



SOUTHWEST

Green Line LRT Extension

Disadvantaged Business Enterprise and Workforce Advisory Committee

July 18, 2019



EDEN PRAIRIE | MINNETONKA | EDINA | HOPKINS | ST. LOUIS PARK | MINNEAPOLIS

Today's Topics

- Adopt the Committee Charter
- Kickoff Summary
- Great Minds Review
- SWLRT Project Update
- SWLRT Civil DBEs
- DBE Report and Activities
- Workforce Report and Activities
- DBE Pay Cycles
- Workforce Industry Overview



Kickoff Summary

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Kickoff Summary

- Challenges and Opportunities:
 - Long pay cycles
 - Lack of working capital
 - Barriers to training and workers (daycare, transportation)
 - Workforce recruitment and retention
 - Partnering with CBOs as training base
 - Build capacity and grow; hire more people

Kickoff Summary

- What does success look like?
 - Exceeding the DBE and Workforce Goals
 - Long term career pathways beyond this project
 - No DBEs go out of business
 - Bring jobs and wealth into the communities

Great Minds Review

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Great Minds Outcomes

- DBE:
 - Long pay cycles
 - Met Council to expedite the pay app review process
 - Materials and supplies be paid to subs without the long review process
 - Materials/supplies payments not have retainage held
 - Lack of working capital
 - DBE Assist Program like the Funders Collaborative from CCLRT
 - 3rd party payer/grant options
 - Capacity Building
 - Primes to do more mentoring of the subs: pay app submittal, assist with credit for equipment, Sub-Guard Bonding

Great Minds Outcomes

- Workforce
 - Education
 - More options for people with GED within the industry
 - Promote trades as career options in high schools
 - Pre-apprenticeship programs through unions
 - Transportation
 - Financial support for CBOs for cost of DL reinstatement
 - Impact on family
 - Access to childcare, non traditional hours
 - Incentives to childcare along the corridor

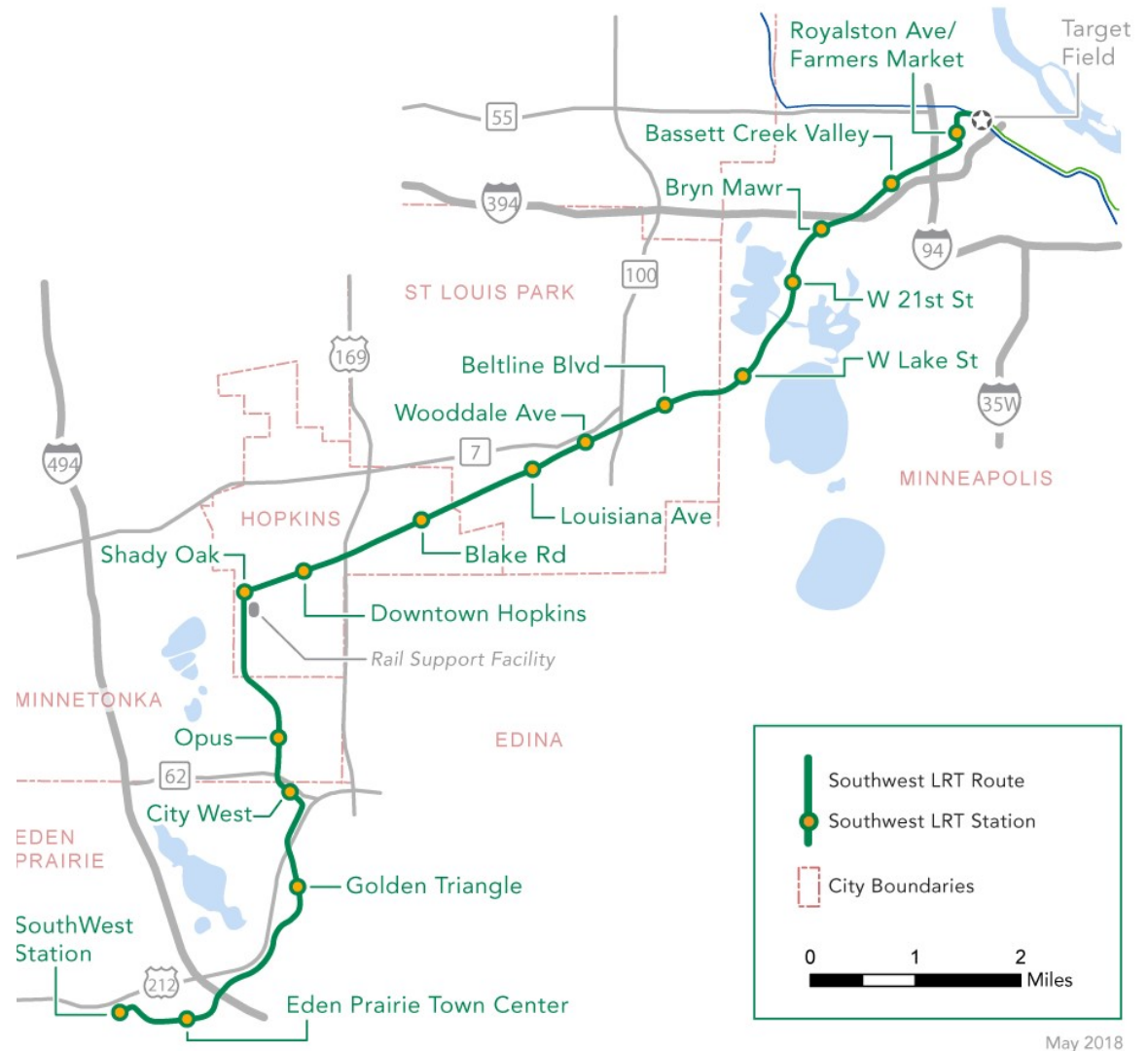
SWLRT Project Update

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METRO Green Line Extension

- Opening in 2023
- 14.5 miles
- 16 stations
- Will provide single seat trips to downtown Minneapolis, U of M and St. Paul
- Connections to the Airport and Mall of America via the Blue Line



Southwest Station: Installing Sheet Piles



SouthWest Station: Demo of Culvers



Near Eden Prairie Town Center: Clearing



Golden Triangle Station: Installing Piles



Hopkins Depot: Temporary Parking



Cedar Lake and Kenilworth Trail Detours



Vibration Monitoring at Calhoun Isles Condominium Association



Kenilworth Corridor: Tree Removal



394 & Cedar Lake Trail: Pier Protection Work




Temporary Concrete Batch Plant Linden Yards



Digital Metrics: GovDelivery Monthly Highlight

- April 26:
 - Sent: 8,256
 - Open: 2,931
- May Average:
 - Sent: 15,240
 - Open: 7,660 (50%)
- June Average:
 - Sent: 15,511
 - Open 7,707 (49%)



SOUTHWEST
Green Line LRT Extension
CONSTRUCTION

Southwest LRT Construction Update May 31, 2019

Construction Update: May 31, 2019

Web: swlrt.org

Twitter: [@SouthwestLRT](https://twitter.com/SouthwestLRT)

Construction Hotline

For urgent Southwest LRT construction issues, please call the 24-hour hotline at 612-373-3933 for assistance. Call the hotline for problems such as blocked access to business or residential areas, improper traffic sign placement or parking issues. For general questions or comments about Southwest LRT, please contact your Community Outreach Coordinator. For emergencies, always call 911.

Corridor-wide Activities: Eden Prairie, Minnetonka, Hopkins, St. Louis Park, Minneapolis

Expect to see the following activities throughout the alignment as crews prepare for construction:

- Surveying and staking
- Erosion control
- Utility locates and potholing to pinpoint the exact location of underground utilities

Digital Metrics: Twitter

Month	# of Tweets	Followers	Retweets	Likes	Mentions
January	1	842	0	0	0
Feburary	0	846	0	0	1
March	2	859	3	20	5
April	18	925	22	98	19
May	26	1,100	88	196	29
June	9	1,200	32	66	28

Construction 24-Hour Hotline

- May 15: Established Construction hotline
- Signs placed at over 100 locations along the project corridor
- 80% of the calls are comments or questions; 20% are actionable

Southwest Light Rail Transit Construction Hotline

612-373-3933

swlrt.org

Business Outreach

- Meeting with business owners to discuss access during construction
- Developing content for customers, employees, suppliers
- Special signage



