

Disadvantaged Business Enterprise and Workforce Advisory Committee

September 16, 2021



Today's Topics

- Building Strong Communities Update
- Project Update
- DBE Reporting
- Workforce Reporting
- Construction Workforce and Economic Data by DEED
- Public Invitation





Building Strong Communities Update

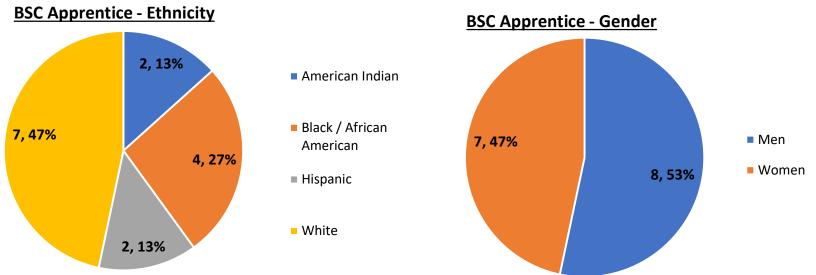


Building Strong Communities: September Update



BSC 2021 Apprenticeship Placements (to date)

- 2 Carpenters
- 1 Cement Mason
- 1 Iron Workers
- 6 Laborer
- 3 Operating Engineer
- 1 Plumbers
- 1 Sheet Metal Workers



Building Strong Communities: September Update



- The MN Building and Construction Trades passed a resolution to make the Minnesota Building and Construction Trades Council home to Building Strong Communities.
- Building Strong Communities to become a statewide program funded by the Building Trades.
- Diversity and inclusion of the Trades remains a priority for Building Strong Communities going forward.

SWLRT Project Update



Aug. 24: Senator Tina Smith, FTA Administrator Nuria Fernandez, and Regional Administrator Kelley Brookins Visit SWLRT





Senator Smith, FTA Administrator Fernandez, Chair Zelle, Project Director Alexander







DBE Achievement Report



DBE Achievement as of July 31, 2021

Contractor	Contract Description	Contract Amount	Contractor Billed to Date	DBE Billed to Date	DBE Date %	As of Date
LMJV 16% Goal	Civil	\$951,276,004	\$522,035,573	\$106,792,168	20.5%	7/31/21
APJV 12% Goal	Systems	\$193,831,209	\$59,991,036	\$9,275,656	15.5%	7/31/21
LS Black 15% Goal	Franklin O&M Exp.	\$39,276,219	\$33,103,366	\$6,112,477	18.5%	7/31/21
17% Goal	Closed Contracts	\$404,992	\$404,992	\$74,610	18.4%	
			Billed to Date	\$ DBE to Date	% DBE to Date	
15% Goal		\$1,184,788,424	\$615,534,967	\$122,254,911	19.9%	



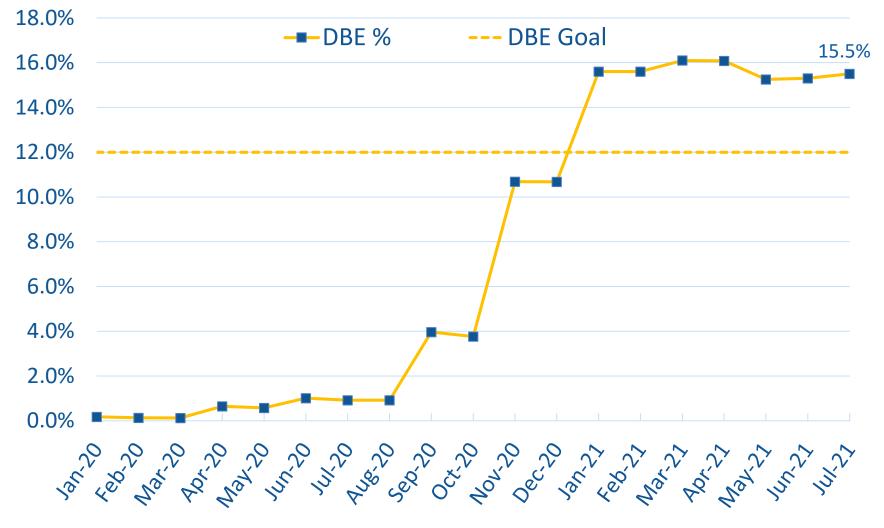
Civil DBE Participation as of Jul. 31, 2021



*DBE Goal for the Civil Contract is 16%



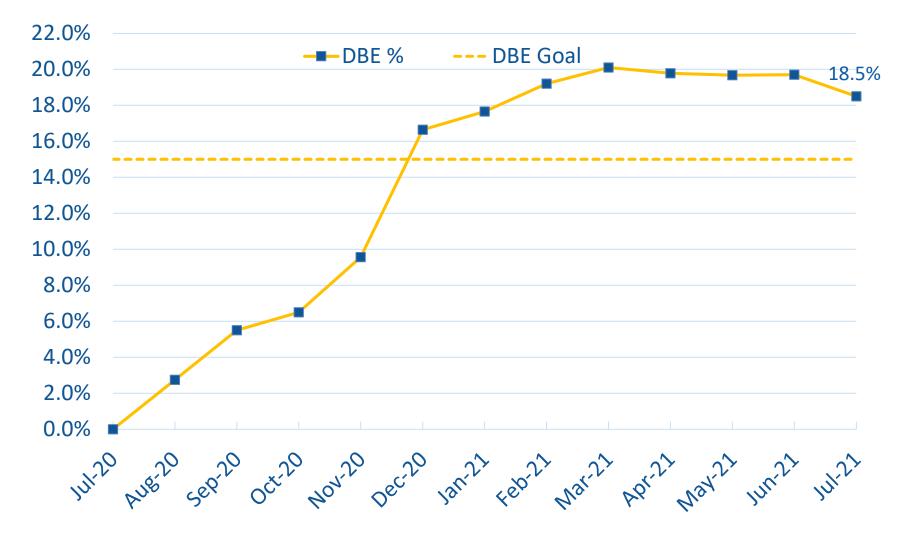
Systems DBE Participation as of Jul. 31, 2021



*DBE Goal for the Systems Contract is 12%



Franklin DBE Participation as of Jul. 31, 2021



*DBE Goal for the Franklin O&M Contract is 15%

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SWLRT Construction Contracts Disaggregated*

Construction Contracts Total: \$1,183,937,790

Ethnic Group		Womer	١	Men		Total	
Asian Pacific	\$	277,743	0.02%	\$ 40,021,329	3.38%	\$ 40,299,072	3.40%
Asian Subcontinent	\$		0.00%	\$ 1,900,001	0.16%	\$ 1,900,001	0.16%
Black	\$	43,369	0.00%	\$ 9,227,926	0.78%	\$ 9,271,295	0.78%
Hispanic	\$	727,600	0.06%	\$ 28,726,050	2.43%	\$ 29,453,650	2.49%
Native American	\$	3,812,256	0.32%	\$ 18,538,811	1.57%	\$ 22,351,067	1.89%
White Women	\$:	119,918,487	10.13%			\$ 119,918,487	10.13%
					222 422 574	40.050/	

