



Southwest LRT DBE and Workforce Advisory Committee

Handouts

December 17, 2020

2:00 pm – 4:00 pm

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* **We encourage anyone with questions and concerns to reach out directly to the advisory members or the co-chairs before the meeting.** Committee Co-chairs emails: Ashanti Payne at Ashanti.Payne@metc.state.mn.us or Salima Khakoo at Salima.O.Khakoo@state.mn.us.

Southwest LRT DBE and Workforce Advisory Committee

Thursday, November 19, 2020

2:00 – 4:00 p.m.

WebEx Meeting

Meeting minutes

AGENDA

1. Roll Call by Salima Khakoo

- a. Barry Davies, Eric Ampadu, , Julie Brekke, John O’Phelan, Mary Schmidt, Barb Lau, Jerri Sweeney, Dale Even, Christa Seaburg, Katy Maus, Chris Gannon, Mike toney, Kent Robbins, Elaine Valadez, Brianne Lucio, Tracey Jackson, Sam O’Connell, Jon Tao, Aaron Koski, Vincent Fuller, Charlotta Prestine, Mahad Omar, Jeff Salzman, Lykhanu Lysongtseng, Laura Karow, Ismael Martinez-Ortiz, Clifton Boyd, Ian Clobes, Leroy Meyer, Maria Conley, Yolanda McIntosh, Marvin Smith, Melvin Nye, Michael Rosenfield, Nicholas Dial, Salima Khakoo, Sheila Olson, , Ashanti Payne, Cynthia Weyrens, Cyrenthia Jordan, Gilbert Odonkor, Jerry Sweeney, Brian Runzel

2. SWLRT Project Update by Sam O’Connell (Slides 3-8)

- a. Construction updates shared regarding the LRT Tunnel at TH 62 (Minnetonka), Opus Station (Minnetonka), Kenilworth Tunnel (Minneapolis, Completed freight Rail Track Shift at Glenwood Ave. bridge (Minneapolis), and Franklin O&M Expansion locations.
 - i. Question by Kent Robins: You mentioned term 1400, is that 1400 housing units?
 - ii. Sam: 1400 Residential units and multifamily housing that is being proposed around opus Station
- b. Moment of silence and recognition of late George Gonzales Costilla Jr., a friend and colleague at MnDOT Office of Civil Rights (Slide 9)

3. DBE Achievement Reporting by Jon Tao (Slides 10-11)

- a. As of September 30th, the Systems and Franklin Contracts have seen increased participation. The LMJV pay app was not been able to be finalized in time for the deadline of FTA reporting, but it will be included in the next month’s report. We are at 19.9% of DBE achievement for LMJV, 4% for APJV, LS black at 5.5%, closed contracts at 18.4% which totals to 18.3% to date average.

1. Question by Barb Lau: Reason why no one is showing paid is because of timing? We need to make sure we are looking at this carefully. There are two progress reports that have a lot of DBE's with payments that have not changed, which means they haven't been paid for two months.
 2. Jon: The pay apps are being processed, but depending on when it is processed, we don't report to the FTA due to financial data not being finalized. We were not able to include this report for the report on September 30th. The Council is doing their best to process payment applications, and we are touching upon Pay Cycles next month. Retainage can also be a part of amounts that are unpaid.
 3. Brian Runzel: We work with the JV on payments, but we'd have to look at specifics since there are a myriad of reasons to consider when talking about payment. We've had to look at individual firms for payment concerns, and if we get those specific issues to Jon and Tracey then we'd be able to take care of it.
- ii. Question by Gilbert: What are the average payment cycles to DBE's?
1. Tracey: We are underway right now with a review and analysis of the trends of payment, so we are early in the process of information of heavy construction and are in the hopes that DBE's get paid under 60 days. Hopefully we'll be able to shorten the pay cycles as a result.
 2. Clifton: What I have been able to work out with Egan companies, is that they paid us a large portion of what is unpaid by their company. I'm seeing a 90+ day payment average.
 3. Lee Meyer: I'm seeing a 75+ days payment average.
 4. Dale: We (LMJV) work collectively with the Council on payment concerns and making sure that payments get processed, and it is a complex procedure.
 5. Gilbert: With everything in mind including Barb's concern, this still hurts small businesses, and this is not new. We cannot let small businesses struggle; this needs a solution and should not even be a talking point.
- a. **Civil: LMJV DBE Activities by Christa Seaburg (Slides 12-15):**

- i. Owner change orders approved thru October are at \$18,841,091, DBE Change Order participation is at \$2,513,354 at 13.3%. DBE job to date participation is at 20.07%.
 - ii. Christa shows the list of Anticipated DBE's for the one month look ahead.
 - iii. LMJV's DBE Feature is Hanson Custom Crushing Inc. Their contract value is at \$593,422 and they were paid \$94,497 and paid thru 10/31/2020. They do rock crushing work on SWLRT. This is Hanson's first project with LMJV and have been involved with C.S. McCrossan in the past, they are a highly competitive DBE and continually produce quality products.
- b. Systems: APJV DBE Activities by Chris Gannon (Slides 16-21)**
- i. Chris shows the list of Anticipated DBE's for the one month look ahead.
 - ii. APJV Systems Contract DBE Update:
 - 1. First delivery of OCS, signal power cable and traction power to their warehouse from Generation Cable. Gunnar Electric has had submittals and project meetings. Meyer Contracting has started initial coordination meetings.
 - iii. Owner change orders approved thru 10/1 are at \$611,333 DBE Change order participation is at \$186,356 for Gunnar Electric which is at 30.6%. DBE job to date participation is at 4.0%.
 - 1. Question by Barb Lau: You might have a formula error on your progress report
 - a. Jon: We met with APJV's finance team and we discussed the issue, it should be corrected on the next progress report.
 - iv. APJV DBE Feature:
 - 1. Generation Cable Corp is their feature. Their DBE commitment is at \$2,610,000.
- c. Franklin O&M: LS Black DBE Activities by Jeff Salzman (Slides 22-25)**
- i. Owner change orders approved thru 10/01 are at \$111,428 and DBE change order participation is at \$26,475 which is 23.76%.

- ii. Jeff presented Go Fetsch mechanical at LS Black's DBE feature. They are working on heating, ventilation and air conditioning. Their DBE Commitment is at \$3,807,561 and have completed about 9%.
- iii. Jeff shows Franklin O&M's one month look ahead of DBE participation

4. **Workforce Participation Reporting by Elaine Valadez** (Slides 26-31)

- a. Civil workforce participation percentage
 - i. September 2020 is at 65,839 hours, totaling at 800,893 hours. To date, women are at 8.325, POCI are at 21.23% and unspecified is at 0.26%.
 - ii. September's breakdown come at 71% for white men, 1% for unspecified, 7% for white women, 3% for POCI women, and 18% for POCI Men.
 - iii. Trucking participation on the project being counted is at 15,898 hours for MBE, 3,057 hours for ZTS and 514 hours for Rock-On Trucks.
 - iv. Question by Kent: Noting that the colors are below the goals, is there a cause for concern? Do you see the percentages rising?
 - 1. Elaine: They have been rising steadily month by month. We have taken some initiatives to improve the workforce hours.
- b. Systems workforce participation:
 - i. September 2020 seen 0 hours of workforce participation, so total is still at 223 hours. To date, women are at 34.53% and POCI are at 29.6%. Unspecified is at 0%.
- c. Franklin O&M workforce participation:
 - i. September 2020 is at 2173 hours, totaling to 6082 hours. To date, women are at 3.62%, POCI are at 18.38% and unspecified is at 1.56%.
- d. **Civil: LMJV Workforce Activities by Christa Seaburg** (Slides 32-34):
 - a. They started to meet 1-on-1 with subcontractors to review workforce and good faith efforts. LMJV has conducted a virtual introduction meeting with Goodwill/Easter Seals, a virtual reconnect meeting with Marvin Smith (NAMC), participated in mock interviews with Goodwill/Easter Seals, started work on creating a potential Lunda mentor program for a Goodwill/Easter Seals candidate which could then be utilized for others, held a virtual meeting with Rick martagon (MNDLI Apprenticeship Department), held a virtual meeting with

Barb Lau (AWC), held phone intro meetings with several unions and worked on field anti-harassment training documents.

b. They have 3 total new hires, which are 3 white males. New hires are from LMJV, Lunda and CS McCrossan only.

c. Question by Salima: What is the LMJV doing to make sure they have done heavy recruitment to hire people of color as well as retaining as much people as you can?

i. Christa: The transfers we had were because of specific specialty/roles that needed to be filled. But you will see, regarding the heavy recruitment, is making sure that when layoffs happen, we have conversations with those individuals and remain in contact with them.

ii. Jon O'Phelan: This goes back to the conversation we had last month about building your core team, when we talk about building our core team, we say that a lot of these people are going to be let go. But the fact of the matter here is that the companies here have a lot of time to get this equity figured. They've had 40-100 years to do it. We need to work hard on the core team building.

iii. Ashanti: I know we are saying that everything cannot be done immediately, but I've heard that for the past 50 years. We want to hear what the plans are, the projects and initiatives that will be taken on.

iv. Christa and Dale: We are making efforts to make sure we are working with all parties to build a strong core team and strengthen worker retainage.

b. **Systems: APJV Workforce Activities by Mike Toney (Slides 35-36):**

a. Plan to meet the workforce goal:

i. APLJV craft labor will not begin till April 2021. They've had meetings with Local 292, 160 and 49 groups. They are working to identify opportunities to increase POCI and women participation on the project through workforce retention. They met with BSC Cohort in October. They participated in mock interviews at Summit Academy on Nov 12th which was delayed due to COVID outbreak. They had an MDHR update

meeting on Oct 21st. They are hosting a Kick-Off meeting with Meyer Contracting this month.

c. **Franklin O&M: LS Black Workforce Activities by Jeff Salzman** (Slides 37-38):

a. Plan to meet the workforce goal:

- i. They scheduled monthly GFE meetings with Joseph Serr at MDHR. Their next meeting scheduled is on Nov 18th to review previous workforce reports, GFE and upcoming activities. They are working with major subcontractor partners to identify opportunities to increase POCI and Woman participation. They are scheduling meetings with North Central States Regional Council of Carpenters and Metropolitan Local 563 to identify POCI hiring opportunities.

5. **Building Strong Communities 2021 Cohort by Aaron Koski and Vincent Fuller** (Slides 38-41)

- a. Aaron showed BSC's standard cohort number update. There are 13 apprentices, 5 males and 8 females. 31% are Hispanic, 46% are Black, 8% are American Indian and 15% are White female. The trades where apprentices are hired include Cement Masons, Operating Engineers, Iron Workers, Laborers, Pipefitters, Sheet Metal Workers and Interior Systems Local #68.
- b. Planning for the next cohort has begun. They've completed lessons and learned exercises. They have had significant program changes and will have a BSC cohort 2 program overview – December 2021.
 - i. Barry: BSC was noted as one of the top 4 workforce development programs in the country.

6. **DBE Panel Discussion Moderated by Gilbert Odonkor and DBE's** (Slides 42-43)

- a. Panel includes Leroy Meyer of Pete's Water and Sewer, Laura Karow of Gunnar Electric, Clifton Boyd of B&L Supply, and Ismael Martinez-Ortiz of IMO Consulting.
 - i. ***What are successes your company has experienced on the projects so far:***
 1. Ismael: This project is very important for IMO. They have been preparing for 5 years in advance to handle this project, and they were very fortunate to land the survey construction part of it. For the construction survey, they have multiple crews that can unfold as project demand increases. Sometimes they have ran up to 7 crews for a short

period of time. Their initial investment was a little over \$1 million dollars. The project is going very smooth for them considering the size of the project. The success primarily for them is to be able to continue providing services. They are now much larger and continue to grow/provide services to their clients.