Upcoming Outreach Activities

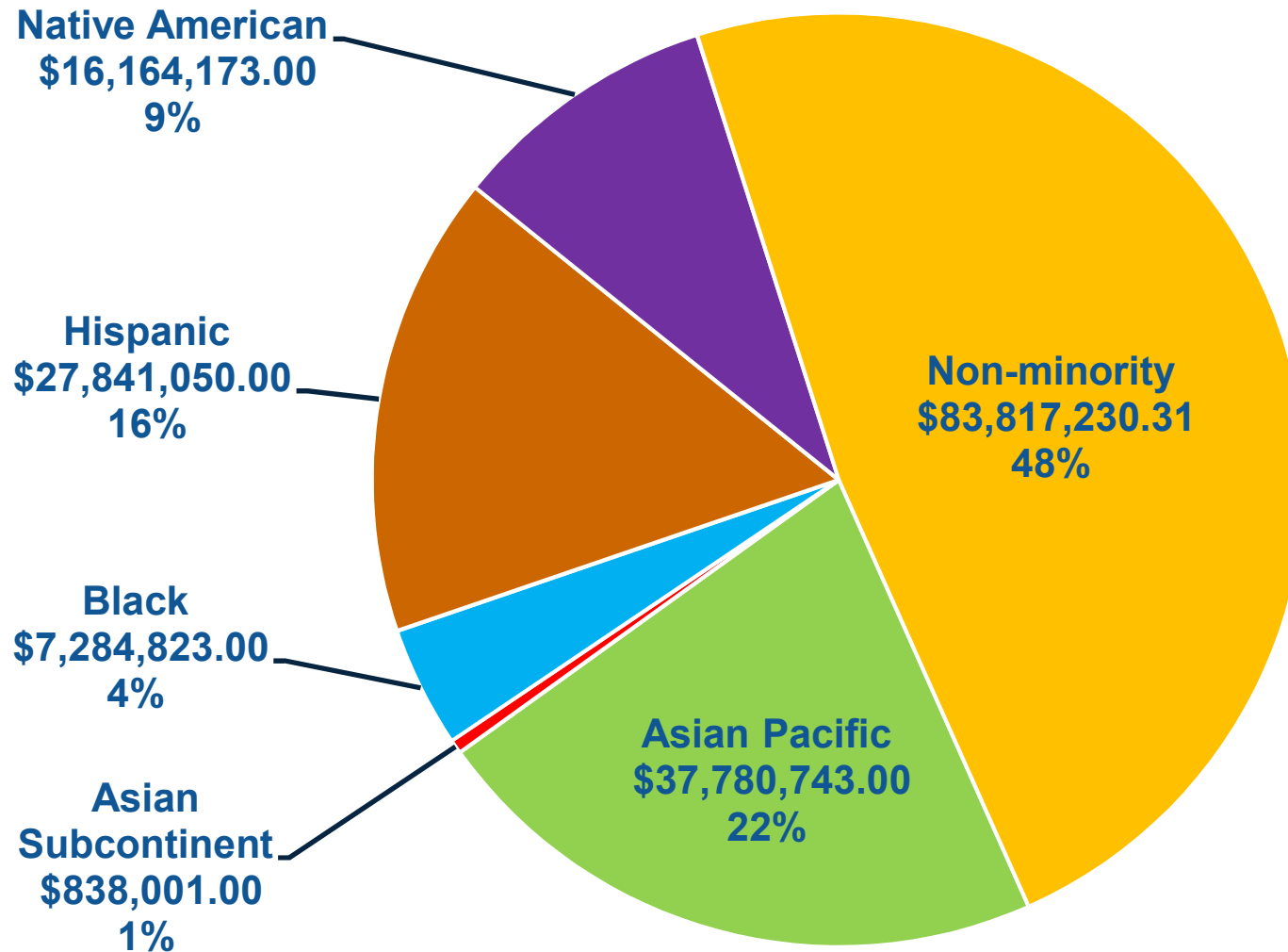
- Construction open houses in July
- Pop-up events along corridor
 - Trails
 - SouthWest Transit Station
- Participate in summer community events
- Neighborhood meetings

SWLRT Civil DBEs

51 DBEs On SWLRT Civil Construction

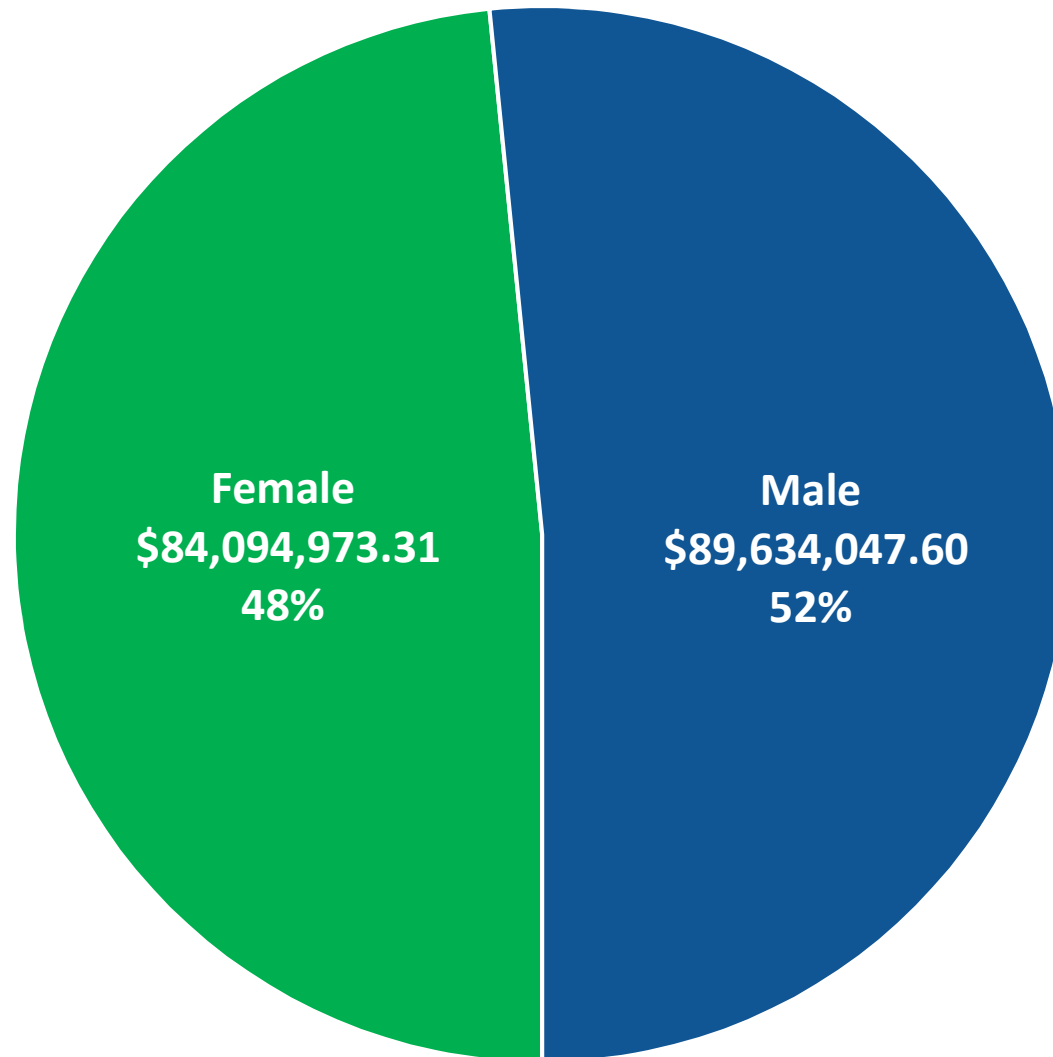
Airfresh Industries All Phase Contracting AM-TEC Designs B&L Supply Inc. Biffs Inc.
Big G Tech Support LLC Blackstone Contractors LLC Boys Contracting
Carlo Lachmansingh Sales Inc. Casillas Glass LLC Chippewa Wood Products CI Utilities LLC
Courtland LLC Crocus Hill Electric Co Dionne Construction Inc. Donovan Enterprises Inc.
E&J Steel Erectors (E&J Rebar Inc.) Eastern Rail Corporation E-Con-Placer Inc.
Exterior Building Services Inc. Gestra Engineering Inc. Gunnar Electric Inc.
Hanson Custom Crushing Inc. Hirschmugl, Heine & Associates, Inc. IMO Consulting Group
Intelligent Unmanned Aircraft System and Integration JL Theis Inc. Joe Mullin Trucking
Inc. Lanier Steel Products Inc. M&J Trucking Co LLC Mac's Roll-off Service Inc.
MBE Inc. Midwest Window Systems LLC Modern Electrical Solutions Inc.
On Call Pavement Sweeping Inc. Pete's Water & Sewer Inc.
Pine Waterproofing and Sealant Inc. Povolny Specialties Inc. Princess Trucking Inc.
Procellis Technology Inc. Public Solutions Group Inc. Reiner Contracting Inc.
ROlson Trucking LLC Safety Signs Skyview Construction Co LLC Standard Contracting Inc.
Stonebrook Fence Inc. Sun Mechanical Inc. Tegan Marketing Inc. Trackworks LLC
Zaczkowski Trucking Service Inc.