DBE Contracts Total \$ 223,193,571 18.85%

*Contract values are as of 7/31/21 and includes: Civil, Systems, Franklin O&M & OMF Demo

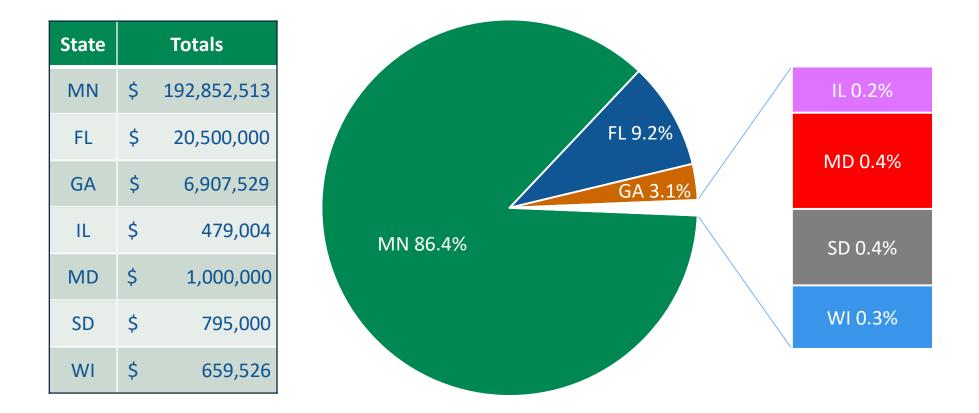
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Disaggregated Construction DBE Data*

• DBE contract participation by state:



*Contract values for Civil, Systems, Franklin O&M, and OMF Demolition as of July 31, 2021



DBE Removal from Franklin Project

- LS Black requested to remove Hydro-Vac from their DBE Commitments
 - Hydro-Vac was a 2nd tier subcontractor
 - There was confusion based on similar business names and a non-DBE firm completed the work
- OEO confirmed commitment with Hydro-Vac and LS Black early in the project
 - The commitment was affirmed at the DBE Quarterly Meetings by LS Black
- OEO approves the removal with ongoing GFE
 - LS Black was able to include Hydro-Vac in Sept.

Lunda/CS McCrossan Joint Venture: Civil DBE Activities Update



Upcoming SWLRT DBE Participation: Sept.

Civil Contract

- Am-Tec Designs
- Blackstone
- Boys Contracting
- CI Utilities LLC
- E&J Steel Erectors
- HHA
- IMO Consulting Group
- J&L Jobsite Solutions
- On Call Pavement Sweeping
- Pete's Water & Sewer
- Public Solutions Group
- Safety Signs
- Standard Contracting Inc
- Stonebrook Fence Inc.

Structural steel (supply only) **Retaining walls** Pipe supply **Electrical testing** Steel erection Scheduling consultant Surveying **Project Offices** Street sweeping Utility work Public info and site prep. Maintenance of traffic Erosion control & misc. civil Temp. & permanent fence

SOUTHWEST

Upcoming SWLRT DBE Participation: Sept.

Civil Contract

- **AirFresh Industries**
- Biffs
- Mac's Roll-Off Service Inc
- ZTS
- MBE Inc
- M&J Trucking
- RCS
- **Dionne Construction**
- **Stations Contract**
 - **Am-Tec Designs**
 - E-Con-Placer
 - Biffs
 - Sun Mechanical

Sanitary facilities Sanitary facilities **Dumpsters Project trucking Project trucking Project trucking** Curb and Flatwork Landscaping

Structural steel Concrete pumping Sanitary facilities **Mechanical**



LMJV DBE Highlight: Safety Signs, LLC

- Scope of Work: Traffic Control and Signage
 - Base contract value:
 - Contract changes to date:
 - Estimated contract value:

\$6,400,000 \$1,900,000 \$8,300,000

"Safety Signs is an integral part of the success of the SWLRT Project. Their staff are experts in their field and they provide exceptional service to the LMJV and the SWLRT Construction Team." Dale Even – LMJV Project Manager







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LMJV Update on Change Orders*

- Owner Change Orders Total: \$151,007,153
- DBE Change Order Total: \$14,171,554

*Does not take into account LMJV directed change orders with Subcontractors



Aldridge Parsons Joint Venture: Systems DBE Activities Update



Anticipated DBEs: One Month Look Ahead

- Gunnar Communication Work
 - West 21st Street Station
 - Southwest Station
- TPSS Foundations (303 & 307)
 - Dionne Construction: Erosion control/silt fence
 - Bald Eagle Erectors (Meyer sub): Form/rebar/pour concrete
 - Moltron Builders: Excavation, under-drain, subgrade preparation
 - MBE Inc. (Meyer Sub): Trucking
 - IMO: Pre-inspection



APJV Update On Change Orders

- Owner change orders approved thru 8/1/21:
 - **\$9,217,000**
- DBE change order participation:
 - Gunnar Electric: \$1,404,215
 - Generation Cable: \$413,311 (\$247,986: 60% material only)
 - DBE change order participation: 17.9%
 - DBE job to date participation: 15.3%



LS Black Constructors: Franklin O&M DBE Activities Update



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LS Black Update on Change Orders

- Current contract amount thru 7/31: \$39,387,423
 - Committed DBE contracts: \$7,382,250
 - Anticipated DBE participation: 19%
- Overall billed to date thru 7/31: \$35,970,701
 - DBE billed to date thru 7/31: \$6,836,235
 - DBE achievement to date: 19%



LS Black Update on DBE Activity

- Ongoing participation from GoFetsch Mechanical
- Ongoing participation from Nakasone Painting
- Always Stone & Tile
- Am-Tec Designs (steel fabrication only)
- Wissota Supply Co
- Dzeidzic Caulking



