
OTHER	100%	100%	100%	100%
NATIVE AMERICAN	33%	100%	33%	100%
NOT SPECIFIED	-	-	-	-
CAUCASIAN	39%	39%	32%	36%

*Based on data pulled from LCP Tracker on 10/12/2023.

Questions?

Committee Meeting Frequency During Winter

Survey Results

- Cancel these meetings:
    - December 2023
    - February 2024
- Reconvene meetings in January 2024 and March 2024
    - Meet in person for March 2024
- Send out DBE and workforce reports monthly via email

Announcements

Public Invitation

- Each speaker is limited to a three-minute presentation
- Pre-register as you sign in for attendance at the start of the meeting

Closing

- Next meeting date: January 18, 2023, from 2:00 – 4:00 PM
    - Held virtually
- Adjourn

MORE INFORMATION

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Instagram: @GreenLineExtMN