2. Laura: Getting contracts was the biggest success for them. Being able to work with Egan and receive the mentorship that a large contract has was lovely.
3. Lee: The big first wins was the complexity of the bid and the time to negotiate and work it out and navigating through it successfully which is so far so good. As well as the opportunity to scale up for the SWLRT project 6 years ago. Putting in a lot of time and energy to scale up in order to handle a project like this. As they've adapted, they started an earth work and demolition division while trying to overcome challenges like the project delay.
4. Clifton: Like everyone else has said, getting to work with Gunnar and working on a large project as well as increasing their capabilities. They've been able to bring on new manufacturers and increase their financial exposure as well.

ii. What are some of the challenges you have on the SWLRT project?

1. Ismael: Challenges for them can change gradually as the project continues to move along. Like any other company, cashflow was quite a challenge since they had to pay quite a bit on equipment. LMJV went out of their way to pay off some of their invoices a little bit earlier to help them. They have overcome as many challenges they've experienced as possible. Defining the pay cycle would also be helpful. Is the contractor planning to work over the holidays for the plans coming up next year? Will there be a winter schedule?
 - a. Brian: We are working with the JV currently on what the exact status of what that is. We don't have that resolved yet.

- b. Dale: The reality is that a lot can get pushed around because of major changes. To some extent, there will be earth work being done in the winter. Structure work will continue through the winter. It probably won't look a lot different from how we progressed on work last winter.
2. Clifton: Their challenges are in a couple different categories. One of the things they must focus on is payment materials to manufacturers. Their payment has been extended passed 90 days, which strains their relationships with manufacturers. The sliding scale on the project has also caused some issues on the project for them.
3. Laura: A lot of what Clifton said resonated with her. Gunnar was supposed to make some significant progress. They also share the same sentiments as Clifton on Civil as working as a 3rd tier sub since payment concerns must work through Egan then to LMJV. Payments is also still a concern.
4. Lee: There are many challenges, such as business challenges. Getting a \$13.5 million bond was a challenge and a lot of it gets down to delays and partly financing. Lee, like Laura, had a strong and diverse core team but lost them since he didn't have any work. Everything started small on the project for them and became large. As well as a large amount of legal review, 13 versions.

iii. To the primes and Council: Let's talk about the pay cycles and schedule. Can you talk about what has caused delays and where we are at with the schedule? What is going to be done? How much advance notice do subcontractors receive about their payment?

1. Brian Runzel: On the schedule, the Council has 3 big impacts to the schedule. We have the BNSF quarter barrier (a wall) which has a large schedule impact, Kenilworth tunnel is not going as planned due to ground settling a lot more than previously assumed, and finally there are significant design changes. Those 3 issues dominate time issues on the Council. The additional issues that the Council is facing is being

gored by the 3 larger issues, and the Council meets with the JV every week to work towards getting those issues resolved.

2. Dale: The JV tries their best to give their subcontractors a notice of schedule. It's been a challenge with all the changes on the project due to field conditions and different findings that affect their approach to work. When changes come up, they get handled on the field and they document the change. He thinks what the project suffers from since it is so large is that there are a lot of opportunities for things to go wrong, which can be difficult to manage by both the JV and the Council.
3. Lee: PWS has had many AUA's, and they have had field orders. This doesn't change the finances of the contract, but changes were made. There are a lot of things buried under the ground and they have no idea sometimes, and this is something the field people must constantly fight with. PWS has tried to do the best they can with JV with somewhat of a success.

iv. How did they leverage their unique position of having a contract on this job? As a DBE, what role have you played or what efforts have you made to have POCI on this job?

1. Clifton: One of the things that they've taken on is that we have now spent time to talk to some high schools on getting more involved in the trades. This project has also put them in a position to bring two additional employees as well as POCI and women.
2. Ismail: None to add
3. Laura: They were able to have more workers on the project over the summer. They also brought in 2 apprentices. They feel very lucky for having a strong workforce, but it is challenging to meet workforce goals since they haven't been able to hire and grow.
4. Lee: Speaking candidly, things have changed a dramatic amount in the last 7-8 months with COVID. This would generally be a meeting in a room during normal times, and this has impacted their ability to hire. They must hire real people to do the work and face a lot of challenges

as the JV does. There are places they would be in person when recruiting people face-to-face. They have been trying, but the success of their own outreach isn't up to par with outreach in prior years especially due to COVID.

v. *If you were a prime, what changes would you do on this project to ensure the success of DBE's?*

1. Lee: Any good relationship comes down to communication. Any effort to improve communication leads to success. We are happy to work with LMJV directly. As complicated as a process this project is, the more people you must work through to get an answer is like playing telephone. There's a lot that can be lost. Working directly has some value.
2. Ismael: Keeping in mind that this project is quite complex, communication is very important. Questions tend to be answered in a slow way, but it is understood that LMJV has staff that are under heavy workload. There is hopefully a way to improve communication.
3. Laura: Less paperwork and process it faster.
4. Clifton: As a prime, he would work something out with the Met Council to have an emergency fund to pay subcontractors that need payment.

7. Adjourn

Next Scheduled Meeting: December 17, 2020 from 2:00 - 4:00 pm

Civil DBE Progress Report



DBE Name	Gender/ Ethnicity	Scope	Original DBE Bid Commitment	Current Contract Value	Contract Changes to Date ³	Total Previously Billed	Billed This Month	DBE Billed to Date	DBE Paid to Date	AMT Unpaid ¹
Airfresh Industries	F/W	Portable Toilets (Sub to LMJV)	\$250,000.00	\$250,000.00	\$0.00	\$63,962.85	\$7,389.38	\$71,352.23	\$56,901.67	\$7,061.18
Airfresh Industries	F/W	Portable Toilets (Sub to Egan)	Not listed	\$50,000.00	\$50,000.00	\$3,999.96	\$333.33	\$4,333.29	\$3,666.63	\$333.33
All Phase Contracting	F/W	Furnish & Install Manholes	\$2,094,827.00	\$2,094,827.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
AM-TEC Designs	F/W	Stair Tower Fabrication	\$185,460.00	\$185,460.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
AM-TEC Designs	F/W	Structural Steel	Not listed	\$5,215,455.99	\$5,215,455.99	\$608,480.59	\$0.00	\$608,480.59	\$578,056.56	\$30,424.03
B & L Supply, INC	M/B	Materials	\$2,150,695.00	\$2,150,695.00	\$0.00	\$698,657.17	\$86,717.65	\$785,374.82	\$497,034.89	\$201,622.28
Biffs INC.	F/W	Temporary Facilities	\$180,000.00	\$180,000.00	\$0.00	\$1,965.37	\$570.15	\$2,535.52	\$1,867.11	\$98.26
Big G Tech Support, LLC	M/B	IT, Mobilizing, Construction Trailer	Not listed	\$2,697,466.00	\$2,697,466.00	\$1,168,566.35	\$0.00	\$1,168,566.35	\$1,110,137.67	\$58,428.68
Blackstone Contractors, LLC	F/W	Block Walls, Retaining Wall, and Historic Masonry Wall	\$9,999,573.00	\$9,999,573.00	\$0.00	\$0.00	\$78,821.45	\$78,821.45	\$0.00	\$0.00
Boys Contracting (DBA Water Products)	F/W	Bridge & Wall Materials, Tunnel Drain Piping (sub to LMJV)	\$234,192.00	\$234,192.00	\$0.00	\$754,690.02	\$0.00	\$754,690.02	\$716,955.53	\$37,734.49
Boys Contracting (DBA Water Products)	F/W	Bridge & Wall Materials, Tunnel Drain Piping (Sub to Minger)	Not listed	\$900,000.00	\$900,000.00	\$0.00	\$0.00	\$0.00	\$0.02	(\$0.02)
Carlo Lachmansingh Sales INC	M/AS	Materials	\$178,475.00	\$178,475.00	\$0.00	\$15,632.15	\$0.00	\$15,632.15	\$15,632.15	\$0.00
Casillas Glass, LLC	M/H	Glazing	\$1,409,324.00	\$1,409,324.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Central MN Sawing LLC	F/W	Concrete Sawing	Not listed	\$58,697.99	\$58,697.99	\$69,651.31	\$0.00	\$69,651.31	\$61,537.03	\$8,114.28
Chippewa Wood Products	F/W	Noise Wall Lumber	\$152,926.00	\$152,926.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
CI Utilities LLC	M/H	Electrical Work (Sub to LMJV)	Not listed	\$6,590.00	\$6,590.00	\$6,590.00	\$0.00	\$6,590.00	\$6,590.00	\$0.00
CI Utilities LLC	M/H	Electrical Work (Sub to Egan)	\$160,150.00	\$160,150.00	\$0.00	\$28,820.00	\$0.00	\$28,820.00	\$27,379.01	\$1,440.99
Courtland LLC	F/W	Paint Materials (Sub to Rainbow)	\$1,102,833.00	\$1,102,833.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Courtland LLC	F/W	Paint Materials (Sub to Lunda)	Not listed	\$36,379.00	\$36,379.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Crocus Hill Electric CO	F/W	Electrical Materials	\$1,572,089.00	\$1,572,089.00	\$0.00	\$136,804.48	\$0.00	\$136,804.48	\$136,804.48	\$0.00
Dionne Construction INC.	M/B	Landscaping	\$930,429.00	\$930,429.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Donovan Enterprises, INC.	F/W	Trucking	\$2,061,599.14	\$2,061,599.14	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
E & J Rebar INC	F/W	Steel Erection, Concrete Reinforcement, and Railing Installation (sub to LMJV)	\$14,638,950.00	\$14,638,950.00	\$0.00	\$1,404,574.87	\$913,975.82	\$2,318,550.69	\$1,097,881.15	\$306,693.72
E & J Rebar INC	F/W	Steel Erection, Concrete Reinforcement, and Railing Installation (sub to Lunda)	\$5,910,000.00	\$5,910,000.00	\$0.00	\$759,924.55	\$0.00	\$759,924.55	\$652,124.75	\$107,799.80
Eastern Rail Corporation	M/H	Furnish Rail Suppliers	\$20,500,000.00	\$20,500,000.00	\$0.00	\$11,230,947.87	\$669,855.07	\$11,900,802.94	\$9,691,754.67	\$1,539,193.20
E-CON-PLACER INC	M/NA	Concrete Pumping	\$225,000.00	\$225,000.00	\$0.00	\$178,339.13	\$12,383.75	\$190,722.88	\$144,030.76	\$34,308.37
Exterior Building Services, INC. (DBA EBS)	F/W	Waterproofing & Air Barrier	\$137,125.00	\$137,125.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Gestra Engineering INC.	M/AS	Geotech and Settlement monitoring	Not listed	\$659,526.00	\$659,526.00	\$423,661.00	\$0.00	\$423,661.00	\$402,477.95	\$21,183.05
Gunnar Electric, INC	F/W	Electrical Work	\$4,977,696.00	\$4,977,696.00	\$0.00	\$309,279.15	\$415,589.85	\$724,869.00	\$51,442.50	\$257,836.65
Hanson Custom Crushing INC	F/W	Concrete Crushing	\$593,422.00	\$593,422.00	\$0.00	\$99,470.58	\$0.00	\$99,470.58	\$9,112.92	\$90,357.66
Hirschmugl, Heine & Associates, INC.	F/W	Engineering Services	Not listed	\$382,750.00	\$382,750.00	\$609,186.68	\$44,713.46	\$653,900.14	\$609,186.68	\$0.00
IMO Consulting Group	M/H	Pre and Post-Condition Surveys	\$757,986.00	\$6,349,986.00	\$5,592,000.00	\$3,226,579.22	\$302,879.86	\$3,529,459.08	\$2,799,470.55	\$427,108.67