Workforce Participation Report

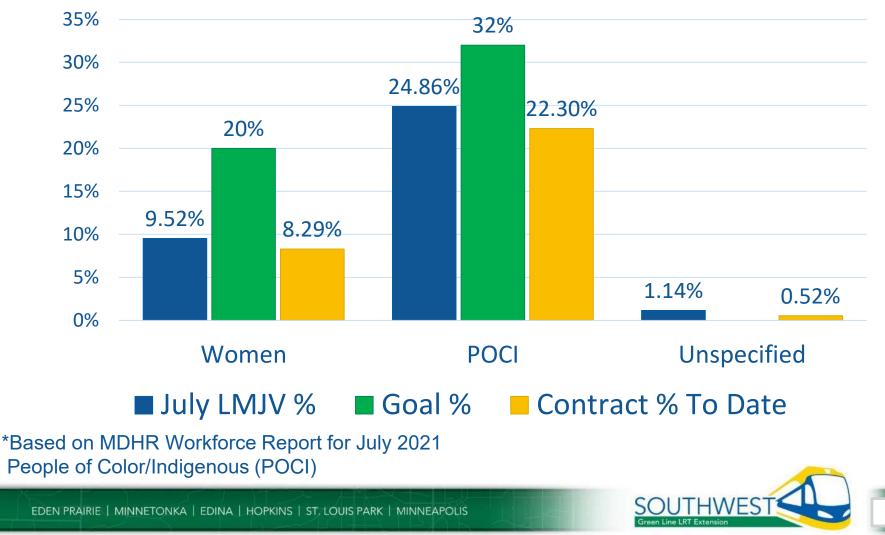


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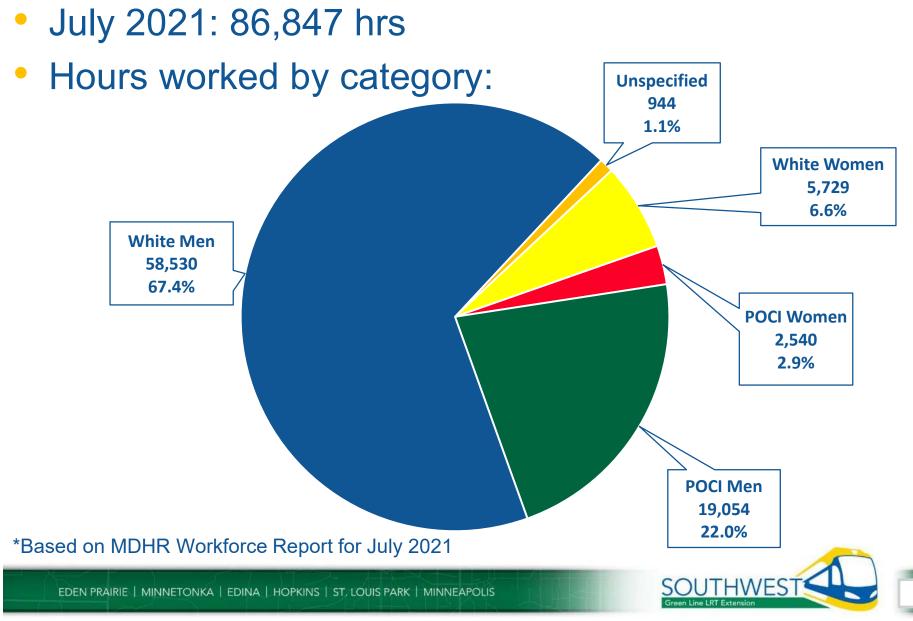
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Civil Workforce Participation Percentage*

- July 2021: 86,847 hrs
- Civil Construction Total: 1,439,587 hrs



Civil Workforce Participation*



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Civil Workforce Participation Cumulative*

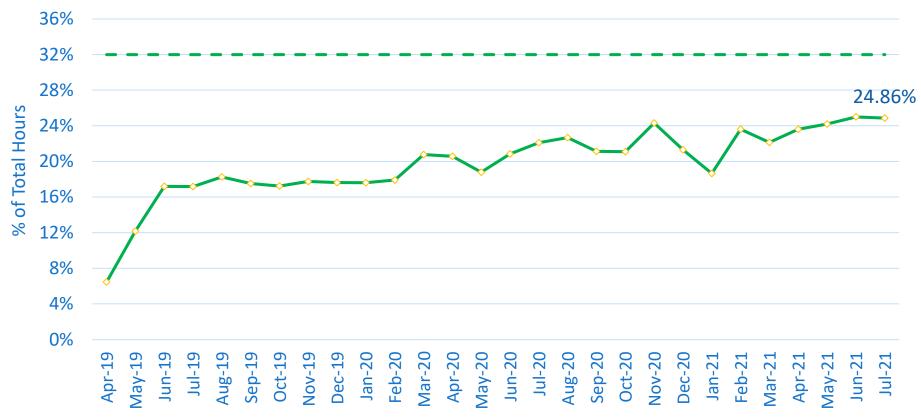
- Total Women hours to date: 119,299 hrs
- Cumulative percentage: 8.29%



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Civil Workforce Participation Cumulative*

- Total POCI hours to date: 321,063 hrs
- Cumulative percentage: 22.3%



*Based on MDHR Workforce Reports through July 2021

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Civil Workforce Trucking Participation* Trucking participation on Project being

counted:

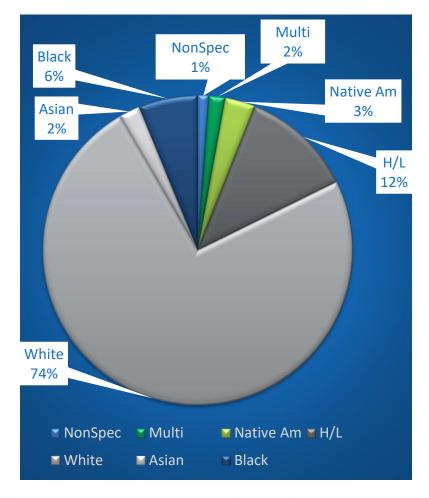
- MBE: 23,852 hours
- ZTS: 4,164 hours
- Rock-On Trucks: 709 hours

*Based on MDHR Workforce Reports: Project Start through July 2021

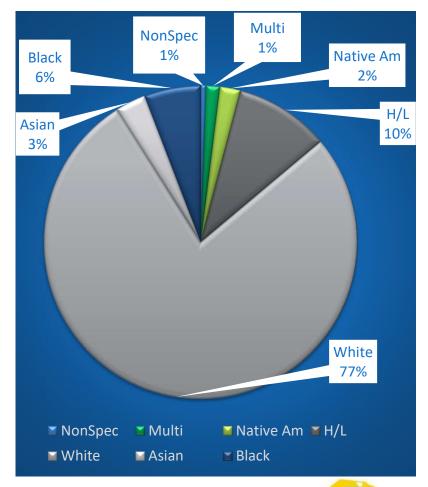


Civil Workforce Participation Disaggregated Percentages

July 2021



Project to Date





Civil Workforce Participation Disaggregated*

- Project Total: 1,439,587 hrs
- Total POCI: 321,063 hrs (22.30%)
- Total Women: 119,299 hrs (8.29%)