DBE Participation by Ethnicity *



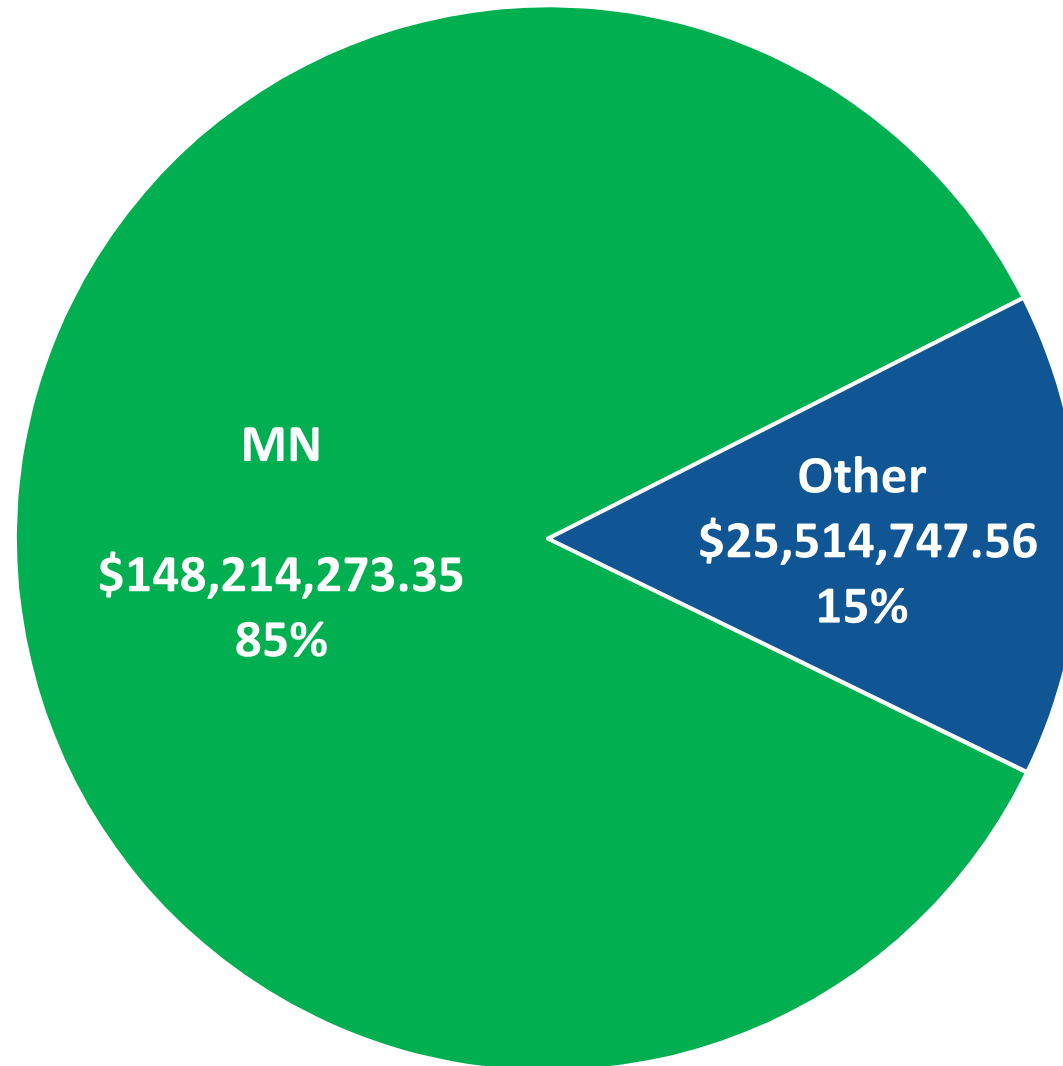
*As of 7/12/19

DBE Participation by Gender *



*As of 7/12/19

DBE Participation by State *



*As of 7/12/19

DBE Report and Activities

DBE Achievement as of May 31, 2019

Contractor	Contract Description	Contracts	\$ DBE Goal	Billed to Date	% Billed to Date	DBE Billed to Date	% DBE Billed to Date
LMJV 16% Goal	Civil	\$799,514,338	\$127,922,294	\$35,806,445	4.48%	\$1,352,010	3.78%
Veit 17% Goal	OMF Demo	\$440,078	\$74,813	\$399,225	90.72%	\$74,610	18.69%
DBE Goals: Average to Date		Contracts	\$ DBE Goal	Billed to Date	% Billed to Date	DBE Billed to Date	% DBE Billed to Date
16.5% Goal		\$799,954,416	\$127,997,107	\$36,205,670	4.53%	\$1,426,620	3.94%

Lunda/CS McCrossan Joint Venture: Update on DBE Activities

Post-Bid DBE Additions

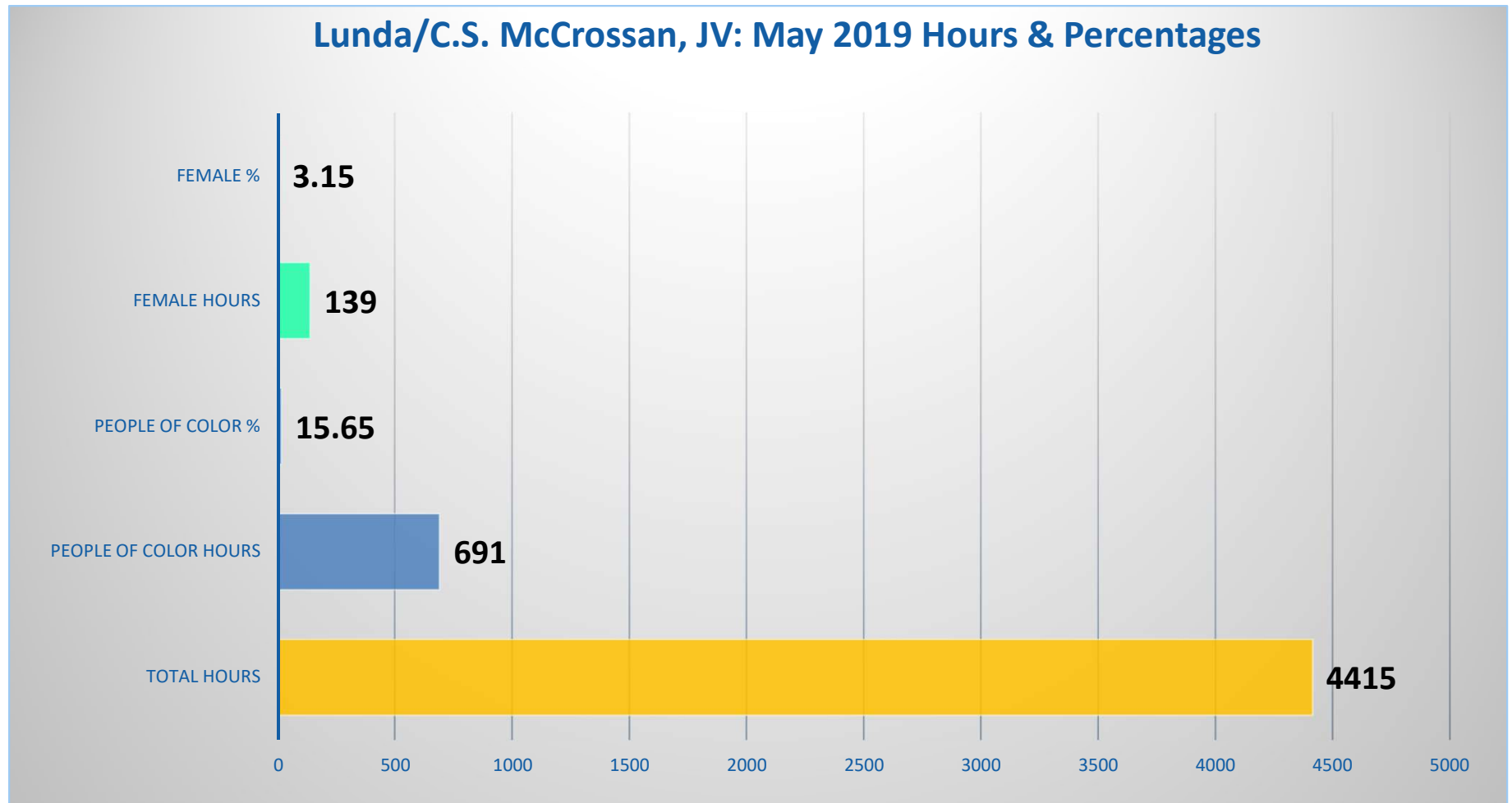
DBE	Amount
Big G Tech Support	\$2,697,466
Boys Water Products	\$540,000
Courtland	\$36,379
Gestra	\$659,526
HHA	\$187,000
IMO Consulting Group	\$5,010,000
M&J Trucking	\$40,000
Pete's Sewer & Water	\$114,600
Pine Waterproofing	\$465,051.00
Rock On Trucking	\$40,000
AmTec Designs	\$5,215,455
Total	\$15,005,477

Workforce Report and Activities

Workforce Hours and Participation

- For May 2019, Lunda/C.S. McCrossan's Monthly Reports to the Minnesota Department of Human Rights (MDHR) showed the Joint Venture and its subcontractors worked 4,415 total hours
- The total hours worked by Women during May was 139 hours, which represented 3.15%
- The total hours worked People of Color during May was 691 hours, which represented 15.65%
- There were also 61 hours worked by men that did not specify their race/ethnicity