DBE Name	Gender/ Ethnicity	Scope	Original DBE Bid Commitment	Current Contract Value	Contract Changes to Date ³	Total Previously Billed	Billed This Month	DBE Billed to Date	DBE Paid to Date	AMT Unpaid ¹
Intelligent Unmanned Aircraft										
System & Integration	M/AP	Drone Services	Not listed	\$3,000.00	\$3,000.00	\$3,000.00	\$0.00	\$3,000.00	\$3,000.00	\$0.00
JL Theis, INC	F/W	Brick Pavers	\$493,563.00	\$493,563.00	\$0.00	\$21,776.69	\$0.00	\$21,776.69	\$20,687.86	\$1,088.83
Joe Mullin Trucking, INC	M/NA	Haul Aggregates	\$1,100,000.00	\$1,100,000.00	\$0.00	\$92,067.21	\$64,559.46	\$156,626.67	\$0.00	\$92,067.21
Lanier Steel Products, INC	F/W	Materials	\$2,894,218.00	\$2,894,218.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
M & J Trucking CO, LLC	F/W	Trucking	Not listed	\$40,000.00	\$40,000.00	\$2,047.50	\$0.00	\$2,047.50	\$1,945.13	\$102.37
Mac's Roll-Off Service, INC	F/W	Dumpster Service	\$250,000.00	\$250,000.00	\$0.00	\$118,464.74	\$15,670.80	\$134,135.54	\$107,787.38	\$10,677.36
MBE INC	M/AP	Trucking	\$37,500,000.00	\$37,500,000.00	\$0.00	\$16,585,811.02	\$1,238,559.43	\$17,824,370.45	\$14,630,518.12	\$1,955,292.90
Midwest Window Systems, LLC	M/B	Metal Ceiling	\$1,200,000.00	\$1,200,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Modern Electrical Solutions, INC	F/AP	Electrical Work	\$277,743.00	\$277,743.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
On Call Pavement Sweeping INC	F/W	Sweeping	\$517,000.00	\$517,000.00	\$0.00	\$268,295.00	\$0.00	\$268,295.00	\$226,107.25	\$42,187.75
Pete's Water & Sewer, INC.	M/NA	Utility Contracting (sub to Northern Lines)	Not listed	\$114,600.00	\$114,600.00	\$43,843.56	\$0.00	\$43,843.56	\$41,651.38	\$2,192.18
Pete's Water & Sewer, INC.	M/NA	Utility Contracting (sub to CS McCrossan)	\$13,544,173.00	\$13,544,173.00	\$0.00	\$5,403,986.35	\$0.00	\$5,403,986.35	\$4,373,491.26	\$1,030,495.09
Pine Waterproofing and Sealant, INC										
INC	F/W	Waterproofing Services	Not listed	\$479,003.56	\$479,003.56	\$7,976.00	\$0.00	\$7,976.00	\$7,577.20	\$398.80
Povolny Specialties, INC	F/W	Electrical Equipment	\$628,839.00	\$628,839.00	\$0.00	\$261,744.05	\$0.00	\$261,744.05	\$242,016.66	\$19,727.39
Princess Trucking, INC (DBA PTI)	F/W	Trucking Beams	\$89,500.00	\$89,500.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Procellis Technology, INC.	M/B	Electrical Equipment Supply (Sub to Egan)	\$208,426.00	\$208,426.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Procellis Technology, INC.	M/B	Electrical Furnish & install (Sub to Egan)	\$97,807.00	\$97,807.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Public Solutions Group, INC.	F/W	Public Involvement	\$675,000.00	\$675,000.00	\$0.00	\$295,800.01	\$15,800.00	\$311,600.01	\$266,000.01	\$29,800.00
Reiner Contracting INC	F/W	Sawcutting	\$133,508.00	\$133,508.00	\$0.00	\$30,890.78	\$3,041.00	\$33,931.78	\$27,698.56	\$3,192.22
Rock On Trucks, LLC	F/W	Trucking (Sub to Railworks/Delta)	Not listed	\$1,100,000.00	\$1,100,000.00	\$138,448.26	\$27,474.05	\$165,922.31	\$131,526.84	\$6,921.42
Rock On Trucks, LLC	F/W	Trucking (Sub to Northern Lines)	Not listed	\$40,000.00	\$40,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
R Olson Trucking, LLC	M/NA	Trucking	\$1,295,000.00	\$0.00	-\$1,295,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Safety Signs	F/W	Traffic Control, Install Signs (Sub to LMJV)	\$5,285,318.00	\$7,115,286.31	\$1,829,968.31	\$3,356,104.49	\$0.00	\$3,356,104.49	\$2,877,826.85	\$478,277.64
Safety Signs	F/W	Traffic Control, Install Signs (sub to Egan)	\$70,880.00	\$70,880.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Skyview Construction CO LLC	F/W	Turf Establishment Materials	\$795,000.00	\$795,000.00	\$0.00	\$117,762.04	\$0.00	\$117,762.04	\$111,873.94	\$5,888.10
Standard Contracting, INC	F/W	Temporary Erosion Maintenance	\$7,800,000.00	\$9,275,200.00	\$1,475,200.00	\$4,085,115.70	\$385,800.32	\$4,470,916.02	\$3,631,294.98	\$453,820.72
Stonebrook Fence, INC	F/W	Fence	\$4,945,023.00	\$5,354,971.39	\$409,948.39	\$1,604,790.80	\$0.00	\$1,604,790.80	\$1,546,470.24	\$58,320.56
Sun Mechanical INC	F/W	Mechanical	\$4,546,000.00	\$4,661,000.00	\$115,000.00	\$1,751,325.34	\$0.00	\$1,751,325.34	\$1,541,886.75	\$209,438.59
Tegan Marketing, INC.	F/W	Building Material Supply	\$1,206,229.00	\$1,206,229.62	\$0.62	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Trackworks LLC	F/W	Railroad Flagging	\$1,925,000.00	\$1,925,000.00	\$0.00	\$351,652.40	\$600,000.00	\$951,652.40	\$336,482.33	\$15,170.07
Zaczkowski Trucking Service, INC										
DBA ZTS, INC	F/W	Trucking	\$650,000.00	\$650,000.00	\$0.00	\$749,909.80	\$48,184.76	\$798,094.56	\$670,675.13	\$79,234.67

	Original DBE Bid Commitment	Current Contract Value	Contract Changes to Date ³	Total Previously Billed	Billed This Month	DBE Billed to Date	DBE Paid to Date	AMT Unpaid ¹
Totals :	\$ 158,530,978.14	\$ 178,441,564.00	\$ 19,910,585.86	\$ 57,090,595.04	\$ 4,932,319.59	\$ 62,022,914.63	\$ 49,466,562.55	\$ 7,624,032.49

Revised Contract Amount:	Total Contract Billed to Date:	% of Contract Billed to Date
\$ 817,292,497.00	\$ 310,995,602.00	38.05%

DBE Goal	LMJV DBE Commitment	Current DBE % ²
16.0%	16.17%	19.94%

Gender/ Ethnicity Legend
M: Male **F:** Female **AP:** Asian Pacific Islander
AS: Asian Subcontinent **B:** Black **H:** Hispanic
W: White **NA:** Native American

¹ AMT Unpaid excludes the billed amount this month and reflects "Total Previously Billed" less "DBE Paid to Date". This may be due to retainage withheld or disputed invoice amounts.

² Based on "Total DBE Billed to Date" / "Total Contract Billed to Date"

³ Red text in this column indicates reductions to the contract. Green text indicates additions to the contracts. These colors indicate changes from the previous month's DBE Progress Report

Systems DBE Progress Report



DBE Name	Gender/ Ethnicity	Scope	Original DBE Bid Commitment	Current Contract Value	Contract Changes to Date ³	Total Previously Billed	Billed This Month	DBE Billed to Date	DBE Paid to Date	AMT Unpaid ¹
B & L Supply, INC	M/B	Materials	\$ 2,000,000.00	\$ 2,000,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Bald Eagle Erectors INC	M/NA	Installatoin of Reinforcing Steel	\$ -	\$ 130,401.00	\$130,401.00					
Big G Tech Support, LLC	M/B	IT, Mobilizing, Construction Trailer	\$ 1,000,000.00	\$ 1,000,000.00	\$0.00	\$207,940.66	\$23,618.64	\$231,559.30	\$231,559.30	(\$23,618.64)
Carlo Lachmansingh Sales INC	M/AS	Materials	\$ 1,062,000.00	\$ 1,062,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
DDE Inc. dba Generation Cable Co.	F/W	Cable Supply	\$ 3,600,000.00	\$ 3,600,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Dione Construction	M/B	Landscaping	\$ 785,000.00	\$ 785,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Gunnar Electric, INC	F/W	TPSS Furnish and Install	\$ 17,676,000.00	\$ 17,754,080.00	\$78,080.00	\$1,023,080.00		\$1,023,080.00	\$912,076.00	\$111,004.00
MBE Inc.	M/AP	Trucking & Aggregates	\$ -	\$ 400,000.00	\$400,000.00					
Moltron Builders	M/B	Construction Labor	\$ -	\$ 163,100.00	\$163,100.00					
Public Solutions Group, INC.	F/W	Public Involvement	\$ 250,000.00	\$ 250,000.00	\$0.00	\$16,699.29	\$0.00	\$16,699.29	\$16,699.29	\$0.00

	Original DBE Bid Commitment	Current Contract Value	Contract Changes to Date ³	Total Previously Billed	Billed This Month	DBE Billed to Date	DBE Paid to Date	AMT Unpaid ¹
Totals :	\$ 26,373,000.00	\$ 27,144,581.00	\$ 771,581.00	\$ 1,247,719.95	\$ 23,618.64	\$ 1,271,338.59	\$ 1,160,334.59	\$ 87,385.36

Gender/ Ethnicity Legend				
M: Male	F: Female	AP: Asian Pacific Islander	AS: Asian Subcontinent	B:
	Black	H: Hispanic	W: White	NA: Native American

Revised Contract Amount:	Total Contract Billed to Date:	% of Contract Billed to Date
\$ 194,411,000.00	\$ 33,807,472.00	17.39%

DBE Goal	APJV DBE Commitment	Current DBE % ²
12.0%	12.19%	3.76%

¹ AMT Unpaid excludes the billed amount this month and reflects "Total Previously Billed" less "DBE Paid to Date". This may be due to retainage withheld or disputed invoice amounts.