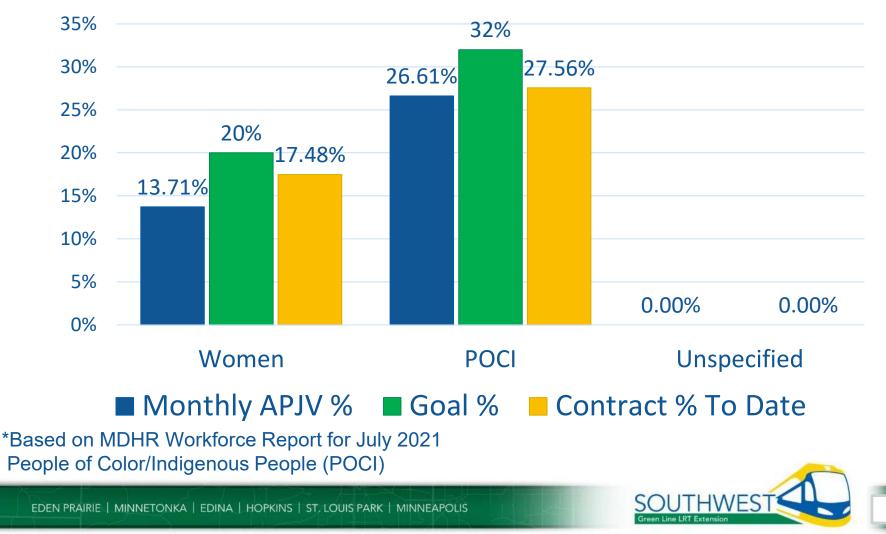
Ethnic/Racial Group	Total Hours Women	Women Percent	Total Hours Men	Men Percent	Total Hours	Total Percent
Asian Americans	122	0.01%	44,666	3.10%	44,788	3.11%
Black Americans	17,155	1.19%	66,831	4.64%	83,986	5.83%
Hispanic Americans	4,196	0.29%	136,900	9.51%	141,084	9.80%
Native Americans	11,351	0.79%	19,086	1.33%	30,437	2.12%
Multi-Racial	700	0.05%	20,057	1.39%	20,757	1.44%
White Americans	85,640	5.94%	1,025,360	71.22%	1,110,851	77.16%
Not Specified	135	0.01%	7,389	0.51%	7,524	0.52%

*People of Color and Indigenous People (POCI) & Women participation from 12/1/18 – 7/31/2021



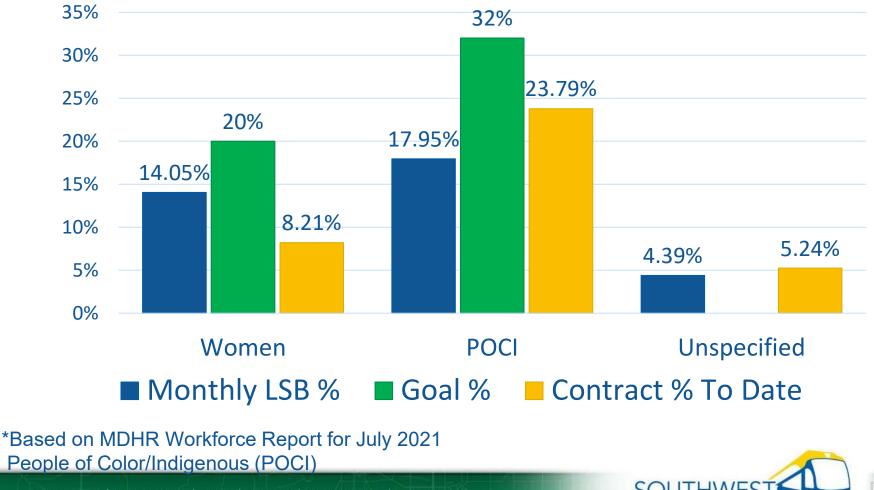
Systems Workforce Participation Percentage*

- July 2021: 248 hrs
- Systems Construction Total: 635 hrs



Franklin O&M Workforce Participation Percentage*

- July 2021: 5,097 hrs
- Franklin O&M Construction Total: 83,901 hrs

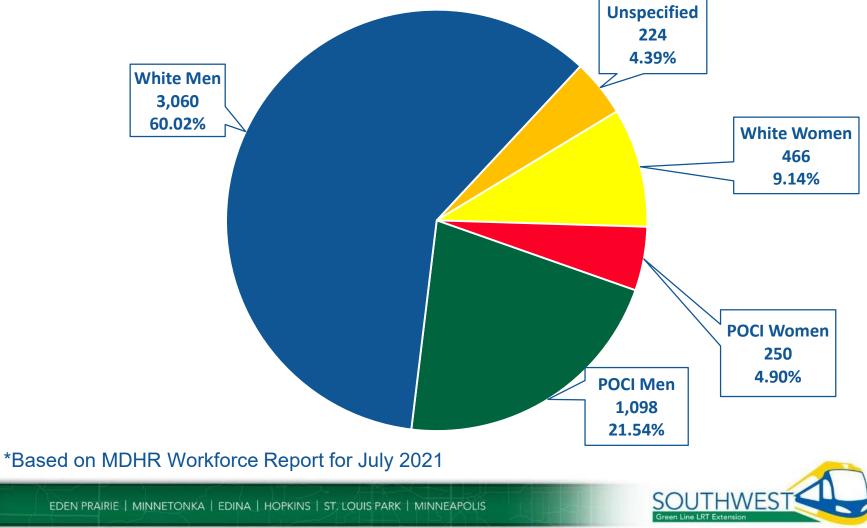


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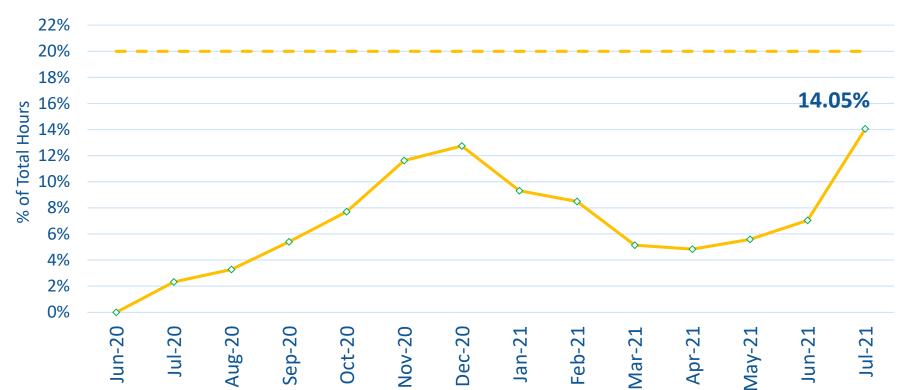
Franklin O&M Workforce Participation*

- July: 5,097 hrs
- Hours worked by category:



Franklin O&M Workforce Participation Cumulative*

- Total Women hours to date: 6890 hrs
- Cumulative Percentage: 8.21%



→ Women – – Women 20% Goal

*Based on MDHR Workforce Reports through July 2021

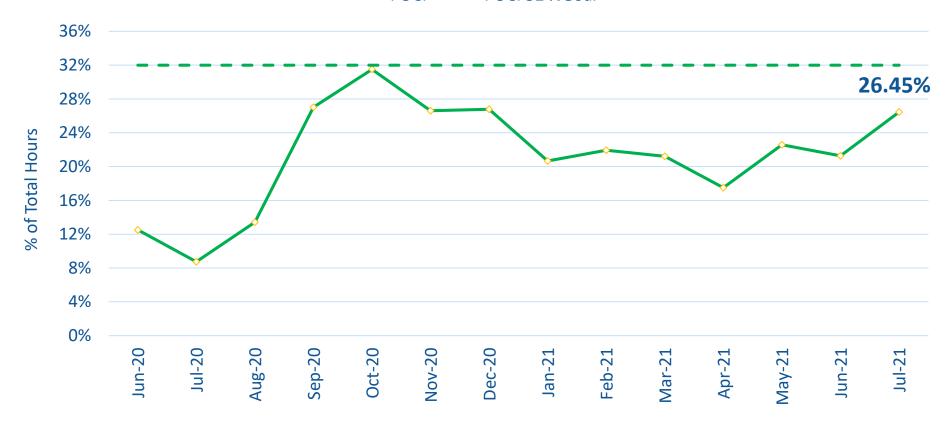
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Franklin O&M Workforce Participation Cumulative*

