

SOUTHWEST

Green Line LRT Extension



Disadvantaged Business Enterprise and Workforce Advisory Committee

May 16, 2019



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

Today's Topics

- Welcome
- Advisory Committee Introduction
- Green Line Overview
- SWLRT Project Overview
- DBE and Workforce Overview
- Civil Construction: Opportunities and Challenges
- Moving Forward Together
- Adjourn



DBE & Workforce Advisory Committee Introductions

DBE & Workforce Advisory Committee Charter

- Review of Charter
- Committee decision-making
- Charter adoption

2019 Meeting Schedule

- 3rd Thursday of the Month, 2-4pm
- Southwest Project Office, 5th Floor
6465 Wayzata Blvd., Suite 500
St. Louis Park, MN 55426
- Upcoming Meetings:
 - July 18
 - August 15
 - September 19
 - October 17
 - November 21
 - December 19

Central Corridor Green Line Overview

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Central Corridor Green Line Overview

- 11 miles, 18 new stations
- \$957 million project budget
- \$115 million+ paid to MN based DBEs
- 135+ DBES worked on the Green Line
- 5,000+ construction jobs created
- \$252+ million in construction payroll
- Authentic engagement of community partners
- “Great minds” gatherings to discuss strategies
- Joint oversight committee

Construction Realities

- \$45 million in CCLRT contract changes
- 24 DBEs (18%) did not get work
- 67 DBE subcontracts (31%) were added post award
- 28% of added subcontracts were added in the 4th quarter of construction

CCLRT Lessons Learned

- DBE contractors
- Council construction managers
- Workforce advocates
- Prime contractors



DBE Feedback

- If scope is too large, DBE can communicate right away to negotiate just a portion of scope
- Long pay cycles and retainage negatively impact business operation
- Increased visibility achieved by displaying logos on equipment and safety gear

Council Construction Staff Feedback

- Clear understanding of scope and specifications
- Know prime's schedule and staging of work
- Safety first! Wear safety equipment

Prime Contractor Feedback

- Bid early and be competitive
- Understand the contract
- Know prime contractors expectations

SWLRT Project Overview

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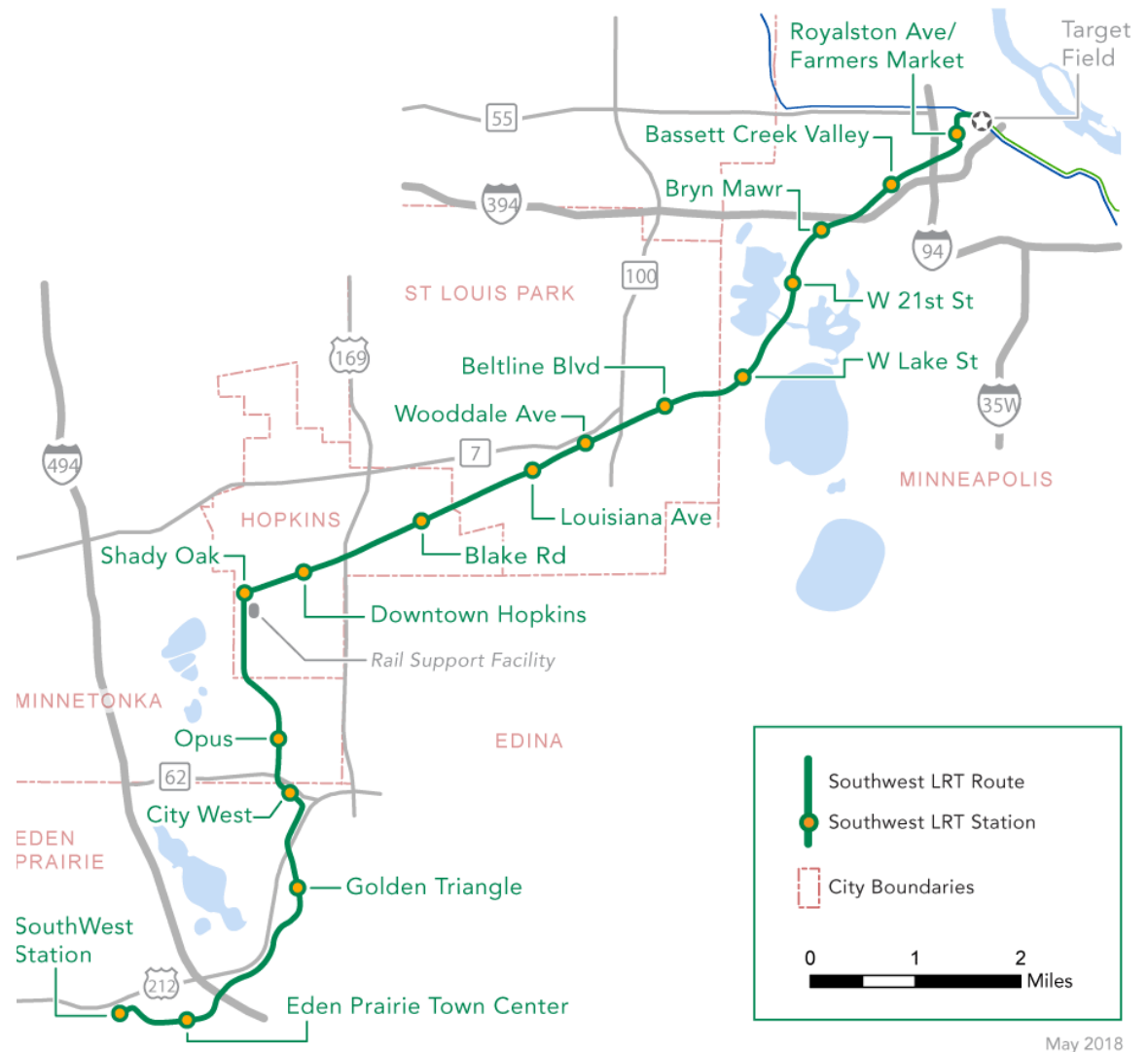