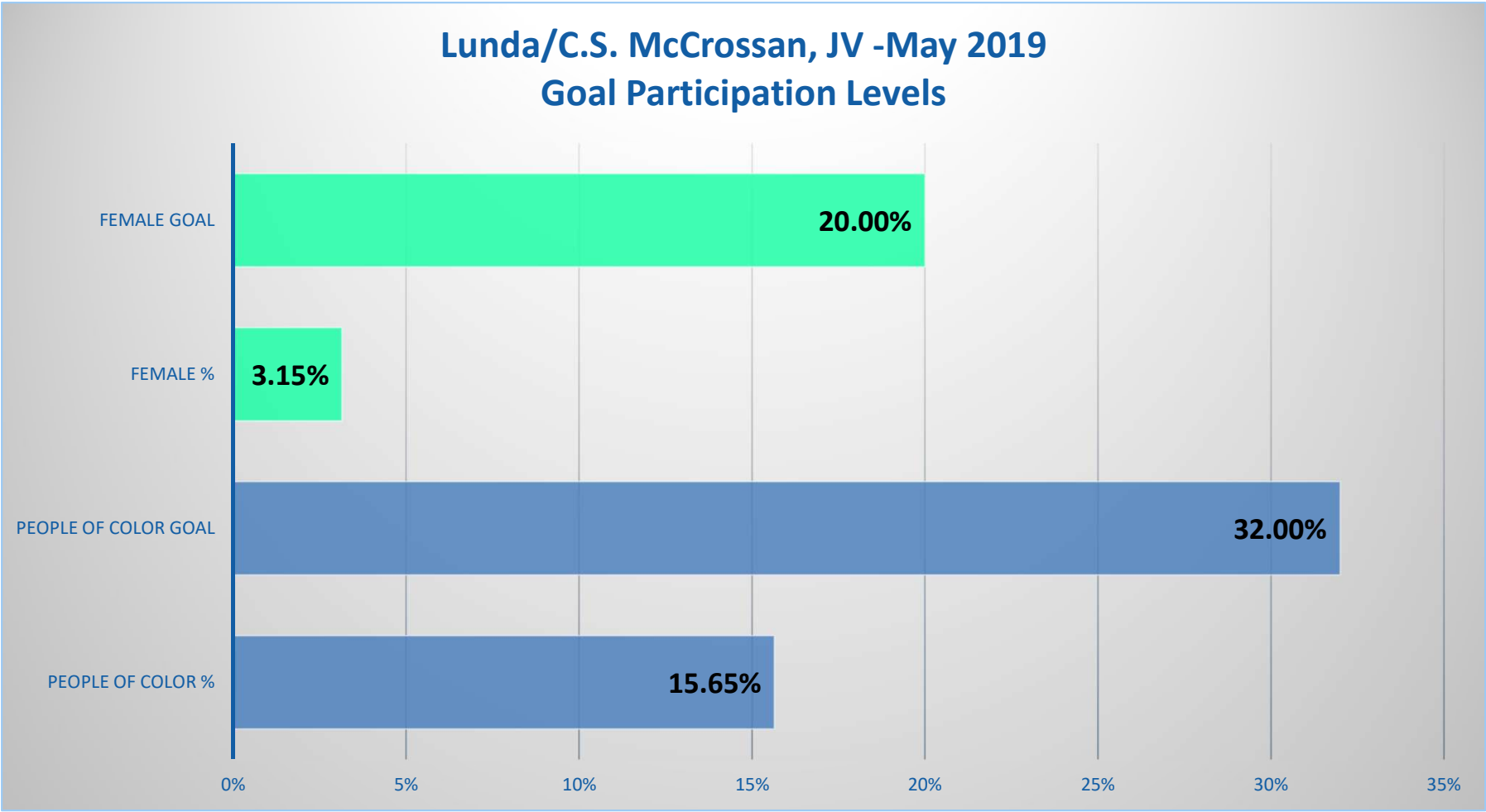
Workforce Hours and Participation



Workforce Hours and Participation

- Goals set for the SWLRT Project are 32% People of Color and 20% Women
- Goal participation levels achieved by Lunda/C.SW. McCrossan for May 2019 were:
 - People of Color: 15.67%
 - Women: 3.15%
- These thresholds are represented on the next chart

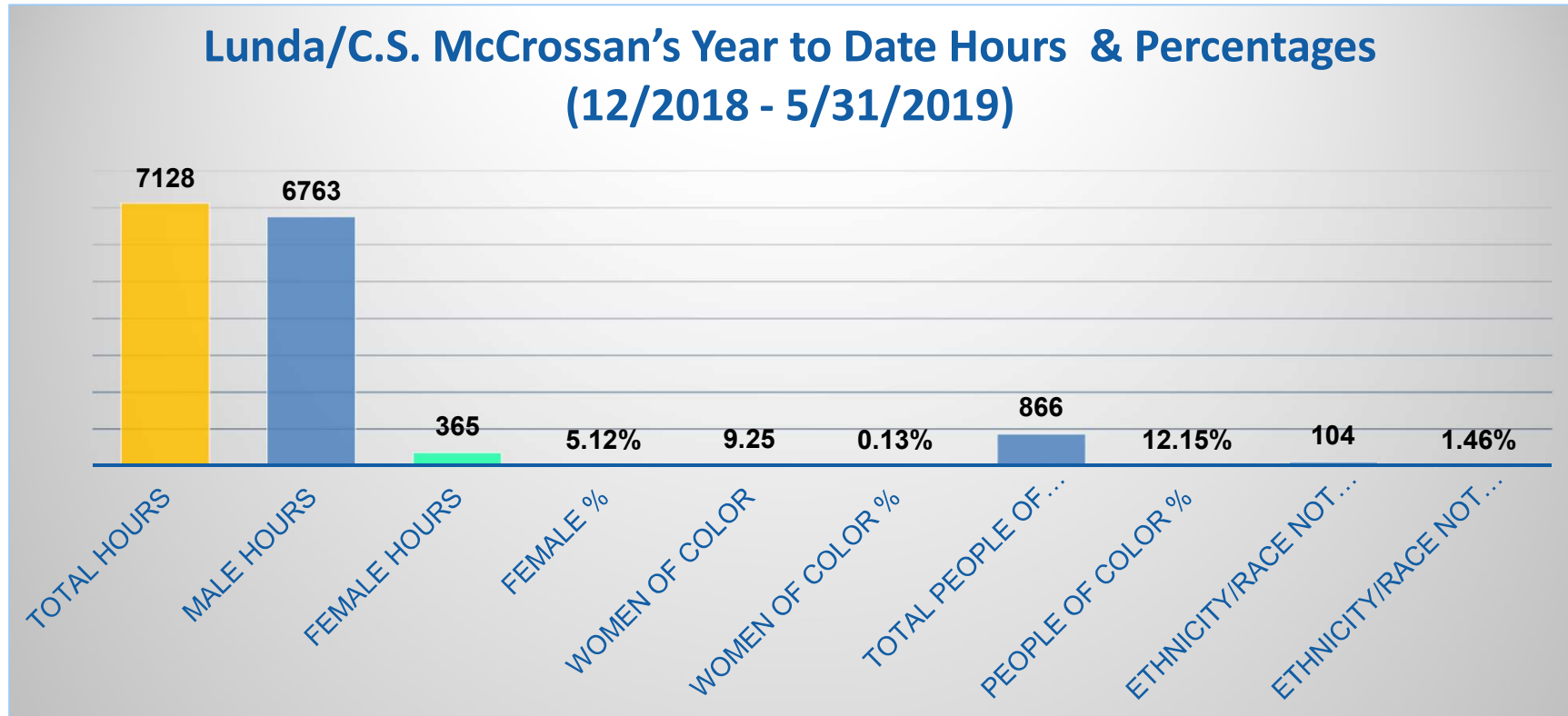
Workforce Hours and Participation



Year-to-Date Workforce Hours & Participation

- Lunda/C.S. McCrossan's year-to-date hours and goal participation since the inception of the work on this project in Dec 2018 through May 2019 are:
 - Total Hours: 7128
 - Total Female Hours: 365 (5.12%)
 - Total People of Color Hours: 866 (12.15%)
 - Total Hours by Women of Color: 9.25 (0.13%)

Workforce Hours and Participation



Lunda/CS McCrossan Joint Venture: Update on Workforce Activities

Subcontractor Work Plans

- Coordinated with subcontractors to get their work plans submitted to MDHR
- Letters were sent via email
 - 45 letters sent out requesting Work Plans
 - 4 responses received so far
 - Conference/Meeting calls were offered and made with subcontractors to answer questions
- 2 Work Plans have been submitted to MDHR

LMJV Career Fair

- First career fair happening on:

Thursday, August 22, 2019
8 am to 12 pm
Minneapolis Urban League
2100 Plymouth Avenue North
Minneapolis, MN 55411

Please feel free to share!

LMJV Workforce Activities May 2019

- May 7: DEED Career Fair
- May 16: Local 633 Cement Mason Graduation
- May 17: 35W@94 ALS Career Fair; distributed Lunda and SWLRT applications
- May 22: SAOIC Employer Panel
- May 30: Workforce Development MnDOT/Laborer's Union; formal Interviews
- May 31: Merrick Community Services Construction Training Program Advisory Day; employer panel

LMJV Workforce Activities June/July, 2019

- June 7: SAOIC Mock Interviews
- June 21: 35W@94 ALS Career Fair; distributed Lunda and SWLRT applications
- July 2: The Power of the People Leadership Institute; guest speaker
- July 19: 35W@94 ALS Career Fair; will distribute Lunda and SWLRT applications
- July 23: 1st Annual Shakopee Job Fair; will distribute Lunda and SWLRT application to CDL program participants
- July 26: Tribal Cement Mason Graduation

DBE Pay Cycles

LMJV Ensuring Prompt Payment

- Payments will be made to DBE subcontractors no later than 10 days after LMJV receives payment
- Focus on processing DBE subcontractor payments first when an approved payment is received
- Willing to provide assistance if cash flow or payments are threatening the success of a DBE