- Total POCI hours to date: 19,961 hrs
- Cumulative Percentage: 23.39%



*Based on MDHR Workforce Reports through July 2021

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Lunda/CS McCrossan Joint Venture: Civil Workforce Activities Update



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LMJV Workforce Activities: August 2021

- Monthly SWLRT meetings: subcontractors & internal LMJV
- Continual update meetings with LMJV representatives & Lunda field operations on upcoming hiring needs
- Meeting with LMJV, Systems & Maintenance Facility contracts workforce teams re project outreach events
- Met Council & MDHR 2nd site visit
- Meeting with Dunwoody regarding outreach events timeline and event goals



LMJV Upcoming Stand Out Workforce Activities: September 2021

- SWLRT: Outreach planning meeting with Civil, Systems & Facilities partners
- Monthly LMJV Workforce/Hiring Review
- Continuation of workforce education meetings with SWLRT, unions & education institutions; creating an overall picture of outreach activities over 2022-2023
- Monthly review meeting with representative of BSC
 - How can we continue to be proactively active?
 - How can we get our subs more involved?
- Potential SWLRT booth/exhibit at upcoming Construct Tomorrow event (9/28&9/29) at Scout Base Camp

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Total New Hires/Transfers for LMJV: August

New Hires: 5	Transfers: 26
White Male: 3	White Male: 19
White Female: 0	White Female: 1
POCI Male: 2	POCI Male: 5
POC Female: 0	POC Female: 1

- Apprentices: 4
- Journeymen: 18
- Foremen: 9



Aldridge Parsons Joint Venture: Systems Workforce Activities Update



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Systems Contract Workforce

- Plan to meet the workforce goal:
 - APJV limited scopes available for craft labor through the remainder of 2021; APJV has been granted access to TPSS Station 303 beginning September 13
 - Participated in mock interviews at Summit Academy OIC on August 13
 - Site visit at Summit Academy OIC: One-day training during the first two weeks of October; Aldridge Training Trailers, IIF Training, Reps from IBEW Local 292 and Local 160 along with lower Tier Electrical subs



LS Black Constructors: Franklin O&M Workforce Activities Update



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Franklin O&M Contract Workforce Activities

- Monthly GFE meetings with MDHR
- Attending outreach opportunities with CBOs with subcontractor team participation
- Reminder emails to trade partner teams about participation and plans to increase workforce as necessary
- Continue to track LCP participation goals as well as communicate with our sub teams on improvement opportunities
- On-site meeting with the MDHR on 8/16/21 for interviews and feedback from craft teams



EMPLOYMENT AND ECONOMIC DEVELOPMENT

Construction Workforce and Economic Data

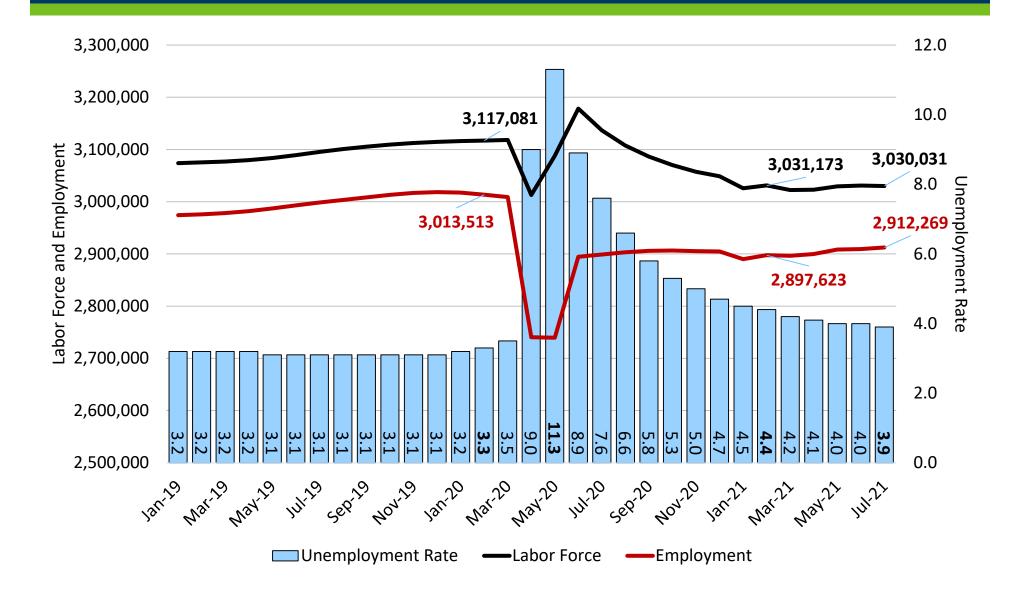
Timothy O'Neill | *Regional Labor Market Analyst* Labor Market Information Office (<u>http://mn.gov/deed/data</u>)

Construction workforce and economic data

- National and state labor market update: July 2021
- Construction employment trends
- Unemployment Insurance trends in Construction
- Construction demographics in the Minneapolis-St. Paul MSA
- Hiring demand in a tight labor market
- Minneapolis Federal Reserve construction information
- Available resources and data tools