Nov 2018: SWLRT Groundbreaking!



METRO Green Line Extension

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



SWLRT and Equity

- Race and Ethnicity:
 - SWLRT corridor as a whole is generally more diverse than the seven-county Twin Cities metro area
- Income:
 - Nearly one-third of households in the corridor have incomes less than 60 percent of the median income
 - Roughly one-fifth of the corridor population have family incomes less than 150 percent of the federal poverty threshold

SWLRT Equity Commitments

- Work with community organizations, technical & community colleges, unions to grow the qualified workforce and meet hiring goals
- Include community-based groups in transit service planning prior to revenue service
- Advocate for a dedicated transit sales tax to grow the transit system
- Help facilitate the resolution of land use differences around the Bassett Creek Valley Station

Overall Project Schedule

	2011-2015	2016	2017	2018	2019	2020	2021	2022	2023
Project Development									
Engineering		ROD		AROD					
Construction				LONP	FFGA				
LRV Design, Production & Testing									
Fare Collection Production & Testing									
Integration Testing									
Revenue Operations									

ROD: Record of Decision

AROD: Amended ROD

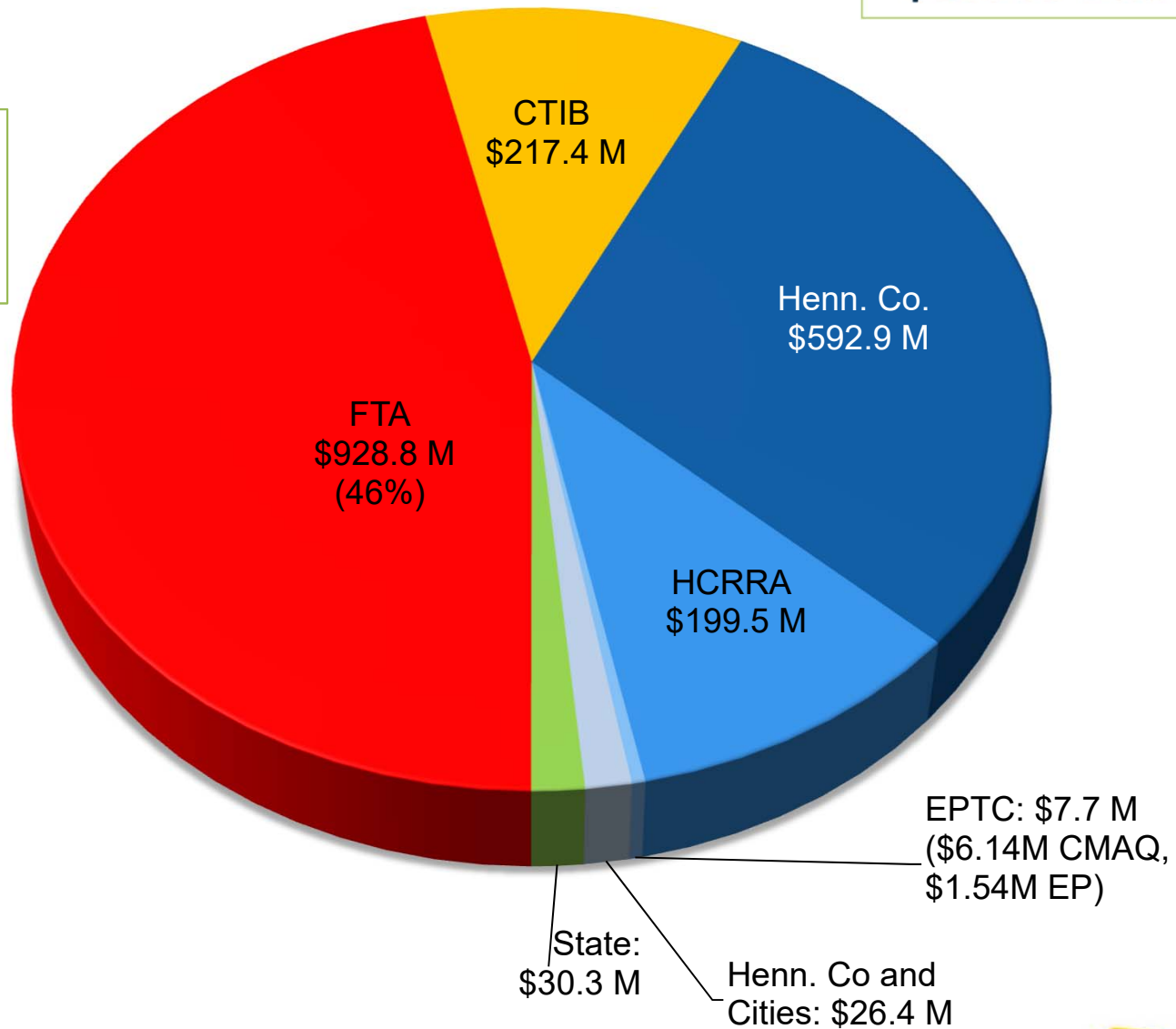
LONP: Letter of No Prejudice

FFGA: Full Funding Grant Agreement

Funding Sources

\$2.003 Billion

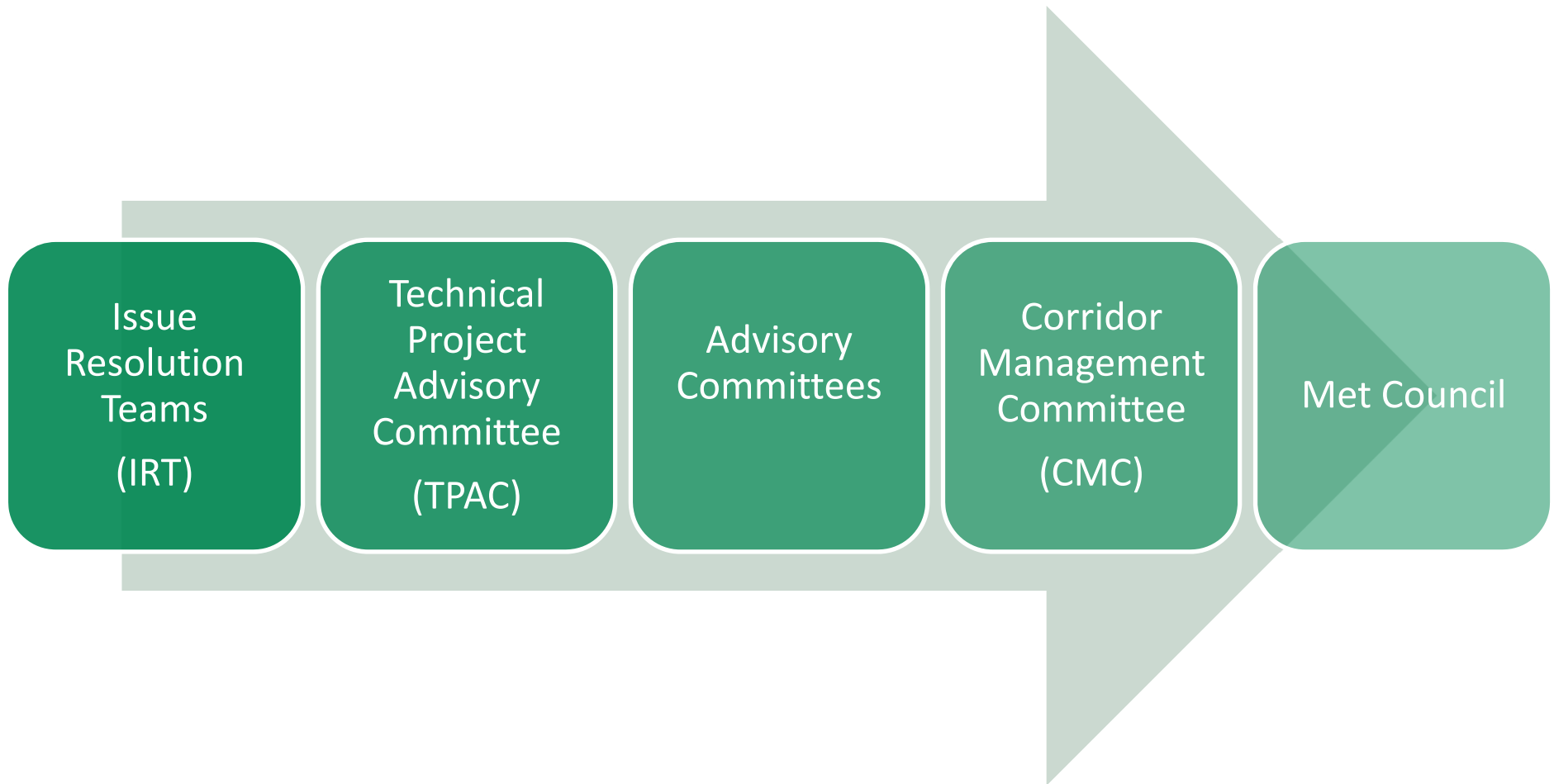
**\$1.074 Billion
Local Funds
Committed**



Local Project Partners

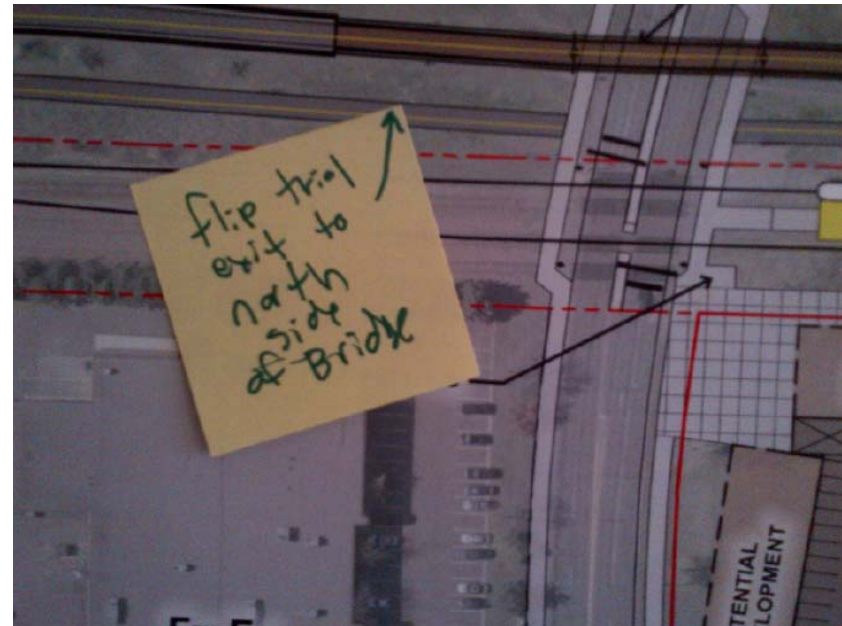
- Hennepin County/Hennepin County Regional Railroad Authority
- Cities of Eden Prairie, Minnetonka, Hopkins, St. Louis Park, Minneapolis
- MnDOT
- Three Rivers Park District, Minneapolis Park Board
- Riley Purgatory, Nine Mile, Minnehaha, and Bassett Creek Watershed Districts