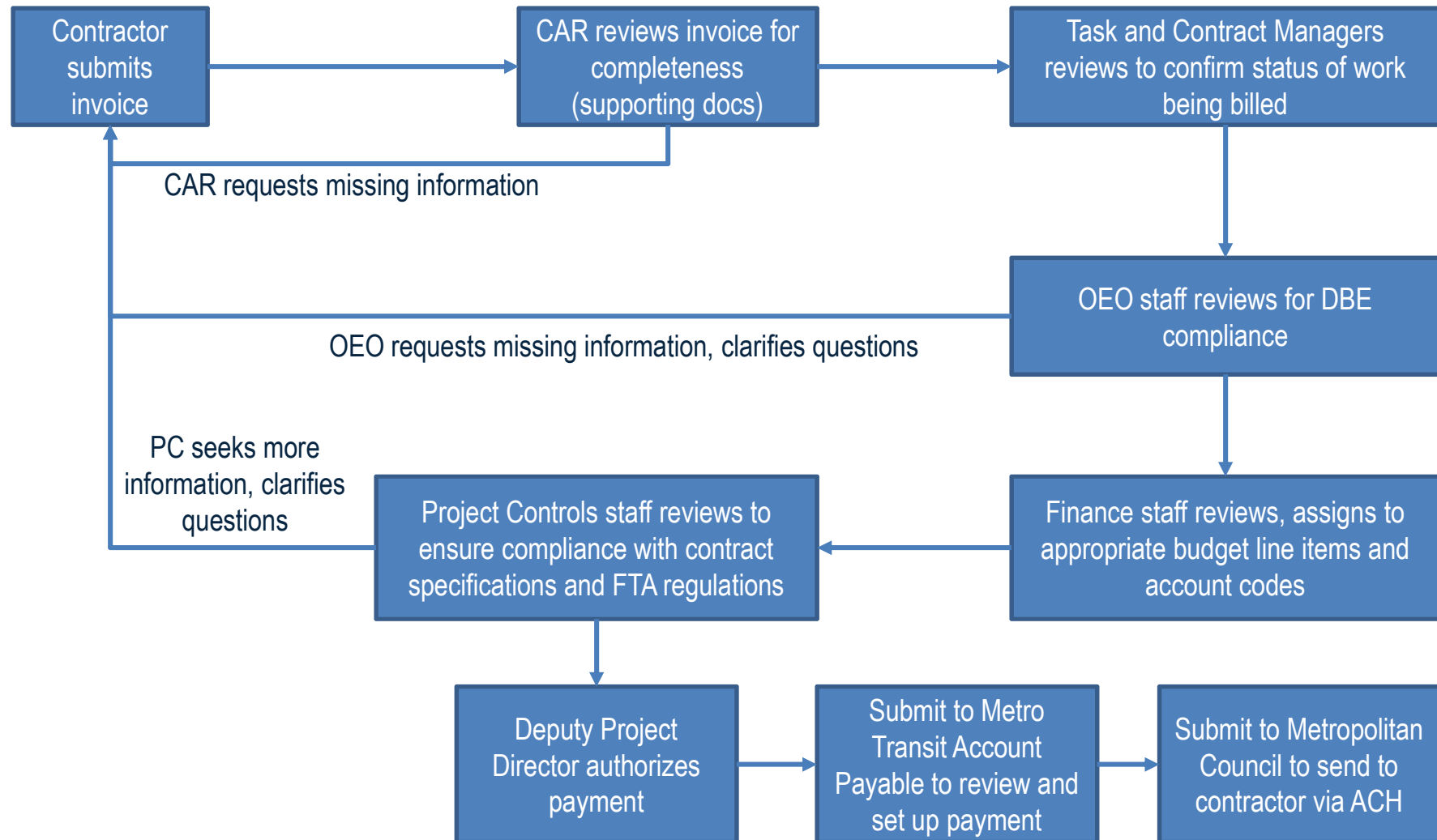
Invoicing and Payment Cycle

- LMJV is billing the Council based on the Schedule of Values for this contract
- The billing period is from the 15th of previous month to the 15th of the current month
- A pencil copy is submitted to the Council on the 15th of the month
- Subcontractors receive 2 additional days to submit their invoices by the 17th
- The payment application is finalized on the 25th of the month and submitted for review

Prompt Payment

- Council has 30 days to review the payment application
- 30 day review factors:
 - Payment applications are typically 1,000+ pages
 - Estimated \$1 million in expenses a day
 - Application goes through 10+ steps for review & approval in Project office
 - Additional approval process through Metro Transit Finance

Invoice Review Process



Prompt Payment

- After LMJV receives payment from the Council
 - LMJV will have 10 days to pay 1st tier subcontractors for undisputed services
 - 1st tier subcontractors have 10 days to pay 2nd tier subcontractors for undisputed services
 - And so on...

Payment Cycle

6/15: LMJV submits Pencil Copy

10 Days To Review Pencil Copy

6/17: Invoice
Deadline

DBE Invoices for 5/15 - 6/15

6/25: Council finalizes Invoice

30 Days For Review

7/25: Council Completes Pay App Review

Payment Issued

7/26: LMJV Receives Payment

10 Days

Time Frame

1st Tier – 51 Days

2nd Tier – 61 Days

3rd Tier – 71 Days

8/5: 1st Tier Subs Paid

10 Days

8/15: 2nd Tier Subs Paid

10 Days

8/25: 3rd Tier Subs Paid

Contract Language

“Prompt Payment to Subcontractors. The CONTRACTOR agrees to pay Subcontractors within ten (10) calendar days of the CONTRACTOR’s receipt of payment from the COUNCIL for undisputed services provided by the Subcontractor. In addition, the CONTRACTOR agrees to pay Subcontractors all undisputed retainage payments within ten (10) calendar days of the CONTRACTOR’s receipt of the Subcontractor’s final undisputed invoice regardless of whether CONTRACTOR has received any retainage payment from the COUNCIL. The CONTRACTOR shall not postpone or delay any undisputed payments.”

Workforce Industry Overview

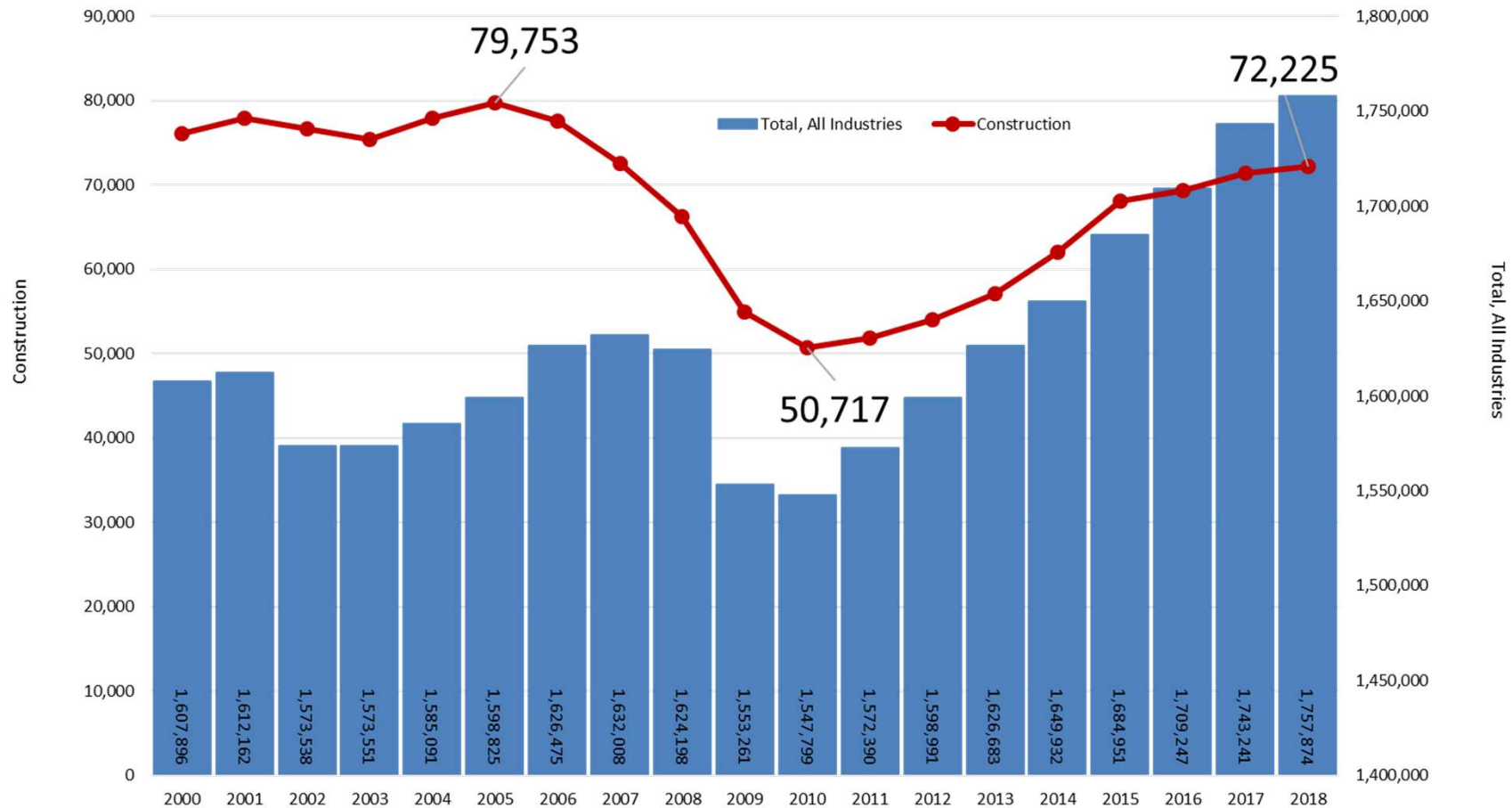
Information Sources and Background

- Presentation information is compiled from a variety of construction collaborative groups and other research initiatives; for example:
 - GMWC Construction Sector Academy
 - MCIWA Initiative
 - Ramsey County Workforce Inclusion & Contracting Goals
 - MNDEED
 - Environmental Scanning (i.e. focus groups)



More Work – Less Workers: How Much Does Technology Play a Factor?