Minnesota labor force trends

Local Area Unemployment Statistics: 2019 to July 2021



Seven-County Metro Area industry trends Quarterly Census of Employment and Wages

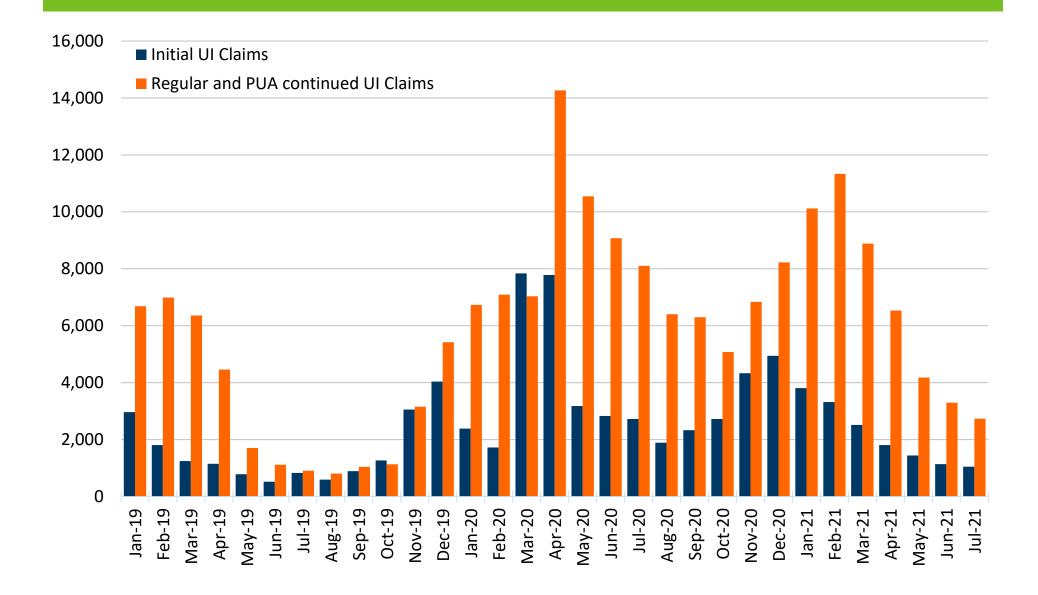
Industry	NAICS		Annual 20	Annual 2019 to 2020 Job Change			
Sorted by Number of Jobs	Code	Number of Establishments	Number of Jobs	Total Payroll (\$1,000s)	Avg. Annual Wage	Numeric	Percent
Total, All Industries	0	86,595	1,644,578	\$117,801,322	\$71,552	-131,861	-7.4%
Health Care and Social Assistance	62	11,626	270,196	\$15,184,257	\$56,108	-8,751	-3.1%
Manufacturing	31	4,060	166,172	\$13,454,604	\$80,912	-6,889	-4.0%
Retail Trade	44	8,571	152,188	\$5,559,782	\$36,504	-12,630	-7.7%
Educational Services	61	2,221	128,067	\$7,714,861	\$60,320	-7,089	-5.2%
Prof., Sci., and Technical Services	54	11,391	121,631	\$13,081,764	\$107,484	-4,342	-3.4%
Finance and Insurance	52	4,918	114,730	\$14,453,817	\$125,944	-346	-0.3%
Accommodation and Food Services	72	6,167	101,953	\$2,353,445	\$23,036	-39,141	-27.7%
Administrative and Support Services	56	4,362	85,457	\$4,082,659	\$47,788	-11,828	-12.2%
Management of Companies	55	929	76,611	\$10,437,815	\$136,136	-2,297	-2.9%
Wholesale Trade	42	5,037	75,028	\$6,954,850	\$92,612	-2,103	-2.7%
Construction	23	6,779	73,117	\$5,858,673	\$80,080	-2,596	-3.4%
Public Administration	92	793	70,964	\$5,163,552	\$72,800	-2,141	-2.9%
Transportation and Warehousing	48	2,011	68,550	\$4,306,434	\$62,712	-5,247	-7.1%
Other Services	81	9,608	48,201	\$2,112,817	\$44,096	-9,144	-15.9%
Information	51	1,746	32,218	\$3,136,153	\$97,292	-3,004	-8.5%
Real Estate and Rental and Leasing	53	4,209	26,195	\$1,664,136	\$63,492	-1,253	-4.6%
Arts, Entertainment, and Recreation	71	1,732	23,423	\$1,291,606	\$56,628	-13,104	-35.9%
Utilities	22	110	6,216	\$806,089	\$129,688	-6	-0.1%
Agriculture	11	293	3,129	\$126,053	\$40,300	+56	+1.8%
Mining	21	36	528	\$57,954	\$111,748	-5	-0.9%

Seven-County Metro Area Construction statistics Quarterly Census of Employment and Wages

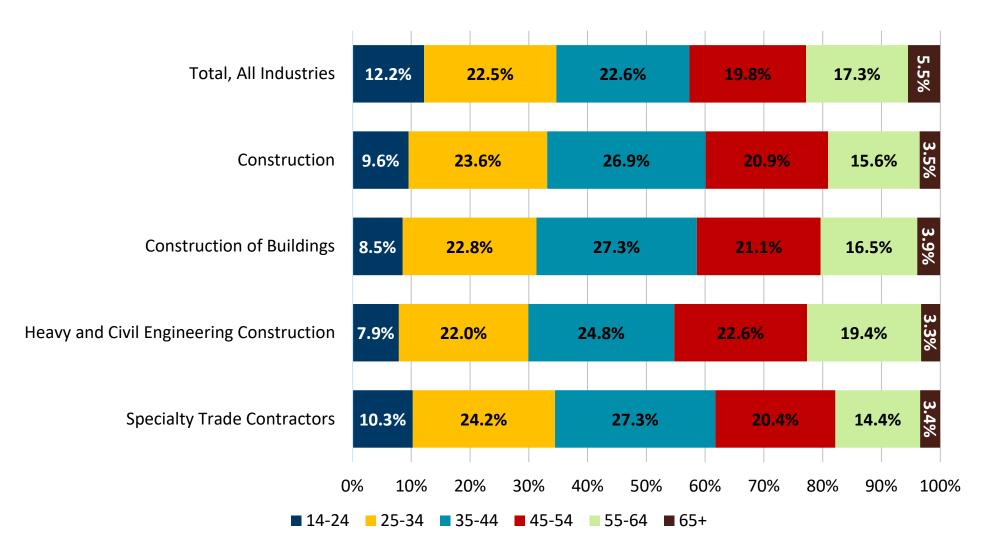
Industry		Annual 2020 Data				Annual 2019 to 2020 Job Change	
		Number of Establishments	Number of Jobs	Total Payroll (\$1,000s)	Avg. Annual Wage	Numeric	Percent
Total, All Industries	0	86,595	1,644,578	\$117,801,322	\$71,552	-131,861	-7.4%
Construction	23	6,779	73,117	\$5,858,673	\$80,080	-2,596	-3.4%
Construction of Buildings	236	1,927	16,574	\$1,479,148	\$89,232	-609	-3.5%
Residential Building Construction	2361	1,544	7,349	\$527,861	\$71,604	+30	+0.4%
Nonresidential Building Construction	2362	383	9,225	\$951,287	\$103,220	-640	-6.5%
Heavy and Civil Engineering Construction	237	287	9,703	\$853,161	\$87,412	+374	+4.0%
Utility System Construction	2371	117	2,839	\$239,167	\$83,356	+14	+0.5%
Land Subdivision	2372	41	175	\$21,388	\$121,212	-3	-1.7%
Highway, Street, and Bridge Construction	2373	92	6,376	\$563,679	\$88,036	+367	+6.1%
Other Heavy and Civil Engineering Construction	2379	38	312	\$28,927	\$92,716	-4	-1.3%
Specialty Trade Contractors	238	4,565	46,840	\$3,526,364	\$75,244	-2,361	-4.8%
Foundation, Structure, and Building Exterior Contractors	2381	871	8,196	\$592,562	\$72,176	-389	-4.5%
Building Equipment Contractors	2382	1,392	21,748	\$1,812,538	\$83,252	-1,293	-5.6%
Building Finishing Contractors	2383	1,413	10,513	\$656,410	\$62,452	-261	-2.4%
Other Specialty Trade Contractors	2389	890	6,382	\$464,854	\$72,228	-418	-6.1%