² Based on "Total DBE Billed to Date" / "Total Contract Billed to Date"

³ Red text in this column indicates reductions to the contract. Green text indicates additions to the contracts. These colors indicate changes from the previous month's DBE Progress Report

Franklin O&M Building Expansion DBE Progress Report



DBE Name	Gender/ Ethnicity	Scope	Original DBE Bid Commitment	Current Contract Value	Contract Changes to Date ³	Total Previously Billed	Billed This Month	DBE Billed to Date	DBE Paid to Date	AMT Unpaid ¹
AirFresh Industries, INC	F/W	Site Prep, Rental Services	\$32,337.50	\$32,337.50	\$0.00	\$16,660.74	\$4,450.88	\$21,111.62	\$8,952.90	\$7,707.84
Always Tile & Stone LLC	F/B	Tile	\$43,368.90	\$43,368.90	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Am-Tec Designs, INC	F/W	Metals	\$720,000.00	\$777,285.00	\$57,285.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Bald Eagle Erectors, INC	M/NA	Rebar Install	\$80,000.00	\$87,690.00	\$7,690.00	\$3,950.00	\$31,641.08	\$35,591.08	\$0.00	\$3,950.00
Bald Eagle Erectors, INC	M/NA	Install Misc. Metals	\$124,076.00	\$124,076.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Camacho Contractors, INC dba Industrial Roofin	F/H	Roofing, Flashing, Sheet Metal	\$715,140.00	\$715,140.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Crocus Hill Electric CO	F/W	Electrical	\$878,325.00	\$878,325.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Dispatch Trucking	F/W	Trucking	Not listed	\$50,000.00	\$50,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Dzeidzic Caulking	F/W	Joint Sealant	\$29,824.00	\$38,824.00	\$9,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Dzeidzic Caulking	F/W	Expansion Joints	\$39,835.00	\$39,835.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
E-Con-Placer INC	M/NA	Concrete Pumping Services	\$50,000.00	\$50,000.00	\$0.00	\$4,332.00	\$2,399.25	\$6,731.25	\$0.00	\$4,332.00
Go Fetsch Mechanical	F/NA	Mechanical	\$3,807,561.00	\$3,807,561.00	\$0.00	\$231,263.58	\$99,887.00	\$331,150.58	\$78,423.45	\$152,840.13
Hydrovac, INC	F/W	Hydro-Excavation	\$10,000.00	\$10,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Minnesota Street Works	F/W	Street Sweeping	\$5,000.00	\$5,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Painting by Nakasone, INC	M/AP	Painting	\$695,442.00	\$734,884.00	\$39,442.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Rock On Trucks INC	F/W	Ballast Supplier	\$91,310.00	\$91,310.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total Insulation, INC	F/W	Plumbing Insulation	\$144,500.00	\$144,500.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Willis Trucking INC	F/W	Trucking	\$135,000.00	\$0.00	-\$135,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Wissota Supply Company Inc.	M/NA	Furnish and install lockers	Not listed	\$91,683.00	\$91,683.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

	Original DBE Bid Commitment	Current Contract Value	Contract Changes to Date ³	Total Previously Billed	Billed This Month	DBE Billed to Date	DBE Paid to Date	AMT Unpaid ¹
Totals :	\$ 7,601,719.40	\$ 7,721,819.40	\$ 120,100.00	\$ 256,206.32	\$ 138,378.21	\$ 394,584.53	\$ 87,376.35	\$ 168,829.97

Gender/ Ethnicity Legend

M: Male **F:** Female **AP:** Asian Pacific Islander **AS:** Asian Subcontinent
B: Black **H:** Hispanic **W:** White **NA:** Native American

Revised Contract Amount:	Total Contract Billed to Date:	% of Contract Billed to Date
\$ 38,650,000.00	\$ 6,071,867.00	15.71%

DBE Goal	APJV DBE Commitment	Current DBE % ²
15.0%	18.66%	6.50%

¹ AMT Unpaid excludes the billed amount this month and reflects "Total Previously Billed" less "DBE Paid to Date". This may be due to retainage withheld or disputed invoice amounts.

² Based on "Total DBE Billed to Date" / "Total Contract Billed to Date"

³ Red text in this column indicates reductions to the contract. Green text indicates additions to the contracts. These colors indicate changes from the previous month's DBE Progress Report

LUNDA / C.S. McCROSSAN, Joint Venture

**Green Line LRT Extension (“Southwest LRT”)
Civil Construction
Project No. 15P307A**

TOTAL HOURS

(October 2020 Report)

October 2020:

<u>Total Hours</u>	<u>People of Color & Indigenous People Hours</u>	<u>POCI%*</u>	<u>Women Hours</u>	<u>Women%</u>
65,331	13,788	21.1%	7,136	11%

- Women of Color = 1,523 (2.33%)
- Race/Ethnicity Not Specified = 317 (0.5%)

Project to Date:
(12/2018 – 10/31/2020)

<u>Total Hours</u>	<u>POCI Hours</u>	<u>POCI%</u>	<u>Women Hours</u>	<u>Women %</u>
866,224	183,809	21.22%	73,078	8.44%

- Women of Color = 18,789 (2.17%)
- Race/Ethnicity Not Specified = 2,416 (0.28%)

Goals on Project:

POCI	32%
Women	20%

* POCI - People of Color & Indigenous People

SWLRT - Lunda/C.S. McCrossan JV

Contractor/Subcontractor Participation (October 2020)

Company	DBE	Total Hours	% of Overall Total Monthly Hours (C/B4)	Women Hours	Women % *	People of Color & Indigenous People Hours	POCI % **	Women Goal Commitment	POCI Goal Commitment	Notes
All Companies on Project		65,331		7,136	10.92%	13,788	21.10%	20%	32%	
LMJV		14,778	22.62%	1,174	7.94%	4,179	28.30%	20%	32%	
Lunda Construction		9,080	14.00%	1,116	12.30%	1,937	21.33%	20%	32%	
C.S. McCrossan		11,397	17.45%	1,579	13.85%	2,526	22.2%	20%	32%	
All Phase (new)		243.0	0.37%	-	0.00%	-	0.00%	?	?	
Advanced Concrete Sawing		0	0.00%	-	0.00%	-	0.00%	0.00%	0.00%	no work this month
American Environmental		0	0.00%	-	0.00%	-	0.00%	0.00%	0.00%	no work this month
Atlas Foundation		41	0.06%	-	0.00%	-	0.00%	0.00%	0.00%	no work this month
Berwald Roofing		276	0.42%	33	12.00%	31	11.23%	?	?	
Big G Tech	Yes	327	0.50%	102	31.20%	-	0.00%	20%	32%	
Big Horn Trucking		34	0.05%	-	0.00%	-	0.00%	?	?	
Blackstone Contractors LLC	Yes	274	0.42%	78	28.50%	32	11.70%	4.40%	25%	
Blake Drilling Company		3	0.00%	-	0.00%	-	0.00%	0%	30%	
Brin Glass Company (New)		281	0.43%	-	0.00%	121	43.10%	12.50%	33%	
Castrejon, Inc. (New) (aka, CI Utilities)	Yes	69	0.12%	-	0.00%	31	45.00%	20%	32%	CI Utilities
CI Utilities	Yes	0	0.00%	-	0.00%	-		20%	32%	
Central Minnesota Sawing		0	0.00%	-	0.00%	-	0.00%	24%	0%	no work this month
Chasers Trucking		0	0.00%	-	0.00%	-	0.00%	?	?	no work this month
Delta Railroad (JV-RailWorks Track)		1,281	2.00%	67	5.23%	67	5.23%	20%	32%	JV-RailWorks Track
E&J Rebar Inc	Yes	5,512	8.44%	395	7.20%	1,360	24.70%	20%	32%	
E-Con Placer	Yes	125	0.20%	-	0.00%	37	29.60%	20%	32%	
Egan Company		8,982	13.75%	1,021	11.37%	1,404	15.63%	20%	32%	
EJM Pipe Services		0	0.00%	-	0.00%	-	0.00%	20%	32%	no work this month
Gestra Engineering		0	0.00%	-	0.00%	-	0.00%	Intermittent		no work this month
Gunnar Electric	Yes	149	0.23%	-	0.00%	66	44.30%	20%	32%	Egan sub
H & R Construction		0	0.10%	-	0.00%	-	0.00%	0%	0%	no work this month
Hanson Custom Crushing		73	0.11%	-	0.00%	19	26.03%	0%	33%	
Harris St. Paul, Inc.		0	0.00%	-	0.00%	-	0.00%	0.00%	0%	Metro Sheet Metal sub
Infinity Access		0	0.00%	-	0.00%	-	0.00%	0.00%	0%	no work this month

J L Theis	Yes	0	0.00%	-	0.00%	-	0.00%	20%	32%	no work this month
K-Bro's Trucking LLC (new)		11	0.02%	-	0.00%	-	0.00%	?	?	
MBE	Yes	872	1.33%	139	15.94%	247	28.33%	1%	1%	
Minger Construction		68	0.10%	-	0.00%	-	0.00%	15%	22%	
Mix On Site		0	0.00%	-	0.00%	-	0.00%	0%	33%	no work this month
Mulcahy Nickolaus LLC		0	0.00%	-	0.00%	-	0.00%	20%	32%	no work this month
Neaton Brother Erosion		197	0.05%	-	0.00%	28	14.21%	0.00%	15%	
North Country Concrete		505	0.77%	-	0.00%	-	0.00%	0.00%	11%	
Northern Lines Contracting			0.00%	-	0.00%	-	0.00%	0.00%	32%	no work this month
Olson's Sewer Services & Excavating		0		-	0.00%	-	0.00%	0.00%	0%	no work this month
On Call Pavement Sweeping	Yes	500	0.76%	312	62.40%	120	24.00%	40%	14%	
PCI Roads LLC		240	0.37%	-	0.00%	-	0.00%	6%	13%	
Pete's Water & Sewer	Yes	2,601	4.00%	-	0.00%	405	15.60%	20%	32%	
RailWorks Signals & Communications		53	0.10%	-	0.00%	-	0.00%	0.00%	0.00%	Egan
RailWorks Track Services (JV-Delta)		1,842	2.82%	194	10.53%	271	14.71%	20%	32%	JV-Delta
Rain for Rent		0	0.00%	-	0.00%	-	0.00%	0.00%	0%	no work this month
Rainbow Inc.		221	0.34%	28	12.67%	28	12.67%	20%	34%	
Ramsey Companies Inc.		5		-	0.00%	-	0.00%	18.20%	25%	no work this month
Reiner Contracting	Yes	11	0.02%	-	0.00%	5	45.50%	0%	0.00%	no work this month
Rock On Trucks	Yes	8	0.01%	-	0.00%	-	0.00%	7.5%	0.00%	
Safety Signs	Yes	431	0.66%	2	0.46%	128	29.70%	20%	32%	
Sowles		381	0.60%	27	7.10%	61	16.00%	?	?	
ST Haul		0	0.00%	-	0.00%	-	0.00%	?	?	no work this month
Standard Contracting, Inc.	Yes	1,895	3.00%	558	29.45%	284	15.00%	20%	32%	
Stonebrook Fence	Yes	253	0.34%	-	0.00%	-	0.00%	0%	25%	
Sun Mechanical	Yes	675	1.03%	78	11.56%	204	30.22%	0.00%	0%	
Technical Waterproofing Solutions		322	0.50%	-	0.00%	103	32.00%	20%	32%	
Thul Specialty Contracting			0.03%	10	47.62%	-	0.00%	0.00%	0%	
Veit & Company		988	1.51%	235	23.80%	101	10.22%	20%	32%	
Warning Lites of Minnesota Inc		58	0.09%	-	0.00%	-	0.00%	0.00%	11.6%	
YTS Companies		116	0.18%	-	0.00%	-	0.00%	0.00%	0%	
ZTS	Yes	175	0.10%	-	0.00%	-	0.00%	0.00%	0.00%	
Key:										
* Women % - This percent is based on the subcontractor's hours for the month.										
**POCI% - This percent is based on the subcontractor's hours for the month.										
Need Initial goal commitment										
New Subcontractor on project										

