This is a story about communities.

Our communities are diverse and ready to thrive. Building the Central Corridor Green Line was an experience that welcomed participation of everyone who was passionate about opportunities to help build the largest transit project to date. Transparency, collaboration and equity – that was the mantra the Metropolitan Council and its partners lived by. Working together, the tracks were laid to bridge our communities! This is the story of how a large public agency successfully engaged Disadvantaged Business Enterprises, people of color and female workers in the building of the Central Corridor Green Line.

How We Did It!

To develop long-term inclusive partnerships for large scale public construction projects, agencies must go beyond the compliance guidelines of business and workforce inclusion programs. Engagement, open agendas, innovations, rigorous and sustained partnerships with community residents and organizations are key to building relationships. These relationships can be carried from project to project. This is how we did it and the results we achieved.

Project Facts

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<th>Length</th>
<th>11 miles</th>
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<tbody>
<tr>
<td>Trains</td>
<td>47 new light rail vehicles</td>
</tr>
<tr>
<td>Stations</td>
<td>18 new stations, 8 shared stations with Blue Line</td>
</tr>
<tr>
<td>Service</td>
<td>40 minutes between the two downtown stations</td>
</tr>
<tr>
<td></td>
<td>Every 10 minutes during peak travel periods</td>
</tr>
<tr>
<td></td>
<td>24 hours a day, seven days a week</td>
</tr>
<tr>
<td>Ridership</td>
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</tr>
<tr>
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<tr>
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This Green Line DBE and Workforce story highlights the value of collaboration, leadership and commitment to inclusion when building transit infrastructure. This successful Green Line strategy has set a precedent and expectation for future major public projects.

For more information, visit: www.metrocouncil.org

The Metropolitan Council would like to thank the Central Corridor Funders Collaborative for its support of our work with residents and community partners to ensure the inclusion of Disadvantaged Business Enterprises, women and people of color in the building of the Central Corridor Green Line.
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Project Facts

Length: 11 miles
Trains: 47 new light rail vehicles
Stations: 18 new stations; 5 shared stations with Blue Line
Service: 60 minutes between the two downtown stations
Every 10 minutes during peak travel periods
24 hours a day, seven days a week
Railway: Projected 40,000+ weekday ridership by 2030
Cost: $957 million
Job/Reward: Delivery of the Green Line LRT created an estimated 100 design, engineering and management jobs and over 5,000 construction jobs resulting in a $252 million payroll. Created 200 operations and maintenance jobs.

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Design and Writing by Tempo Creative, DBE
Printing by ideal PRINTERS, WBE and Central Corridor Green Line Business

Central Corridor Green Line DBE and Workforce Executive Summary
June 2014
Laying Tracks, Connecting Communities
The DBE achievement on the Central Corridor Green Line project is but one illustration of the current capacity of the local DBE community and subsequent future DBE success on regional projects. Central Corridor Green Line DBEs were involved in all construction scopes and represented nearly 20% of the construction and design activity on the project.

The DBE achievement on the Central Corridor Green Line project is both an illustration of the current capacity of the local DBE community and a blueprint for future DBE success on major public projects. Central Corridor Green Line DBEs were involved in all construction contracts.

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To create a diverse workplace equity must be more than just a policy. Equity must be a core value. We worked hard to create employment opportunities for people regardless of race, color, or gender. With equity in our hearts and opportunity on our minds we achieved success.

Key Values
- Full transparency
- Open agenda
- Full support from agency leadership
- Create a culture of inclusion in the decision making process in reporting requirements, stakeholder, and contractor compliance.

Meet and Meet Events
- Strategic outreach networking events
- Highlight success stories and best practices
- Full transparency
- Open agenda
- All people involved

Great Minds
- "Great minds" were full by event, held prior to construction, connecting community residents and organizations, government agencies, water bodies, construction training organizations, construction firms, construction workers, and DUETS to discuss and develop strategies surrounding the social impact issues for Central Corridor Green Line DBE and workforce achievement.

Key Values
- Everyone was informed about federal requirements
- Retained an established foundation for project long collaboration
- Jointly developed strategies for DBE and workforce inclusion
- All voices were valued and heard

LRTWorks.org
The Metropolitan Council, with a grant from the Central Corridor Funders Collaborative, partnered with Ramsey County Workforce Solutions, Minnesota Department of Human Rights, Joint Oversight Committee, and local unions in the development of the tool.