Construction UI trends in the Seven-County Metro

Unemployment Insurance Statistics: 2019 to July 2021



Minneapolis-St. Paul MSA employment by age Quarterly Workforce Indicators



Minneapolis-St. Paul MSA employment by gender Quarterly Workforce Indicators

ies	49.8%								50.	<mark>2%</mark>
on	84.4%								15.	<mark>6%</mark>
igs	79.6%								20.	<mark>4%</mark>
on	77.7%								22.	<mark>3%</mark>
on	81.2%								18.	8%
on	82.6%								17.	<mark>4%</mark>
on	88.6%								11.	<mark>4%</mark>
on	58.9%								41.	<mark>1%</mark>
on	79.1%								20.	<mark>9%</mark>
on	90.0%								<mark>10.</mark>	0%
ors	86.5%								13.	<mark>5%</mark>
or	87.9%								12.	<mark>1%</mark>
ors	86.7%								13.	<mark>3%</mark>
ors	84.3%								15.	<mark>7%</mark>
ors	87.3%								12.	<mark>7%</mark>
0	% 10%	20%	30%	40%	50%	60%	70%	80%	90%	100
		1 .								

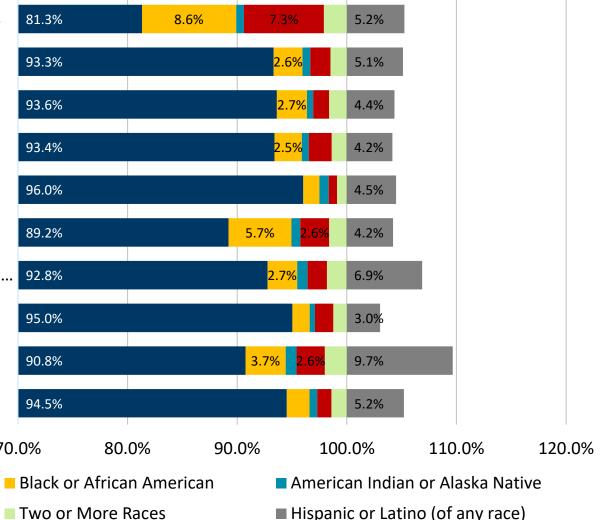
Total, All Industrie Constructio Construction of Building **Residential Building Constructio** Nonresidential Building Constructio Heavy and Civil Engineering Constructio Utility System Constructio Land Subdivisio Highway, Street, and Bridge Constructio Other Heavy and Civil Engineering Constructio Specialty Trade Contracto Foundation, Structure, and Building Exterio **Building Equipment Contracto Building Finishing Contracto** Other Specialty Trade Contracto

Male Female

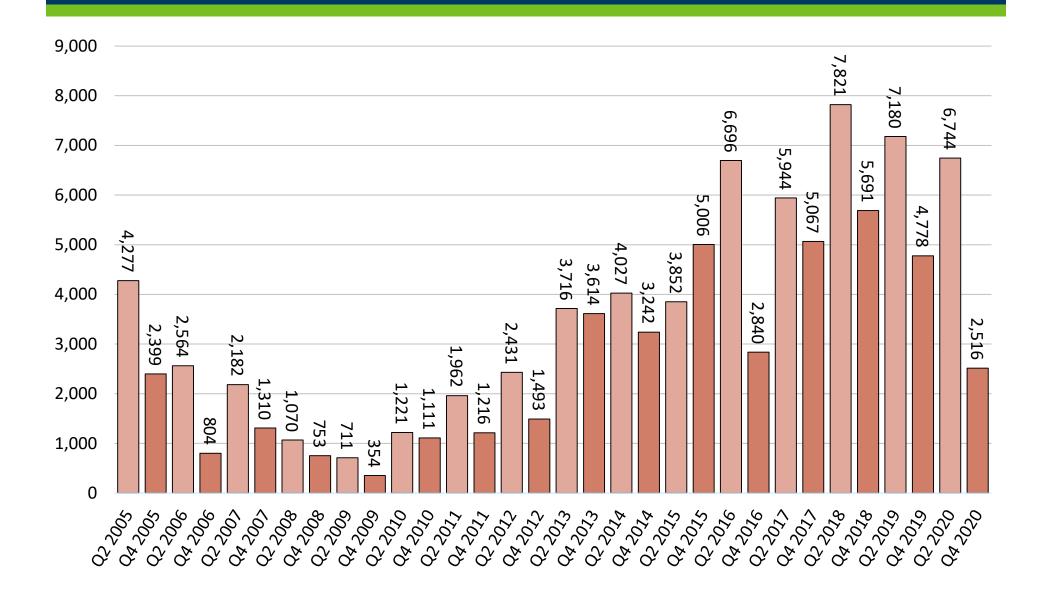
Minneapolis-St. Paul MSA employment by race and ethnicity Quarterly Workforce Indicators

Total, All Industries Construction **Residential Building Construction** Nonresidential Building Construction Utility System Construction Highway, Street, and Bridge Construction Foundation, Structure, and Building... **Building Equipment Contractors Building Finishing Contractors Other Specialty Trade Contractors** 70.0% White

Asian or Other Pacific Islander



Construction hiring demand in Minnesota Job Vacancy Survey



Construction hiring demand in Minnesota Q4 2020

- 2,516 construction vacancies during Q4 2020 (down 47% from Q4 2019)
 - 11% part-time work
 - 24% temporary or seasonal work
 - 35% require post-secondary education
 - 65% require 1+ years experience
 - 51% require certificate or license
 - \$24.01 median wage offer (\$21.02 in Q4 2019)

Construction hiring demand in Minnesota Q2 2020

- 6,744 construction vacancies during Q2 2020 (down 6% from Q2 2019)
 - 5% part-time work
 - 42% temporary or seasonal work
 - 29% require post-secondary education
 - 59% require 1+ years experience
 - 61% require certificate or license
 - \$20.12 median wage offer (\$21.79 in Q2 2019)

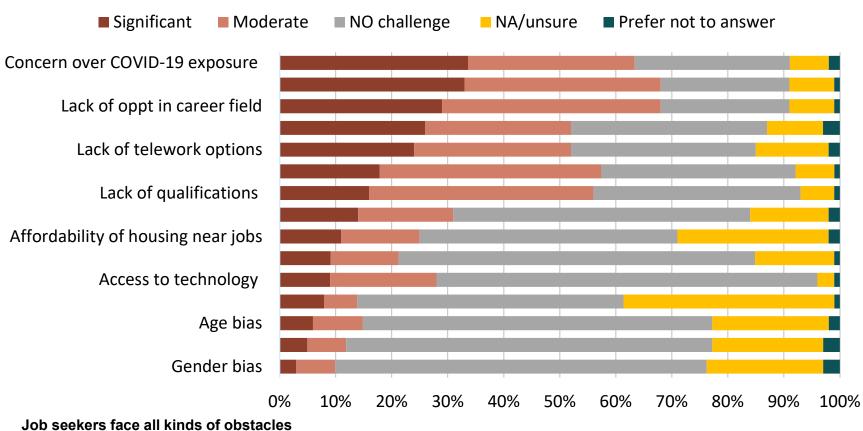
Hiring in Construction Minneapolis-St. Paul MSA