SWLRT - Lunda/C.S. McCrossan JV

Contractor/Subcontractor Participation (December 2018 - October 2020)

Company	DBE	Total Project Hours	% of Overall Total Hours (C/C-4)	Women Hours	Women % *	People of Color & Indigenous People (POCI) Hours	POCI % **	Women Goal Commitment	POCI Goal Commitment	Notes
All Companies on Project		866,224		73,078	8.44%	183,809	21.22%	20%	32%	
LMJV		291,509	33.65%	17,918	6.15%	74,707	25.63%	20%	32%	
Lunda		113,715	13.1%	8,215	7.22%	18,519	16.29%	20%	32%	LMJV Sub
C.S. McCrossan		121,707	14.05%	18,499	15.20%	26,396	21.70%	20%	32%	LMJV Sub
Advanced Concrete Sawing		235	0.03%	0	0.00%	24	10.00%	0.00%	0.00%	
All Phase Contracting		243	0.03%	0	0.00%	0	0.00%	?	?	
Allstates Pavement Recycling & Stabilization		30	0.00%	0	0.00%	11	35.00%	Work completed		
American Environmental		70	0.00%	0	0.00%	0	0.00%	3 Days work		
Antigo Construction		5	0.00%	0	0.00%	0	0.00%	Work completed.		
Armstrong Crane & Rigging		22	0.00%	0	0.00%	0	0.00%	0.00%	0.00%	Intermittent
Atlas Foundation		1,911	0.22%	0	0.00%	15	0.78%	0.00%	0.00%	
Berwald Roofing		760	0.09%	160	21.05%	96	12.63%	?	?	
Big G Tech	Yes	5,224	0.60%	1,427	27.32%	273	5.23%	20%	32%	
Bighorn Trucking		54	0.00%	0	0.00%	0	0.00%	?	?	
Blackstone Contractors	Yes	1,242	0.14%	263	21.18%	207	16.67%	4.40%	25%	
Blake Drilling Company Inc		562	0.06%	3	0.54%	74	13.21%	0.00%	30%	
Brin Glass Company (New)		353	0.04%	0	0.00%	159	45.04%	?	?	
C I Utilities	Yes	87	0.00%	5	5.75%	0	0.00%	20%	32%	Egan
Castrejon Incorporated (aka CI Utilities)		105	0.00%	0	0.00%	51	48.60%	?	?	
Central Minnesota Sawing LLC		247	0.03%	37	14.98%	0	0.00%	24.00%	0%	
Chasers Trucking		8	0.00%	0	0.00%	0	0.00%	?	?	
Davids Hydro Vac		14	0.00%	0	0.00%	0	0.00%	0.00%	0.00%	Intermittent
Delta Railroad Construction		12,192	1.41%	583	4.78%	583	4.78%	20%	32%	JV-RailWorks Track
E&J Rebar Inc	Yes	36,619	4.23%	1315	3.59%	8,214	22.43%	20%	32%	
E-Con Placer	Yes	774	0.09%	0	0.00%	146	18.86%	20%	32%	
Egan Company		71,119	8.21%	7,252	10.20%	10,824	15.22%	20%	32%	
EJM Pipe Services		5,375	0.62%	0	0.00%	27	0.50%	20%	32%	
Gestra Engineering	Yes	1,040	0.12%	0	0.00%	117	11.25%	0.00%	0.00%	Intermittent
Gunnar Electric	Yes	2,373	0.27%	298	12.56%	443	18.69%	20%	32%	Egan Sub

H & R Construction		234	0.03%	0	0.00%	0	0.00%	0.00%	0%	
Hanson Custom Crushing		401	0.05%	0	0.00%	180	44.89%	0.00%	33%	
Harris St. Paul, Inc.		105	0.01%	0	0.00%	0	0.00%	0.00%	0%	Metro Sheet Metal sub
Infinity Access		153	0.02%	0	0.00%	0	0.00%	0.00%	0%	
J L Theis	Yes	191	0.02%	19	9.95%	92	48.17%	20.00%	32%	
K-Brothers Trucking (New)		11	0.00%	0	0.00%	0	0.00%	?	?	
Mavo Systems		21,464	2.68%	0	0.00%	12,822	59.74%	Work completed.		
MBE	Yes	16,770	1.94%	5,095	30.38%	5,275	31.45%	1%	1%	
Metro Sheet Metal		37	0.00%	0	0.00%	0	0.00%	1.90%	12%	
Minger Construction		20,893	2.41%	295	1.41%	1,978	9.47%	15%	22%	
MixOnSite		553	0.07%	0	0.00%	0	0.00%	0%	33%	
Mulcahy Nickolaus LLC		1,541	0.19%	124	8.05%	258	16.74%	20%	32%	
Neaton Brother Erosion		2,026	0.23%	0	0.00%	439	21.67%	0.00%	15%	
North Country Concrete Inc		1,469	0.17%	0	0.00%	18	1.23%	0.00%	11%	
Northern Dewatering		257	0.03%	0	0.00%	131	50.97%	0.00%	0%	
Northern Lines Contracting		4,473	0.56%	0	0.00%	650	14.53%	0.00%	32%	
Olson's Sewer Services & Excavating		4	0.00%	0	0.00%	0	0.00%	?	?	
On Call Pavement Sweeping	Yes	4,019	0.46%	1,733	43.12%	670	16.67%	40.00%	14%	
PCI Roads LLC		2,528	0.29%	39	1.54%	118	4.67%	6%	13%	
Pete's Water & Sewer	Yes	20,448	2.36%	602	2.94%	3297	16.12%	20%	32%	
Quality Cutting & Coring	Yes	45	0.00%	0	0.00%	0	0.00%	0.00%	0%	Intermintent
RailWorks Signals & Communications		2,021	0.23%	0	0.00%	6	0.30%	0.00%	32%	Egan
RailWorks Track Services		19,838	2.30%	1,383	7.00%	3801	19.16%	20%	32%	JV-Delta
Rain for Rent		65	0.00%	0	0.00%	0	0.00%	0.00%	0%	
Rainbow Inc.	Yes	2,381	0.30%	350	14.70%	183	7.70%	20.00%	34%	
Ramsey Companies		522	0.06%	9	1.72%	113	21.65%	18.20%	25%	
Reiner Contracting	Yes	76	0.00%	0	0.00%	16	21.05%	0%	0.00%	
Rock On Trucks	Yes	522	0.06%	8	1.53%	0	0.00%	7.5%	0.00%	
Safety Signs	Yes	5,506	0.64%	215	3.90%	957	17.90%	20%	32%	
Sowles Co		1,811	0.21%	53	2.93%	262	14.47%	?	?	
ST Haul		7	0.00%	0	0.00%	0	0.00%	?	?	Metro Sheet Metal sub
Standard Contracting	Yes	37,590	4.34%	5,714	15.20%	8,866	23.59%	20.00%	32%	
Stonebrook Fence Inc	Yes	7,489	0.86%	0	0.00%	561	7.50%	0.00%	25%	
Sun Mechanical	Yes	4,356	0.50%	468	10.74%	859	19.72%	0.00%	0.00%	
Taylor Electric		1	0.00%	0	0.00%	0	0.00%	?	?	
Technical Waterproofing Solutions		770	0.09%	0	0.00%	203	26.36%	0.00%	25%	
Thul Specialty Contracting Inc		21	0.00%	10	47.62%	0	0.00%	0.00%	0%	
Trackworks		1,746	0.20%	0	0.00%	0	0.00%	0.00%	0%	
Twin Cities & Western Railroad Company		236	0.03%	0	0.00%	0	0.00%	?	?	
VCI Environmental, Inc.		32	0.00%	0	0.00%	0	0.00%	20.00%	32%	
Veit & Company Inc		5,656	0.65%	974	17.22%	1,165	20.60%	20.00%	31%	
Warning Lites of Minnesota Inc		134	0.02%	0	0.00%	8	5.80%	0.00%	11.6%	

YTS Companies		6,920	0.80%	0	0.00%	0	0.00%	0.00%	0.00%
Zahl-Petroleum Maintenance Co		76	0.00%	0	0.00%	0	0.00%	Completed: 2 days on site	
ZTS	Yes	3,232	0.40%	18	0.56%	0	0.00%	0.00%	0.00%
Key:									
* Women % - This percent is based on the subcontractor's hours for the month.									
**POCI% - This percent is based on the subcontractor's hours for the month.									
New Subcontractor On-Site									
Companies from whom we need initial capacity									

Aldridge-Parsons A Joint Venture

**Systems Construction for the Green Line (SWLRT)
Civil Construction
Project No. 17P000**

TOTAL HOURS

(October 2020 Report)

October 2020:

<u>Total Hours</u>	<u>People of Color & Indigenous People Hours</u>	<u>POCI%*</u>	<u>Women Hours</u>	<u>Women%</u>
0	0	0%	0	0%

- Women of Color = 0
- Race/Ethnicity Not Specified = 0

Project to Date:
(7/2020 – 10/31/2020)

<u>Total Hours</u>	<u>POCI Hours</u>	<u>POCI%</u>	<u>Women Hours</u>	<u>Women %</u>
223	66	29.6%	77	34.53%

- Women of Color = 0
- Race/Ethnicity Not Specified = 0

Goals on Project:

POCI	32%
Women	20%

* POCI - People of Color & Indigenous People

L S BLACK

Green Line LRT Extension ("Southwest LRT) Franklin O&M Facility Modifications Project No. 19P272

TOTAL HOURS

(October 2020 Report)

October 2020:

<u>Total Hours</u>	<u>People of Color & Indigenous People Hours</u>	<u>POCI%*</u>	<u>Women Hours</u>	<u>Women%</u>
5,280	1,752	33.2%	407	7.71%

- Women of Color = 284 (5.4%)
- Race/Ethnicity Not Specified = 141 (2.67%)

Project to Date:
(7/1/2020 – 10/31/2020)

<u>Total Hours</u>	<u>POCI Hours</u>	<u>POCI%</u>	<u>Women Hours</u>	<u>Women %</u>
11,361	2,825	24.87%	654	5.77%

- Women of Color = 444 (4%)
- Race/Ethnicity Not Specified = 235 (2.1%)

Goals on Project:

POCI	32%
Women	20%

* POCI - People of Color & Indigenous People



Metropolitan Council Strategic Plan

2020 – 2022

Introduction

Everything we do at the Metropolitan Council has one common, long-term goal: Creating a great quality of life for the people in our region. We're passionate about serving people and building strong communities. We're all working together for something bigger than ourselves. This intersection of systems and planning supports priorities identified by Gov. Tim Walz and Lt. Gov. Peggy Flanagan in the One Minnesota plan.

- We support families by providing and advocating for stable housing.
- We strive to create equitable outcomes for the people of the region and an inclusive workplace for the 4,500 people who work for the Metropolitan Council.
- We support thriving communities by connecting people to jobs, stable housing, and sustainable development.
- We are stewards of public resources by implementing fiscally accountable budgets and investments and measuring results of our key priorities.
- We support a more sustainable future by assuring that we consume less energy, understanding our impact on the state's environment, and providing resources to our partners in local government to do the same.