Key Values
- Provided information on jobs, training, unions and construction projects
- Assisted contractors by creating a searchable database of over 1,000 construction workers
- Provided compliance reporting

Youth Engagement
Throughout the project, several youth career events were held highlighting careers in the transit and construction industry. More than 400 youth participated. Local unions, light rail contractors, and community members worked together to create the ultimate learning opportunity for students in the Twin Cities.

Money
$115 Million+
Paid to Minnesota based Central Corridor Green Line DBEs

DBE Success
Built relationships. Increased capacity. Delivered quality.

135+ DBEs
Worked on the Green Line

DBE Achievement on Core Contracts

Created over 5,000 construction jobs!

Workforce Inclusion Success
Increased career construction careers. Trained workforce. Fostered partnerships.

Apprentice Workforce Inclusion
(Number of workers, Civil West Contract)

Experience gained on this project provided a platform for a career in the construction industry. These apprentices will continue to contribute to a more diverse workforce on future projects.

Innovations – How we did it!
Collaborative. Equitable. Transparent.

Joint Oversight Committee
The Joint Oversight Committee, co-chaired by the Metropolitan Council, with a grant from the Central Corridor Funders Collaborative, Partners with Ramsey County Workforce Solutions, Minnesota Department of Human Rights, and Joint Oversight Committee and local unions in the development of the tool.

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The DBE achievement on the Central Corridor Green Line project is both an illustration of the current capacity of the local DBE community and an important step towards future DBE success on major public projects. Central Corridor Green Line DBEs were involved in all construction scopes and represented nearly 20% of the construction and design activity on the project.

DBE Success
Built relationships. Increased capacity. Delivered quality.

Workforce Inclusion Success
Increased construction careers. Trained workforce. Fostered partnerships.

DBE Participation Breakdown by Areas of Work

<table>
<thead>
<tr>
<th>Professional Technical</th>
<th>Civil</th>
<th>Electrical</th>
<th>Specialty Construction</th>
<th>General Construction</th>
</tr>
</thead>
<tbody>
<tr>
<td>18%</td>
<td>14%</td>
<td>13%</td>
<td>9%</td>
<td>25%</td>
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135+ DBEs
Worked on the Green Line

Money
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<table>
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<tr>
<th>Contractor Achievement</th>
<th>Contractor Commitment</th>
<th>Contractor Goal %</th>
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<tr>
<td>10%</td>
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DBE Achievement verified as of May 2014. Systems and project management issues for Central Corridor Green Line DBE and workforce achievement.

Great Minds
“Great Minds” was a full day retreat held prior to construction, convening community residents and organizations, government agencies, labor leaders, contractors, and ongoing project partners. The retreat was designed to build trust and a shared understanding of roles and responsibilities. Goals are expressed in percentages of hours.

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Youth Engagement
Throughout the project, several youth career events were held highlighting careers in the transit and construction industry. More than 500 students and community members worked together to create the ultimate learning opportunity for students in the Twin Cities.

Key Values
- Built relationships – throughout DBE process
- Equity must be a core value – engaged with partners in the DBE process
- Fostered partnerships – with contractors, communities, and other stakeholders
- Open agendas – transparent decision making
- Full support from agency leadership

Meet and Greet Events
We held many networking events, online and in person, where we connected contractors and potential firms interested in doing work on this Central Corridor Green Line project. DBE contractors are interested in connecting with other local businesses and leaders. The purpose of these events is to foster relationships and provide opportunities for people of all backgrounds to learn about a diverse array of construction and design jobs.

Key Values
- Open opportunities – to pay attention to diversity
- Full support from agency leadership
- To take time to learn about opportunities and people

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Larry Jackson – Metropolitan Council Workforce Specialist

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Construction
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DBE Achievement on Core Contracts

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<td>10%</td>
</tr>
<tr>
<td>Trades</td>
<td>5%</td>
</tr>
<tr>
<td>Construction</td>
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<tr>
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World Inclusion Success
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Meet and Meet Events
Responsiveness creates meaningful change. Meet and Greets create an environment in which businesses and individuals with diverse opportunities and backgrounds can come together to foster genuine collaboration in doing work and in doing business on the Central Corridor Green Line.

Key Values
- Held in the community
- Open decisions and process
- Educate community members about project events
- Define contracting opportunities and job opportunities

Youth Engagement
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Key Values
- All voices were valued and heard
- Open agenda
- Full support from agency leadership
- Created community ambassadors
- Transparent in decision making
- Fostered relationships

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