Approximately 1,300 job postings

- Carpenter: 644 postings
- Laborer: 469
- Electrician: 463
- Journeyman Electrician: 454
- Construction Laborer: 264
- Home Inspector: 244
- **Painter**: 239
- Journeyman Carpenter: 211
- Carpenter Apprentice: 208
- **Plumber**: 207
- Heavy Equipment Operator: 187
- Concrete Finisher: 151

- Top-sought skills include Installing, Communication, Supervision, Project Management, Scheduling, Power tools, Lifting, Interpreting, Verbal communications, Microsoft Office, Written communications, Hand tools, Troubleshooting, Computer usage (basic), Customer service, Monitoring, Construction projects, leadership, detail-oriented
- Top certifications include driver's license, OSHA, commercial driver's license, First Aid certification, National Electrical code, American Concrete Institute, HAZMAT

OBSTACLES TO EMPLOYMENT



Obstacles to obtaining a job

JOD Seekers lace all killus of obstacles

7 of 15 options reached 50% moderate-or-worse threshold

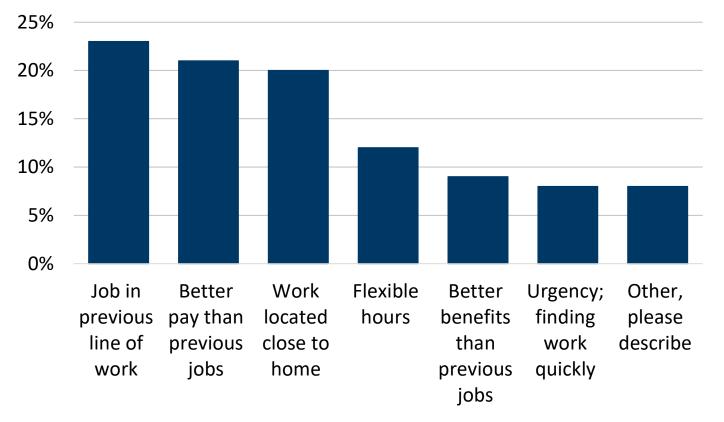
Some center on the worker (skills), some on employers (pay), some on broader environment (Covid)

Open comments:

- Over-qualified meant overlooked
- Slow employer response

EMPLOYMENT GOAL FOR JOB SEEKERS

What is the most important factor when looking for employment?



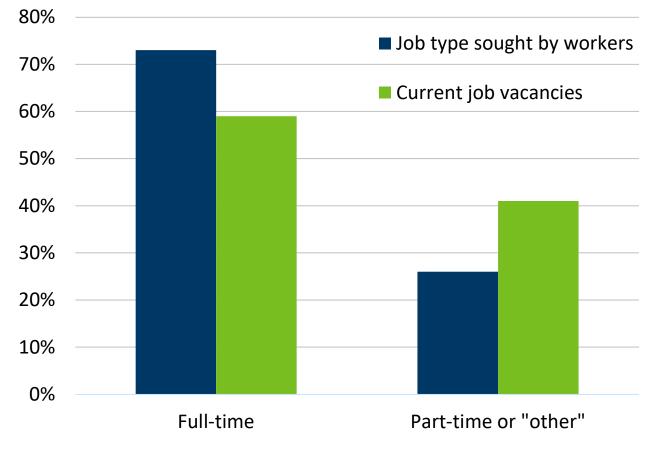
Not "one thing" job seekers desire from a job search

Top choices seem to say: "I don't want a lot change, and I'd like to be better compensated"

Less urgency than many might expect; suggests that job seekers believe they have choice/options

FULL OR PART-TIME: SEEKERS VS. EMPLOYERS

What type of job are you looking for? Job-seeker preference vs. Prevailing job vacancies



One big, basic market misalignment:

Workers want more fulltime work than employers are offering

Employers have tons of part-time jobs that many job-seekers have no interest in

*Job vacancies from MN DEED Job Vacancy Survey, Fourth Quarter 2020

Occupational Employment and Wage Statistics

Minneapolis-St. Paul MSA

Occupation		y Wage Perce	entiles		7-County 2018-2028 Projection	
		50 th	75 th	Employment		
Total, All Occupations	\$16.54	\$24.53	\$38.16	1,848,960	+5.3%	
Carpenters	\$21.01	\$28.72	\$36.08	10,990	+6.5%	
Construction Laborers	\$19.50	\$28.08	\$36.63	7,810	+11.0%	
Plumbers, Pipefitters, and Steamfitters	\$30.08	\$43.69	\$49.57	6,880	+12.4%	
Electricians	\$27.67	\$36.51	\$45.20	5,650	+8.9%	
Operating Engineers and Other Construction Equipment Operators	\$33.86	\$37.44	\$41.11	5,470	+14.5%	
First-Line Supervisors of Construction and Extraction Workers	\$32.86	\$40.11	\$47.90	4,800	+9.7%	
Construction Managers	\$36.71	\$46.74	\$57.35	4,510	+9.1%	
Painters, Construction and Maintenance	\$20.32	\$28.52	\$36.25	2,850	+2.8%	
Cement Masons and Concrete Finishers	\$23.09	\$27.84	\$33.66	2,600	+11.2%	
Sheet Metal Workers	\$25.66	\$35.73	\$45.63	2,090	+7.0%	
Electrical Power-Line Installers and Repairers	\$37.24	\$43.30	\$48.47	790	+9.6%	
Structural Iron and Steel Workers	\$26.19	\$31.61	\$37.11	520	+5.1%	

Labor market information and assistance

- Main DEED website: <u>http://mn.gov/deed</u>
- DEED Labor Market Information Office: http://mn.gov/deed/data
 - Data tools
 - Reports and publications
 - Monthly highlights
- LMI Help: <u>http://mn.gov/deed/data/lmi-help</u>
 - Send questions by email to <u>deed.lmi@state.mn.us</u>
- Regional Labor Market Analysts Metro Area: Tim O'Neill (<u>timothy.oneill@state.mn.us</u>)

Public Invitation



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Public Invitation

- Each speaker is limited to a three-minute presentation
- To pre-register, email <u>public.info@metc.state.mn.us</u> in advance of the meeting and indicate that you wish to make comments at the "SWLRT DBE & Workforce Advisory Committee"



Closing

- Next Meeting Date: October 21, 2021
 - Agenda topics
 - Actions items for the next meeting
 - Adjourn





Online: SWLRT.ORG

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