Our core responsibility is to create the region's long-term development guide, *Thrive MSP 2040*, which identifies five outcomes for the Twin Cities region that align with the One Minnesota plan: stewardship, prosperity, equity, livability, and sustainability. In addition, *Thrive MSP 2040* identifies the role of the Met Council as a convener around significant, complicated regional issues. The Council partners with leaders from local government, business, community organizations, state government, and the federal government to address critical needs in the metropolitan area. The power of those partnerships helps the region work together to address issues too big for any one city or county to address alone. We also know they are problems too complex to handle without local input – the support of the people on the ground.

In the years since the Council passed *Thrive MSP 2040*, we've made significant progress toward the outcomes. In the strategic plan that follows, we identify some more specific ways the Council can address regional issues as we begin the process of revising the regional plan. Whether it's a multi-modal, integrated transportation and transit system, greenhouse gas assessment, housing initiatives for stable families, or ways the Council can both act directly and influence other decisions to reduce regional disparities, we're committed to responding in ways that support the goals identified in the One Minnesota plan.

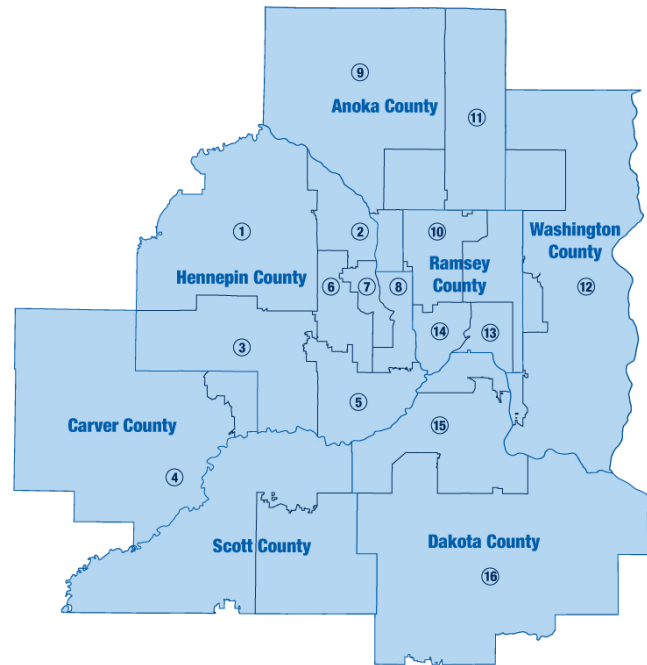
Our Authority and Composition

The Metropolitan Council was created by the Minnesota Legislature in 1967. Ever since, the Metropolitan Council has played a key role in coordinating regional growth and planning for the Twin Cities Metropolitan area.

Our governing body – the 17-member Metropolitan Council – brings together communities to develop policies and a shared vision and direction for the region. The Council’s members are appointed by and serve at the pleasure of the governor, currently Gov. Tim Walz. Sixteen members represent geographic districts of roughly equal population across the region. The Council chair, Charlie Zelle, serves as the at-large 17th member.

Metropolitan Council Members

Charlie Zelle	Chair
Judy Johnson	District 1
Reva Chamblis	District 2
Christopher Ferguson	District 3
Deb Barber	District 4
Molly Cummings	District 5
Lynnea Atlas-Ingebretson	District 6
Robert Lilligren	District 7
Abdirahman Muse	District 8
Raymond Zeran	District 9
Peter Lindstrom	District 10
Susan Vento	District 11
Francisco J. Gonzalez	District 12
Chai Lee	District 13
Kris Fredson	District 14
Phillip Sterner	District 15
Wendy Wulff	District 16



What we do

The Council provides the following services for the seven-county Twin Cities metropolitan region:

- **Plans for the future growth of the region:** As the Metropolitan Planning Organization, the Council plans for future growth and makes strategic, efficient public investments to support the region’s high quality of life and economic competitiveness.
- **Operates Metro Transit:** Every day, Metro Transit serves bus and rail passengers with award-winning, energy-efficient fleets (nearly 78 million in 2019 or about 85% of all regional transit rides). These strategic investments support a growing network of bus and rail transitways, and transit-oriented development.
- **Collects and treats wastewater:** Thanks to a region-wide system operated by the Council, this region collects and treats wastewater at rates 40% lower than peer regions, while winning national awards for excellence.

- **Protects and monitors for clean water:** The Council works to ensure adequate clean water for the future through water supply planning and lake and river monitoring programs.
- **Develops regional parks and trails:** The Council plans and oversees the development of a world-class regional parks and trails system made up of more than 56 parks and park reserves and more than 400 miles of interconnected trails.
- **Provides affordable housing:** The Council creates and supports affordable housing opportunities throughout the region by providing affordable housing for 7,200 families in 100 communities through the Council’s Metro Housing and Redevelopment Authority (HRA) and establishing regional housing policies and planning.

Thrive MSP 2040, Regional Partnership

Under Minnesota state law, the Council is responsible for preparing a comprehensive metropolitan development guide for the seven-county metropolitan area, branded [Thrive MSP 2040](#), which provides a framework for a shared vision for the future of the region over the next 30 years. The Council is also responsible for developing the plans for the three statutory regional systems – [water resources](#), [transportation](#), and [regional parks](#) – as well as a [housing policy plan](#) and a [master water supply plan](#). These system and policy plans provide specific information to assist local governments in creating consistent, compatible, and coordinated plans that strive to achieve local visions within the region and help ensure an efficient and cost-effective regional infrastructure.

- [2040 Water Resources Policy Plan](#)
- [2040 Transportation Policy Plan](#)
- [2040 Regional Parks Policy Plan](#)
- [2040 Housing Policy Plan](#)
- [2040 Master Water Supply Plan](#)

We create these plans through partnership and engagement with the residents and stakeholders of the metropolitan region. In developing *Thrive MSP 2040*, the region’s long-range plan, the Met Council established the goal to engage a full cross-section of the community in decision-making and [implemented a Public Engagement Plan to further define that commitment](#).

Engagement is an ongoing and relational. It can be general, related to broad regional issues, and specific, to long-range planning efforts (including *Thrive MSP 2040* and the related systems and policy plans) and other planning and development projects.

Sixteen of the Council members, appointed by the governor and representative of each part of the region, connect with leaders and residents in their districts to connect their communities to Council decision-making. These strategic plan goals are informed by those Council members, who helped develop the goals and objectives through feedback from their communities, as well as critical research and analysis from the Council staff.

One Minnesota Plan

Governor Walz, Lt. Governor Flanagan, and leaders of their administration have had the immense privilege of traveling across the state to meet with thousands of Minnesotans in their communities. The following mission, vision, guiding principles, and priorities reflect common themes from these conversations. These core components of the One Minnesota Plan, combined with ongoing input from Minnesotans, guide the efforts outlined in our agency's strategic plan.

This section of the plan states explicitly how our agency's plan aligns with the One Minnesota Plan's priority areas and, where applicable, quantifiable goals. This integration is critical, as one of the strategies embedded in the One Minnesota Plan is that each agency will develop and execute its own strategic plan that aligns with the administration's priorities and guides the work of the agency.

Each agency is working to realize the One Minnesota plan's vision: to make Minnesota the best state in the country for our kids to grow up in, and to do so in a collaborative way that brings people together and builds One Minnesota. And each agency is supporting work in the priority areas and working to embed the guiding principles of the Walz Administration into their organizational culture.

Mission

Improve the lives of all Minnesotans by working collaboratively to implement policies that achieve results.

Vision

Minnesota is the best state in the country for children to grow up in – those of all races, ethnicities, religions, economic status, gender identities, sexual orientations, (dis)abilities, and zip codes.

Guiding Principles

- Practice servant leadership
- Treat everyone with respect and dignity
- Do the right thing, especially when it is difficult
- Ask how your actions are reinforcing or removing structural inequity
- Promote the common good over narrow special interests
- Be accessible, transparent, and accountable
- Include voices from communities who will be most impacted

Priorities

Minnesota does best when state agencies and community partners collaborate to achieve common goals. We will solve problems in education, health care, environment and energy, housing, jobs, transportation, and so much more by focusing on these key priorities:

- Healthy Minnesotans and COVID-19 Protection
- Economic Recovery and Working Minnesotans
- Children and Families
- Equity and Inclusion
- Fiscal Accountability and Measurable Results
- Minnesota's Environment

One Minnesota Priorities

The Metropolitan Council works in alignment with the One Minnesota Plan by addressing regional problems through regional solutions and working to assure a high quality of life for residents in the Twin Cities metropolitan area. Our role is now more important than ever, as we work with others to help resolve the challenging problems we face at this moment in our state's history.

As we did before our current crisis, the Council helps build and plan for strong communities, by assuring that people have a stable home, by creating an interconnected transportation system, by providing access to parks and open spaces, by providing affordable and sustainable wastewater infrastructure, and by assuring the water we put back into the river is cleaner than what's already there.

We're all working together for something bigger than ourselves. And we're engaging people and critical stakeholders in that process.

The following highlight some of our significant strategies for each of the One Minnesota priorities.

Healthy Minnesotans & COVID-19 Protection

- The Metropolitan Council provides essential transit services in safe way by taking steps to reduce risks for riders and employees, including instituting enhanced cleaning, limiting capacity on buses, requiring face coverings, and installing barriers between operators and customers.
- Metropolitan Council's Environmental Services division deployed a detailed pandemic response plan to support uninterrupted essential service to its 110 customer communities by its nine wastewater treatment plants and continued maintenance and construction of the overall system of more than 600 miles of sanitary sewers, 224 metering stations and 61 lift stations.
- Staff of our Environmental Services division have developed in-house capabilities for extracting the viral RNA from raw wastewater, and, with advanced analytical support from the University of Minnesota Genomics Center in Minneapolis, have begun regular monitoring of SARS-CoV-2 RNA in treatment plant influent.
- The Environmental Services division also provides samples for two studies to determine whether wastewater can offer additional insight on the prevalence of COVID-19 in the areas served by the Council's collection system. This information could lead to earlier recognition of increasing disease prevalence in the community, as virus shedding in human waste may begin up to a week before symptoms appear. MCES is partnering with study leads at Biobot Analytics in Cambridge, Massachusetts, and the University of Minnesota Medical School in Duluth.
- Our Metro HRA is piloting and employing virtual inspections to keep our residents and their homes safe.
- We continue to develop innovative ways to engage with the public through virtual communications.

- Metro Mobility is following the guidelines of the Centers for Disease Control and Prevention (CDC) and the Minnesota Department of Health (MDH) for cleaning, mask use, social distancing, and other COVID-19 preventative measures to keep customers safe.
- Metro Mobility enables its certified customers to order groceries and household essentials online from stores with online shopping and local pick-up, then pick up the order and deliver to their house.
- Transit Link continues to partner with food shelves across the region to delivery groceries and goods to those most in need.

Economic Recovery & Working Minnesotans

- In partnership with cities, counties, the Center for Economic Inclusion, and Greater MSP, the Metropolitan Council developed and adopted the *Regional Economic Framework*, a federally accepted regional Community Economic Development Strategy plan, to ensure alignment of economic development strategies and to make local jurisdictions eligible for federal EDA money to which they currently do not have access.
- We continue the partnership between our Metro HRA and our Metro Transit Police Homeless Action Team (HAT) to connect people experiencing unsheltered homelessness to permanent, safe housing opportunities using Mainstream Vouchers from HUD.
- We enhanced our workforce through Workforce Development training for construction opportunities that lead to apprenticeship selection and active on-site careers.
- Our Urban Scholars program for interns from underrepresented communities lead to entry-level opportunities in government and planning careers;
- The Council has established a path for increasing our workforce with people who have varying physical and mental abilities
- We lease or sell excess land that is ripe for redevelopment that expands transit-oriented development and housing in our region and enhances the regional tax base.
- We continue to advocate for additional resources and explore intergovernmental and multisector partnerships to respond to the needs of people in the region experiencing homelessness.
- The Council completed construction and begin revenue service for METRO Green Line Extension, Orange Line, B and D Line and begin construction of the METRO Gold Line and two additional rapid bus lines by 2023.