Figure 2. 7-County Metro Area Construction Industry Employment, Q2 2000 - Q2 2018



Source: DEED Quarterly Census of Employment and Wages

CONSTRUCTION CAREER PATHWAYS

COMMON TO ALL TRADES



18 YEARS OLD



DRIVERS LICENSE
(preferred by most)



LEGAL TO WORK IN THE U.S.



HIGH SCHOOL DIPLOMA OR GED



PHYSICALLY FIT



MATH & READING PROFICIENCY

LICENSED TRADES

- Trade school can be helpful yet not always necessary
- Exams and assessments are given specific to each of the licensed trades
- Applications are taken on an as needed basis (see individual trade websites)
- Panel interview with apprenticeship committee prior to acceptance
- Typically union halls place apprentices with employers
- Apprenticeships are 4-5 years (8,000 - 8,750 hours requires formal training at JATC)

PLUMBER

SPRINKLERFITTER

HVAC INSTALLER-TECHNICIAN

PIPEFITTER / STEAMFITTER

CONSTRUCTION ELECTRICIAN

ELECTRICIAN LINE WORKER

UNLICENSED TRADES

- Applications are always being taken
- Hired by company first
- Apprenticeships are 3-4 years (5,000-8,000 hours / many require formal training at JATC)

CARPENTER

BRICKLAYER

FLOOR COVERER

SIGN & DISPLAY

TAPER & FINISHER

TERRAZZO

LABORER & TENDER

LATHER

MILLWRIGHT

PAINTER

PLASTERER

TILE SETTER & TILE FINISHER

ROOFER & WATERPROOFER

GLAZIERS / GLASSWORKERS

CEMENT MASON / CONCRETE FINISHER

LOW VOLTAGE / LIMITED ENERGY INSTALLER-TECHNICIAN
(A Power Limited Technician license is required to become a Technician)

SPECIALTY TRADES

- Applications are taken on an as needed basis (see individual trade websites)
- All jobs are through the union hall (except operating engineer - may apply with contractors)
- Exams and assessments are given specific to each trade
- Apprenticeship is 2-4 years (4,000-8,000 hours requires formal training at JATC)

BOILERMAKER

ELEVATOR CONSTRUCTORS

IRONWORKER

OPERATING ENGINEER

PILEDRIVER

SHEET METAL WORKER

HEAT & FROST INSULATORS

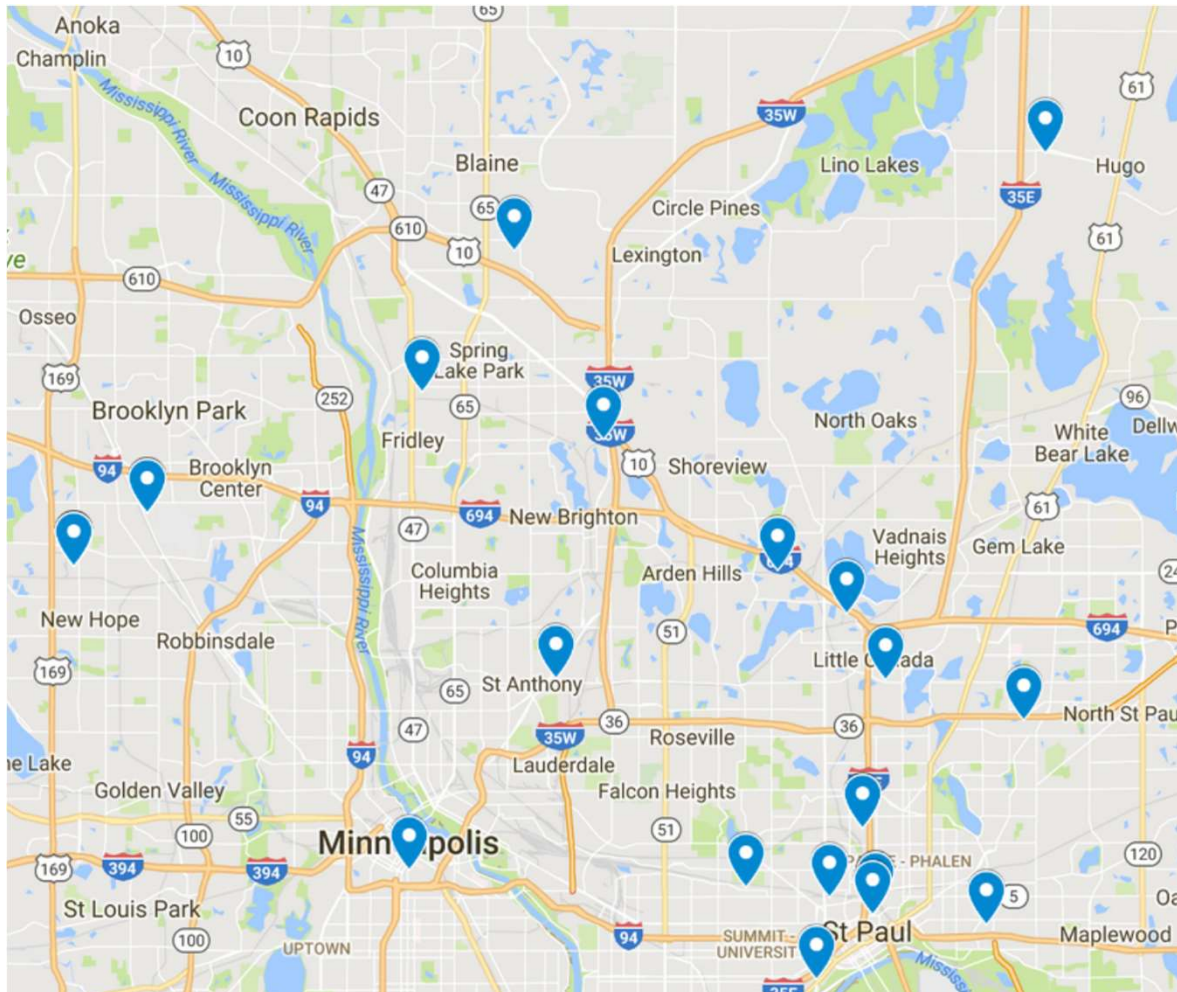
START A REWARDING CAREER TODAY AT: CONSTRUCTIONCAREERS.ORG

The information on this poster is for general guidance only. Please visit specific trade websites for current information.

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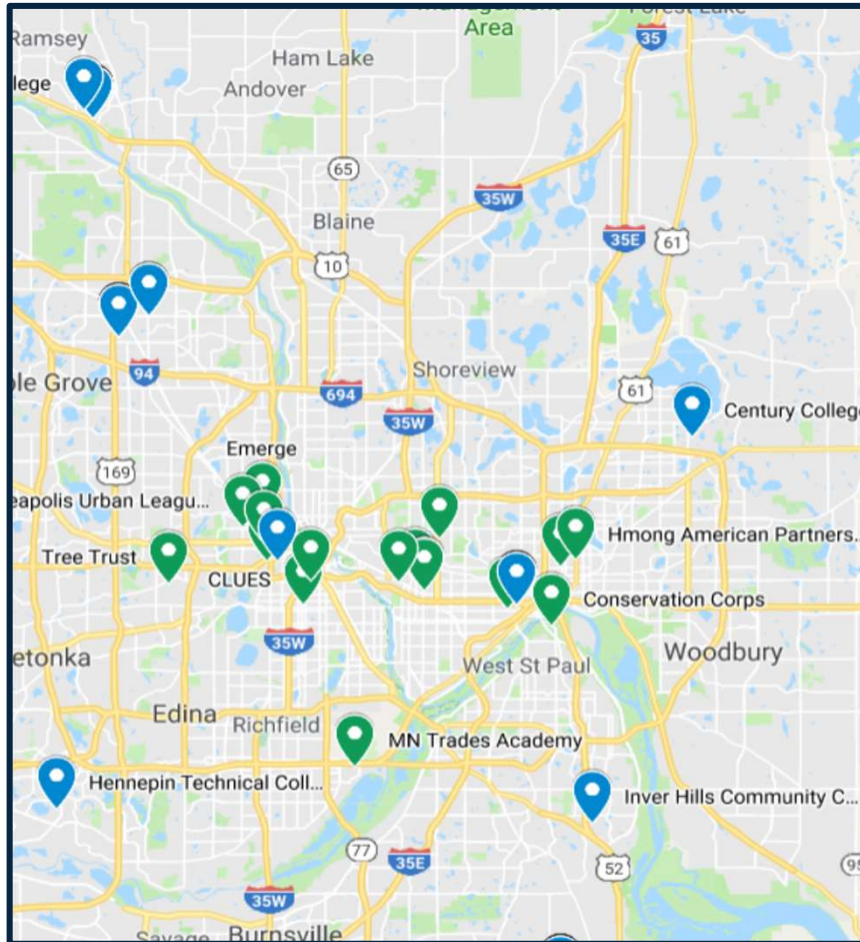
23 Union Apprenticeship Training Centers