Children and Families

- Partner with Minnesota Housing, the Department of Human Services and philanthropic organizations to support the strategies to reduce homelessness in the Twin Cities region. The Council has dedicated \$1 million to this effort in 2020.
- Engage in the Children’s Cabinet to partner with agencies across state government and prioritize the needs of children and families, providing leadership in transportation and housing services.

- Expand the Transit Assistant Program (TAP) to more families with children to ensure parents are able to get to and from work, school, daycare and home affordably. The Transit Assistance Program (TAP) is designed to make public transit more affordable for lower income residents. It allows customers to use a bus or train for just \$1 per ride. Work with DEED to provide TAP to every Unemployment Insurance participant in the metro area.
- Work with Department of Higher Education and higher education institutions to expand reduced cost, universal transit passes to more colleges (currently being piloted at Augsburg) to ensure access to opportunity for youth.
- Work with MNDOT and the Children’s Cabinet to propose and explore surplus land donation policy that might enable state agencies and local governments to donate land to a non-profit or land bank to be used for affordable housing.
- Continue to add general fund dollars to the Local Housing Incentives Account (LHIA) each year, with funding prioritized toward housing affordable to households earning 30% of the Area Median Income or less and permanent supportive housing. In 2020, the Council will offer more than double the largest previously available LHIA funding by using reserves and general fund dollars to expand this funding availability.
- Along with Minnesota Housing, develop in-place strategies in high poverty areas to assist with resident and child success, such as a Homework Starts with Home program – a partnership with school districts in high poverty area, to provide rent assistance and supports for students experiencing homelessness or housing instability.
- Reduce administrative barriers and red tape in our Section 8 program to make it friendlier to families and help them success through new Moving to Work designation.

Equity and Inclusion

- Implement a ride hail service as an alternative to Metro Mobility’s current premium on demand taxi service to expand mobility opportunities to people living with disabilities.
- The Metropolitan Council is partnering with the Citizens League to facilitate a regional safety conversation – for customers, transit operators, business owners, employees, our neighbors near transit stops and stations, community leaders, and members of the broader regional community. This conversation will begin with deep, intentional community engagement, to understand what safety means for different people and how that affects enforcement. It will help establish the next steps for the deeper review of Metro Transit Police Department policies, procedures, and relationships with other agencies, into mid-2021.
- Create and enhance partnerships to build new neighborhood initiatives in areas of concentrated poverty that have been underserved in the region.
- Explore additional affordable homeownership strategies that the Council might take on with a focus on wealth-building for households of color and Indigenous households.
- Evaluate outcomes of equity scoring in the Regional Solicitation and Transportation Funding processes. The Regional Solicitation uses criteria and measures to evaluate which projects best contribute to

regional goals and objectives and therefore warrant federal transportation funding. As part of the application there is an equity scoring measure to focus less on where equity populations are concentrated in the region, and more on the benefits to equity populations and equity engagement specific to the project.

- Expand Metropolitan Council Underutilized Businesses (MCUB) spend to achieve 10% professional technical contracts and goods/services and 14% for non-federal construction, growing the overall Council spend on MCUB businesses. The Council's total MCUB spend in 2019 was just over \$11M.
- Explore additional small business spend goals to continue increase of spend and targeted to reduce the disparities gap in spend of underutilized businesses owned by people of color.
- Implement council-wide Racial Equity Strategy and Framework focused on workforce equity, community engagement, and investments and procurements.
- Use the Intercultural Development Inventory (IDI) to assess and increase intercultural competency of Council Members, executive leadership, supervisors and managers.
- Host a leadership forum on racial equity in 2021 with complementing training for all staff on racial equity topics.
- Create and enhance the Economic Values Atlas for the region, with the help of the Brookings Institution, to better align public and private investments that will improve the economy for all residents, but especially those who experience the most significant racial disparities.
- Update our Transit Oriented Development Policy to better reflect our equity goals, FTA direction and our understand of shared use mobility and other emerging modern transit concepts.
- Work to achieve the enterprise goal of 75% retention of BIPOC, individuals with disabilities, and Veterans.
- Engage in government-to-government consultation, collaboration and cooperation with the 11 federally recognized Tribal Nations in Minnesota.

Fiscal Accountability and Measurable Results

- Leverage our investment opportunities to do high impact investing in the communities we serve. For example, the Council is embarking on a pilot Certificate of Deposit Program with local banks who then use deposits to make loans within the community to support small business and affordable housing projects.
- Utilize our capital financing authority effectively to maintain critical infrastructure by preserving the Council's triple-A bond rating allowing borrowing at the lowest available market rates.
- Maintain Certificate of Achievement for Excellence in Financial Reporting for the Council's Comprehensive Annual Financial Report. The Government Finance Officers Association awards the Certificate to governmental entities that go beyond the minimum requirements of generally accepted accounting principles to prepare comprehensive annual financial reports that evidence the spirit of transparency and full disclosure.
- Reduce barriers and increase opportunities for historically underutilized small businesses owned by people of color, indigenous people, women and people with disabilities, and veterans by expanding our underutilized business program.

- Maintain full funding of other post-employment benefits (retiree health care) program invested with State Board of Investment.
- Ensure smart fiscal management of health insurance plans through self-insured program that provides competitive benefit coverage, wellness programs, and on-site clinics that help manage claims costs and premium rates for Council employees and their families.
- Continue to measure wastewater rates compared to national average and maintain our competitive advantage despite a large program of rehabilitation throughout the system. We consistently achieve near-perfect compliance with federal and state water discharge standards while holding rates 40% below the national average.

Minnesota's Environment

- Create a regional greenhouse gas inventory, that will help us identify where greenhouse gases are being generated, and then set a baseline we can use to measure our success. The data will be used by the Council and the cities and counties in the Twin Cities region. Following the inventory, the Council will put in place goals to reduce our own emissions.
- Achieve 100% clean energy for Council services/operations no later than 2040 via the Green Energy Partnership with Xcel Energy. Accelerate this timeline as much as possible and work with other utilities where applicable.
- Create an agency-wide sustainability plan in 2020 to streamline, accelerate, and coordinate all the Council's work in this area. Develop emissions and infrastructure targets and goals for Council wastewater, transit, and general operations, such as resource recovery, energy consumption, treatment capacity.
- Reduce transit emissions through fleet replacement with no or low emissions buses, electrification, or alternative fuels. Partner with suburban transit providers and state-wide providers to share information around new technologies.
- Expand technical assistance and support for local governments, climate planning tools, and model ordinances and plans, such as SolSmart, to increase renewable energy and energy efficiency.

Metropolitan Council

Mission

The Metropolitan Council's mission is to foster efficient and economic growth for a prosperous region.

Vision

The Metropolitan Council has listened to the aspirations voiced by the region's residents, civic, nonprofit and business leaders, and government officials and woven their thoughts and hopes into five desired outcomes that define our shared regional vision.

To address the changing needs of our communities, *Thrive MSP 2040* identifies five outcomes to guide the vision for the region:

- Stewardship: Responsibly managing the region's finite resources, including natural and financial resources, and its existing investments in infrastructure.
- Prosperity: Investing in infrastructure and amenities that create regional economic competitiveness.
- Equity: Connecting all residents to opportunity and creating viable housing, transportation, and recreation options for all races, ethnicities, incomes, and abilities.
- Livability: Focusing on enhancing the quality of residents' lives and experiences in the region.
- Sustainability: Protecting our regional vitality for generations to come.

Guiding Principles

These principles reflect the Council's understanding of its roles in integrating policy areas, supporting local governments and regional partners, and promoting and implementing the *Thrive* regional vision. These principles govern how the Council will implement the *Thrive* systems and policy plans and how the Council advances these outcomes, individually and collectively.

The *Thrive MSP 2040* plan is grounded in three principles to guide the Council's work:

- Integration: Intentionally combing related activities to achieve more effective results and greater efficiencies.
- Collaboration: Encouraging partnership between governments, and among public and private sector entities, to bring the best ideas together to address complex regional issues.
- Accountability: Monitoring and evaluating the effectiveness of policies and practices toward identified outcomes.

Priority Areas

Metropolitan Council members have identified four key priority areas related to the Council’s mission, vision, principles, and scope to focus particular attention on over the next three years. Namely the Council will be using its authority to create regional plans, use its role in regional infrastructure investments and as an employer and purchaser, and in the systems, it manages and maintains to advance this work. This work will establish the foundation for long-term planning and assessment in these critical areas.

- **Transportation:** Expand and improve our regional transportation system, offering safe, reliable and accessible transportation options for everyone that support our region’s economic competitiveness.
- **Reducing racial disparities:** Make a measurable impact on reducing racial disparities experienced by people of color and indigenous people and who are historically underrepresented people through our work in the region.
- **Housing:** Become a region with a broader housing spectrum where all people can thrive.
- **Sustainability:** Build a resilient region that mitigates its adverse contribution to climate change, with a focus on degraded air and water quality, and meets the challenge of the climate crisis.

Transportation

Goal: Expand and improve our regional transportation system, offering safe, reliable and accessible transportation options for everyone that support our region’s economic competitiveness.

For long-term priorities, the Metropolitan Council uses its [2040 Transportation Policy Plan](#) as a course of action to maintain and enhance our existing facilities, better connect people and communities, and provide more transportation choices that will make the region stronger. The objectives below encompass more immediate strategies the Council will prioritize in the next 3 years.

Regional Planning Objective

Develop plans and policies that guide investment in highways, transit, freight, aviation, and bicycle and pedestrian facilities to achieve regional transportation goal of a safe, reliable, accessible transportation system.

Strategies

1. Lead and participate in major corridor and regional studies to ensure that regional transportation and development policies are implemented.
2. Lead the Transit Service Allocation Study to understand the region’s transit trade-offs between geographic coverage and ridership.
3. Complete Network Next, Metro Transit’s two-year effort to develop a vision for the bus network of 2040.
4. Oversee the planning of the Regional Bicycle Transportation Network, coordinating with state and local agencies.

5. Generate travel models across modes that forecast regional travel demand, inform emerging trends, and identify changes in travel behavior.
6. Continue prioritizing the MnPASS policy and other transit advantages and implement congestion mitigation projects.
7. Evaluate and incorporate into our planning the long-term impacts of COVID-19, including how travel needs and demands are changing due to the pandemic.

Investment Objective

Secure, align, and track federal, state, and local transportation funding for regional investment.

Strategies

1. Secure sufficient funding to operate our current system and to expand the network of fast, reliable, safe, and efficient public transit to ensure that more people can easily travel from home to work within 30 minutes.
2. In concurrence with the Transportation Advisory Board, select transportation projects and distribute federal transportation funding through the Regional Solicitation for projects that will begin in 2024 and 2025.
3. Continue reviewing transportation sections of 2040 comprehensive plans of local governments, their comprehensive plan amendments, and environmental review documents for major developments.
4. Direct transportation investment to modes and corridors that improve access to employment.

Council Operations Objective

Operate a regional transit system that is valued by customers and communities because it reliably gets people to the places they want to go, provides a safe and enjoyable experience, and works seamlessly across all services.