**Metro Area Only
Representing 29
Trades**

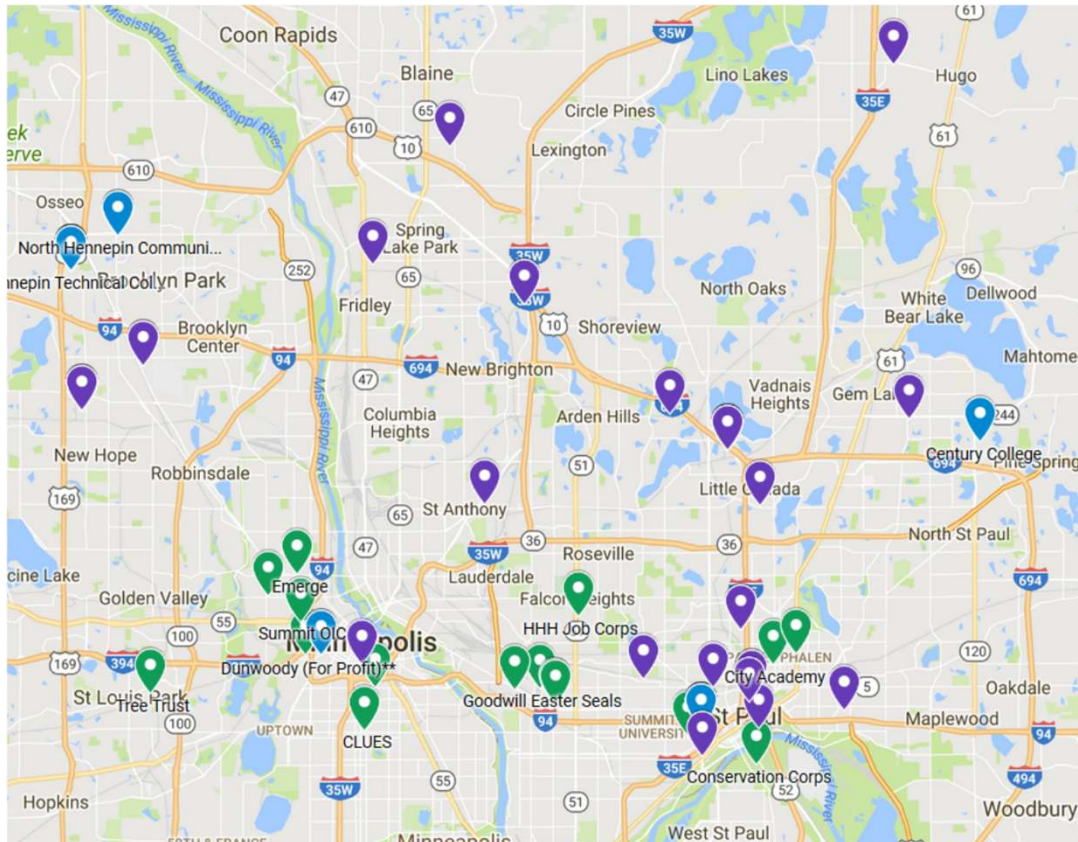
***Heavy Equipment
Operators is in Hinckley
and not on the map**

31 State Colleges & Non-Profits Offer Construction Training That Can Lead To Union Apprenticeships



9 Community Colleges
22 Non-Profits
= 31 Metro Programs

Over 50 Construction Training Programs in the TC Metro Area



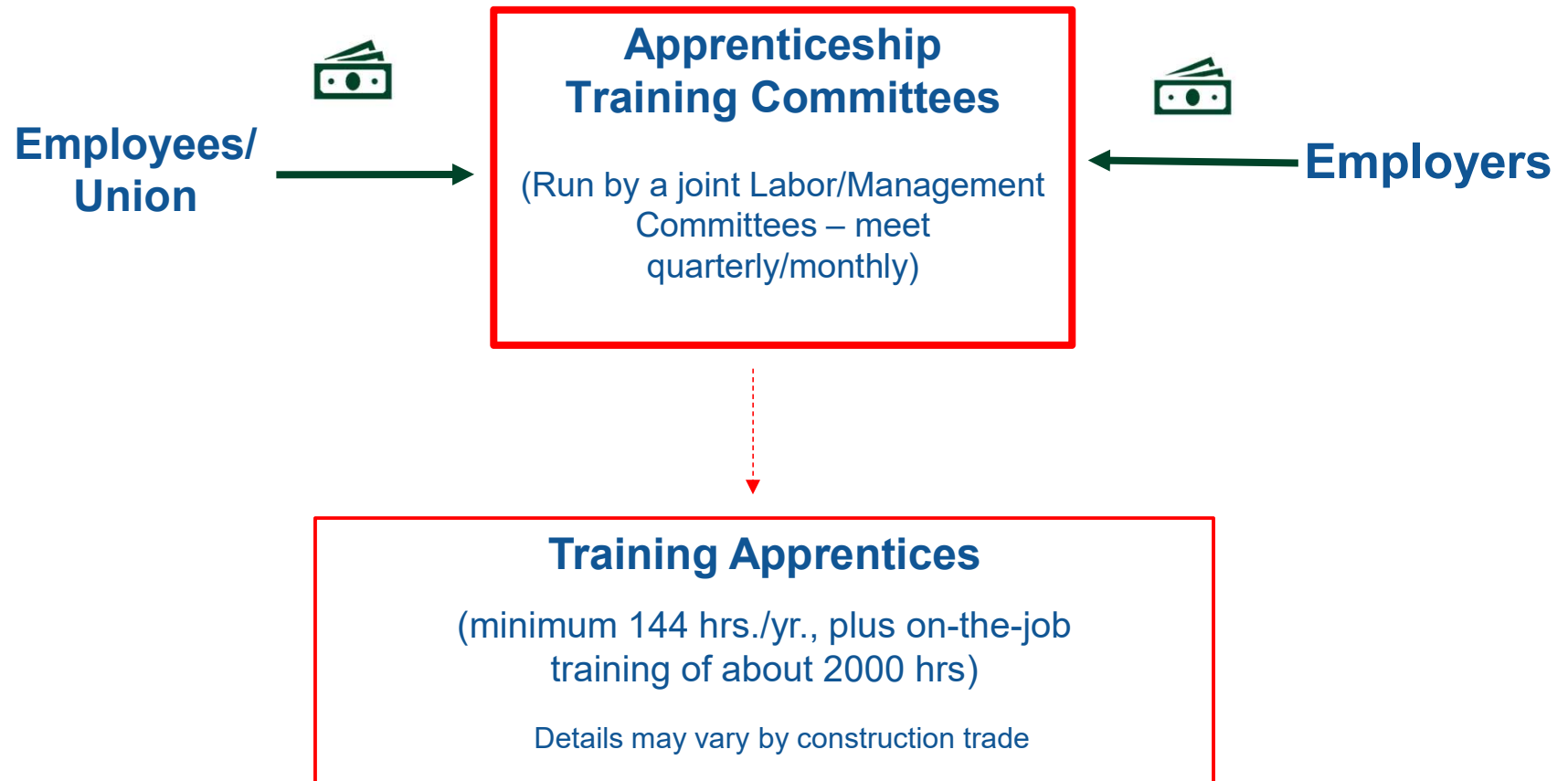
23 JATC's (Registered Apprenticeships)