Strategies

1. Ensure a safe, welcoming, and accessible environment for people at our facilities and on our vehicles.
2. Improve service reliability and travel times.
3. Secure legislative authorization to shift fare enforcement to a system of administrative citations issued by non-sworn staff and redeploy police to address more serious incidents.
4. Secure funding for additional maintenance and security initiatives and staffing.
5. Provide complete, accurate, timely, and accessible transit information to our customer via enhanced data, real-time signage, computer app development, and other new technologies.
6. Address the shortage of operators and other critical transit workers through workforce initiatives.
7. Implement a ride hail service as an alternative to Metro Mobility's current premium on demand taxi service.
8. Make investments that correct ADA-related infrastructure-compliance issues as identified in the Council's ADA Transition Plan.
9. Understand and respond to transit customers' changing needs and expectations during and after the pandemic.

Measurable Goal Outcomes

- Adopt the 2020 update to the *2040 Transportation Policy Plan*.
- Complete construction and begin revenue service for the METRO Green Line Extension, Orange Line, B and D Lines, and begin construction of the METRO Gold Line and two arterial bus rapid transit lines by 2023.
- Rebuild transit ridership region-wide once it is safe to do so.
- Increase on-time performance.
- Increase customer satisfaction.
- Increase perception of transit as a safe and desirable service for both riders and our employees.
- Decrease crime on Metro Transit properties.
- Fully implement administrative citations for the fare-evasion program, pending legislative authorization and funding.
- Meet or exceed national standards for Metro Mobility's on-time performance for pick-ups (90%) and appointments (90%), and on-board time performance (95%).

Reducing Racial Disparities

Goal: Make a measurable impact on reducing racial disparities experienced by people of color and indigenous people, who are historically underrepresented people, through our work in the region.

For long-term priorities around equity, the Metropolitan Council uses [Thrive MSP 2040](#) and its Equity Policy. Thrive MSP 2040 provides a vision for the Metropolitan Council to use equity as a lens to evaluate its operations, planning and investments, and use of resources. The Equity Policy is used to operationalize that vision and begin using our assets and authority to serve the needs of the metropolitan area. The objectives below encompass more immediate strategies for reducing racial disparities that the Council will prioritize in the next 3 years.

Regional Planning Objective

Convene regional partners to gather, create, and strengthen best practices and create measurable goals in reducing regional racial disparities.

Strategies

1. Improve equitable outcomes for residents of color by working with regional partners.
2. With other regional partners, increase spending with underutilized businesses by developing a model to implement small business contracting goals.
3. Create a single Minnesota certification system and/or adopt a reciprocity program for non-federally assisted contracts.

4. Increase access to capital to meet the needs of underutilized business owners by bridging the financial gap to maintain operations during contract performance by strengthening partnerships with government, private, and community-based organizations.
5. Increase diversity in organizational leadership positions by working with local partners to develop regional strategies.

Investment Objective

Use Council resources – including the procurement of goods, grant funding, external funding and contracting – to invest in historically underrepresented communities

Strategies

1. Remove barriers to Council contracts and procurement for small businesses owned by people who have been historically underrepresented.
2. Continue refining equity measures for Council-wide grant funding opportunities that require partners to include data and methods for decreasing racial disparities in their programs.
3. Request disaggregated demographic data on utilization of Council grant funds.
4. Provide technical assistance to local governments (grantees and individuals) that provides guidance on how to apply for Council grant programs, including the steps to be take locally before applying.
5. Leverage our investment opportunities to impact investment in the communities we serve (Impact Investing). For example, the Council is embarking on a pilot Certificate of Deposit Program with local banks, who then use deposits to make loans within the community to support small business and affordable housing projects.

Council Operations Objective

Advance internal infrastructure that institutionalize change by using practices, policies, engagement, and hiring to reduce racial disparities.

Strategies

1. Identify and eliminate structural impediments, to advance equitable outcomes in administrative work and revising internal policies.
2. Provide diversity, equity, and inclusion training to increase our intercultural competency for employees and Council Members.
3. Implement targeted equity plans to close disparity gaps in the areas of selection, wage, and promotion for people who have been historically underrepresented.
4. Implement programs to increase employment opportunity for people with disabilities.
5. Use data to identify current racial disparities and to make better decisions for those most impacted by our actions.
6. Maintain integrity of equity by ensuring that public transparency and participation is provided when edits/amendments are considered to toolkits, assessments, and plans that are adopted by the Metropolitan Council and its affiliated committees, commissions, and boards or State.
Create a dashboard using disaggregated data to drive practices related to equity and inclusion in areas such as workforce equity and small business spend.

Measurables Goal Outcomes

- Increase share of underutilized businesses of Metropolitan Council's total direct spend to reach 30%.
- Increase the dollars spent with business owned by people of color that reduces the disparities gap.
- Increase the number of organizational leadership positions filled by people historically underrepresented.
- Increase partnerships created to build new neighborhood initiatives in areas of concentrated poverty that have been underserved in the region.
- Review all Metropolitan Council policies and procedures to eliminate barriers and increase equitable outcomes.
- Review base line data of Certificate of Deposit impact on loans made within communities.

Housing

Goal: Become a region with a broader housing spectrum where all people can thrive.

For long-term housing priorities, the Metropolitan Council bases its strategies on its [2040 Housing Policy Plan](#). The 2040 Housing Policy Plan presents multiple strategies that advance the Metropolitan Council's overall housing policy priority: Create housing options that give people in all stages of life and of all economic means viable choices for safe, stable, and affordable homes. The objectives below encompass more immediate strategies the Council will prioritize in the next three years.

Regional Planning Objective

Assume a leadership role developing a toolkit to help regional stakeholders eliminate unsheltered homelessness and support more local governments in making measurable progress toward meeting affordable housing need as established in their comprehensive plans.

Strategies

1. Share expanded housing technical assistance (such as toolkits and model ordinances) and convene or participate in workshops to share housing strategies, tools, and resources to support local governments.
2. Participate in, or convene when necessary, helpful workshops or tables to share housing strategies, tools, and resources among local governments.
3. Explore developing a housing-choice indicator tool to provide more specific recommendations about housing needs in specific communities in the region.
4. Develop in-place strategies in high-poverty areas to support resident and child success, such as a Homework Starts with Home program – a partnership with school districts in high-poverty area – to provide rent assistance and support students experiencing homelessness or housing instability.

5. Maintain and improve data infrastructure to advance knowledge and awareness of the region's housing stock and demographic characteristics.
6. Build regional capacity and technical assistance to support the expansion of housing opportunities for people with disabilities.

Investment and Operations Objectives

Increase Council-supported affordable housing production (at incomes of 60% AMI or lower) and housing preservation (by 40%), targeting higher production when increased funds are available; and increase the rate of homeownership for people of color and indigenous people across the region.

Strategies

1. Explore additional affordable homeownership strategies that the Council might take on with a focus on wealth-building for households of color.
2. Create and contribute to a new collaborative fund to support smaller, low-barrier supportive housing options for people experiencing homelessness throughout the region.
3. Continue to add general fund dollars to the Local Housing Incentives Account each year, with funding prioritized toward housing affordable to households earning 30% of the Area Median Income or less.
4. Review Livable Communities Act programs to ensure alignment with the key objectives above.
5. Incorporate more nuanced analysis into Council actions and technical assistance to best balance the differing priorities of supporting more housing choice in high-income areas and improving livability outcomes in lower-income areas.
6. Explore the use or repurpose of other revenue streams to contribute to affordable housing preservation and production.
7. Explore a first-time home-buyers program through the Housing Choice Voucher program.
8. Explore employer-provided housing benefits for employees.
9. Conduct a research project to measure residential preferences of Housing Choice Voucher holders in the region.
10. Apply for new funding opportunities as they become available through federal or other partners to expand the number of households assisted with rent assistance.
11. Explore the Council's ability to use Council-owned land to support affordable housing development.

Measurable Goal Outcomes

- Increase Council funding levels dedicated to affordable housing.
- Increase homeownership among eligible housing choice voucher holders by 1% by 2023.
- Increase total number of affordable housing units produced with Council funding.
- Increase homeownership rates by race/ethnicity.
- Increase number of communities making progress toward their affordable housing-need allocation.

Sustainability

Goal: Build a resilient region that mitigates its adverse contribution to climate change, with a focus on degraded air and water quality, and meets the challenge of the climate crisis.

For long-term priorities around the climate crisis, the Metropolitan Council will use the [Thrive MSP 2040](#) and the [2040 Water Resources Policy Plan](#) as guiding documents for growth and development of the Twin Cities toward economic success and vibrancy in the decades ahead. The 2040 Water Resource Plan is a framework for building strategies that integrate wastewater, water supply, and surface water as related areas of a comprehensive water picture. It provides for continued high-quality, affordable wastewater collection and treatment to support economic growth and development in ways that protect our valued water and land resources. The objectives below encompass more immediate strategies the Council will prioritize in the next three years.

Regional Planning Objective

Collaborate with regional leadership and state agencies and convene local governments and the broader community to address climate change mitigation and adaptation.

Strategies

1. Expand technical assistance and support for local governments, climate planning tools, and model ordinances and plans, such as SolSmart, to increase renewable energy and energy efficiency.
2. Partner with local governments to identify emerging mitigation and adaptation issues, and design approaches and solutions to address those issues
3. Explore opportunities to address climate resilience – for example, through the Brightfields initiative, a collaboration on solar energy projects with local, state, and federal regulators.
4. Continue to participate in and convene regional conversations regarding adaptation and resilience, including identifying the costs of inaction and addressing environmental justice.

Investment Objective

Accelerate the reduction of the Metropolitan Council’s per-capita greenhouse gas emissions.

Strategies

1. Achieve 100% clean energy for Council services and operations no later than 2040 via the Green Energy Partnership with Xcel Energy. Accelerate this timeline as much as possible and work with other utilities where applicable.
2. Reduce transit emissions through fleet replacement with no- or low-emissions buses, electrification, or alternative fuels. Partner with suburban transit providers and state-wide providers to share information around new technologies.
3. Design and construct any new Council facilities to meet Minnesota sustainable building 2030 energy standards (SB2030), address environmental justice issues, and improve natural resource conservation and restoration on site. Improve energy-efficiency of existing facilities.

4. Work with the Transportation Advisory Board to fund unique, climate-focused projects proposed through Regional Solicitation.
5. Reduce regional greenhouse gas emissions from transportation to meet State of Minnesota's Next Generation Energy Act Goals.

Council Operations Objective

Create an agency-wide sustainability plan in 2020 and 2021 to streamline, accelerate, and coordinate all the Council's work in this area.

Strategies

1. Develop emissions and infrastructure targets and goals for Council wastewater, transit, and general operations, such as resource recovery, energy consumption, and treatment capacity.
2. Develop direction and strategies integrating the Council's climate-related research and analysis to support future regional planning efforts.
3. Integrate climate-adaptation goals and strategies into the Council's operations, infrastructure investments, and regional planning principles.
4. Identify and implement actions for meeting and exceeding air and water quality standards.
5. Research the role of the regional parks and open space system in mitigating climate change and contributing to a more resilient region.

Measurable Goal Outcomes

- Complete agency-wide sustainability plan.
- Complete regional greenhouse gas emissions inventory.
- Reduce greenhouse gas emissions in the Council's operations consistent with the Next Generation Energy Act.
- Increase clean-energy usage to 100% by 2040 for Council services and operations.
- Improve operational energy efficiency.
- Sustain compliance with regulatory and reliability requirements for water and air.