9 Community Colleges

20+ Community Training Programs

Minnesota's Union Construction Educational System

A Labor/Management Partnership Model

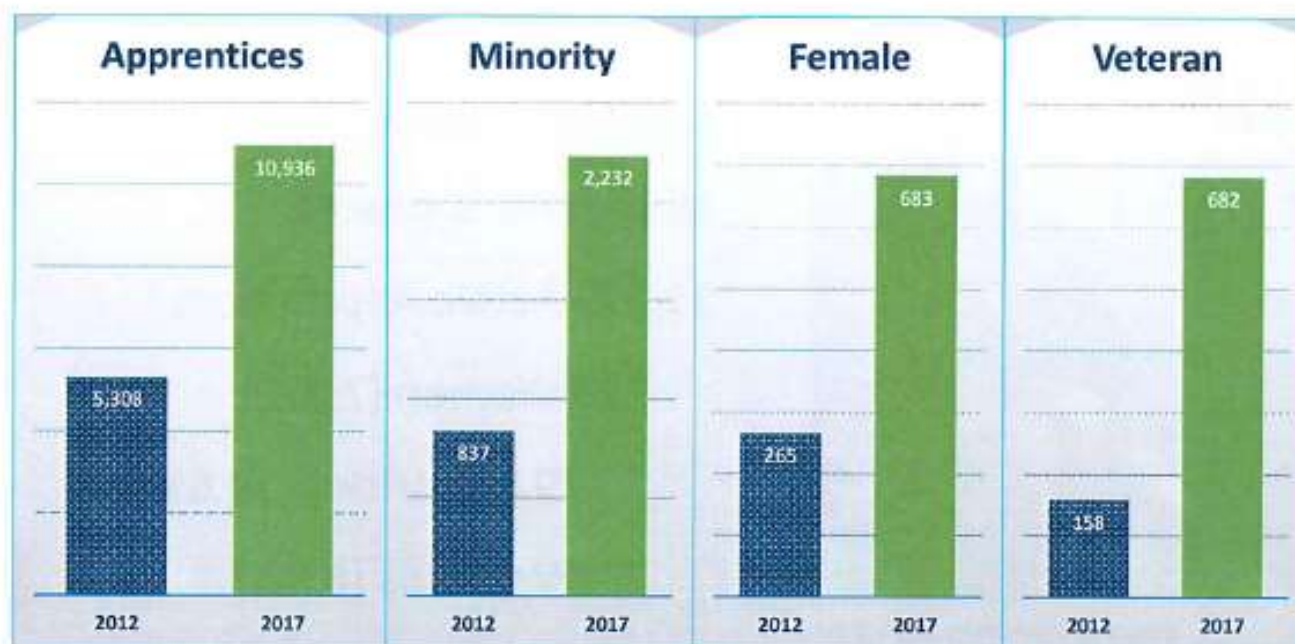


Construction Trades Apprenticeship Model

- Registered and accredited through MNDOLI
- 4,000 – 10,000 on-the-job hours (2-5 years) to master a trade
- 144 minimum hours of classroom & lab training per year
- State of the art training facilities
- All union members and signatory contractors can participate
- Curriculum developed by craft specific joint labor/management committees
- All craft apprentices participants have an option of obtaining an accredited 2 year degree with their apprenticeship training
- Students pay little or no cost
- Provides a pool of skilled craft workers for signatory union employers

Construction Apprenticeship Demographics

m DEPARTMENT OF
LABOR AND INDUSTRY



CONSTRUCTION APPRENTICESHIPS:

Minnesota Apprentices
94%

Minority
20%

Women
6.3%

Veteran
6.2%

Average Age-Men
29.9

Average Age-Women
33.9

Source: Apprenticeship Minnesota Database
Construction Statistics 12/15/2012 & 12/15/2017 data snapshot

First Quarter Apprentices of 2019

Apprentice information			
Total apprentices	11,566	11,472	11,366
Females	871	861	858
Minorities	2,321	2,297	2,285
Veterans	812	807	803
New apprentices	202	155	167
Graduations	115	108	94

MNDOLI – Apprenticeship Works Newsletter Spring 2019 Issue 27

MN Construction Business Patterns, 2010 – 2016

Establishments by Employee Size	Construction Establishments			Total, All Establishments	
	2010	2016	2010-2016 Change	2016	2010-2016 Change
Total, All Establishments	16,368	16,360 (100.0%)	-8 (0.0%)	150,115	+3.2%
1 to 9 employees	14,513	14,202 (86.8%)	-311 (-2.1%)	107,183	+1.9%
10 to 19 employees	1,121	1,105 (6.8%)	-16 (-1.4%)	19,818	0.0%
20 to 49 employees	499	693 (4.2%)	+194 (+38.9%)	14,025	+13.3%
50 to 99 employees	127	219 (1.3%)	+92 (+72.4%)	4,903	+12.5%
100 to 249 employees	88	105 (0.6%)	+17 (+19.3%)	2,925	+10.9%
250 employees or more	20	36 (0.2%)	+16 (+80.0%)	1,261	+20.2%

Data comes from the U.S. Census Bureau's County Business Patterns (CBP)

DBE/SBE And Workforce Goals

Per MNDOLI, you need 9 journey level workers for 5 apprentices = 14

Team 1	Team 2	Team 3	Team 4	Team 5
1:1	1:1	1:1	3:1	3:1
2 workers	2 workers	2 workers	4 workers	4 workers

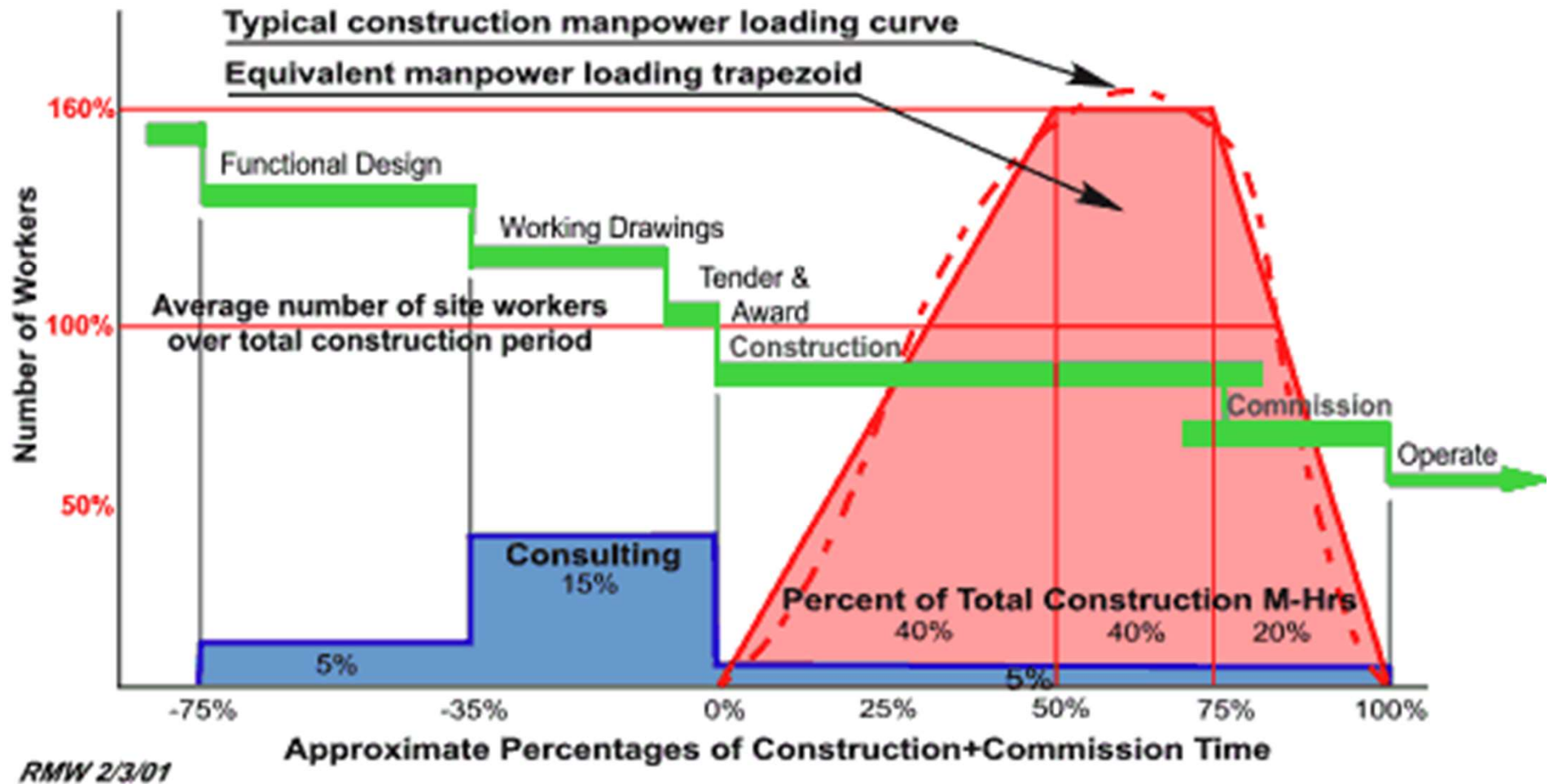
The first three teams are 3 journey level to 3 apprentices and then 3 journey level to one apprentice meaning the first four “teams” need 6 journey level workers to 4 apprentices (6:4 ratio). Five teams would need 9 journey level to 5 apprentices.

From Apprenticeship to Graduation

- It takes 8,000 hours to graduate (Journey level) from many apprenticeship programs
- In this case, it took 6 years to complete the apprenticeship hours

Apprenticeship	2019 hours	2020 hours	2021 hours	2022 hours	2023 hours	2024 hours
Year 1	900	1,100				
Year 2		1,000	1,000			
Year 3			500	1,500		
Year 4				800	1,000	200
Year 5						1,700
Total Per Year	900	2,100	1,500	2300	2,300	1,900

Project Goals vs Career



Common Construction Industry Messaging

- Example: New \$50-million technology center construction project

“Will Create Over 150 Construction Jobs Over the Next Two Years...”

The Real Number of Jobs Created

# Workers	Trades	Length of Jobs
7	Heavy Equipment Operators	2 months
20	Laborers	Average 20 over project life – 50 at peak
30	Carpenters	Over 18 months
15	Cement Masons	Periodically over 14 months
15	Iron workers	3 months
15	Pipe trade workers	Over 3 month period
10	Electricians	4 months over 8 month period
8	Flooring Specialists	2 months
30	Misc. - 9 different Trades	As needed for specific tasks

Better Construction Industry Messaging

- Example: New \$50-million technology center construction project

“Will SAVE Over 100 Construction Jobs and Bring 50 New Apprentices into the industry Over the Next Two Years...”

Closing

- Next Meeting Date: August 15, 2019
 - Agenda topics for the next agenda
 - Actions items for the next meeting
- Adjourn

Stay Updated!

Online:

SWLRT.org

Twitter:

@SouthwestLRT

Facebook:

@MetropolitanCouncil

Instagram:

@southwest_lrt