Decision-Making Process



Issue Resolution Process

Business & Community Advisory Committees



Advisory committee
discussion and input

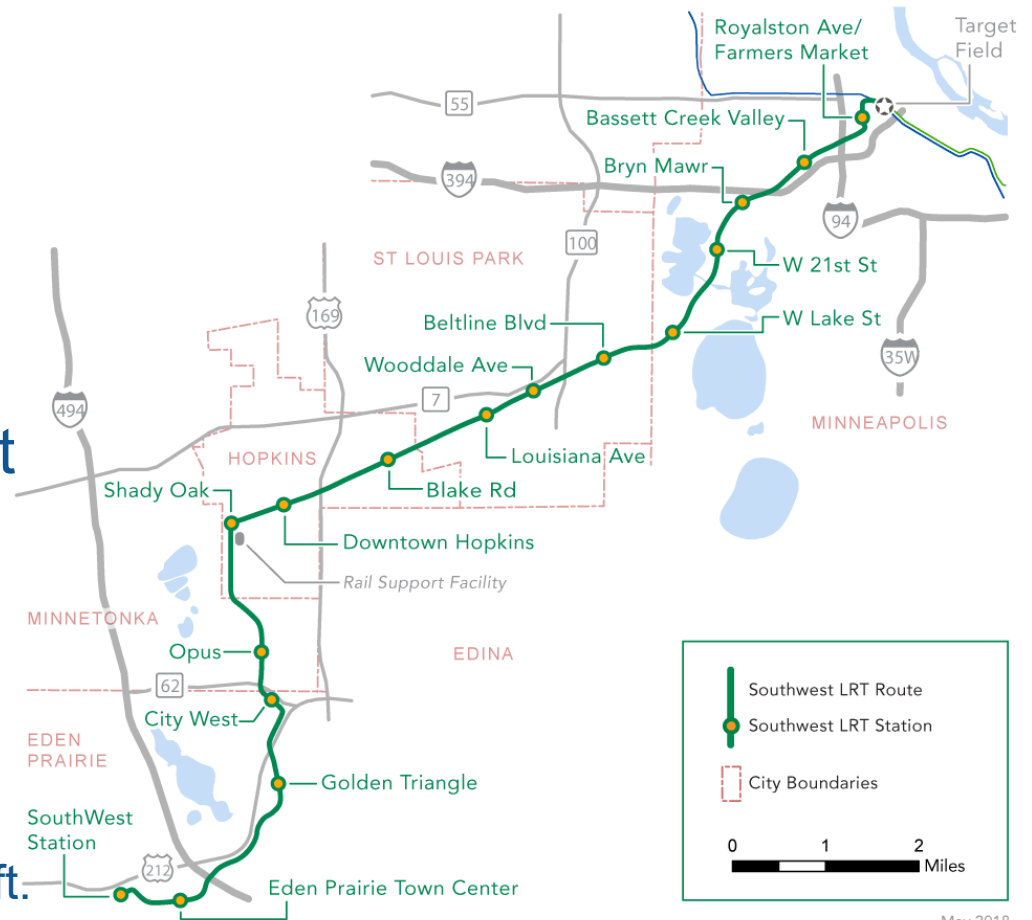
Corridor Management Committee

- SWLRT Corridor Management Committee advises the Metropolitan Council on all issues relating to the design and construction of the rail line



Civil Construction Scope

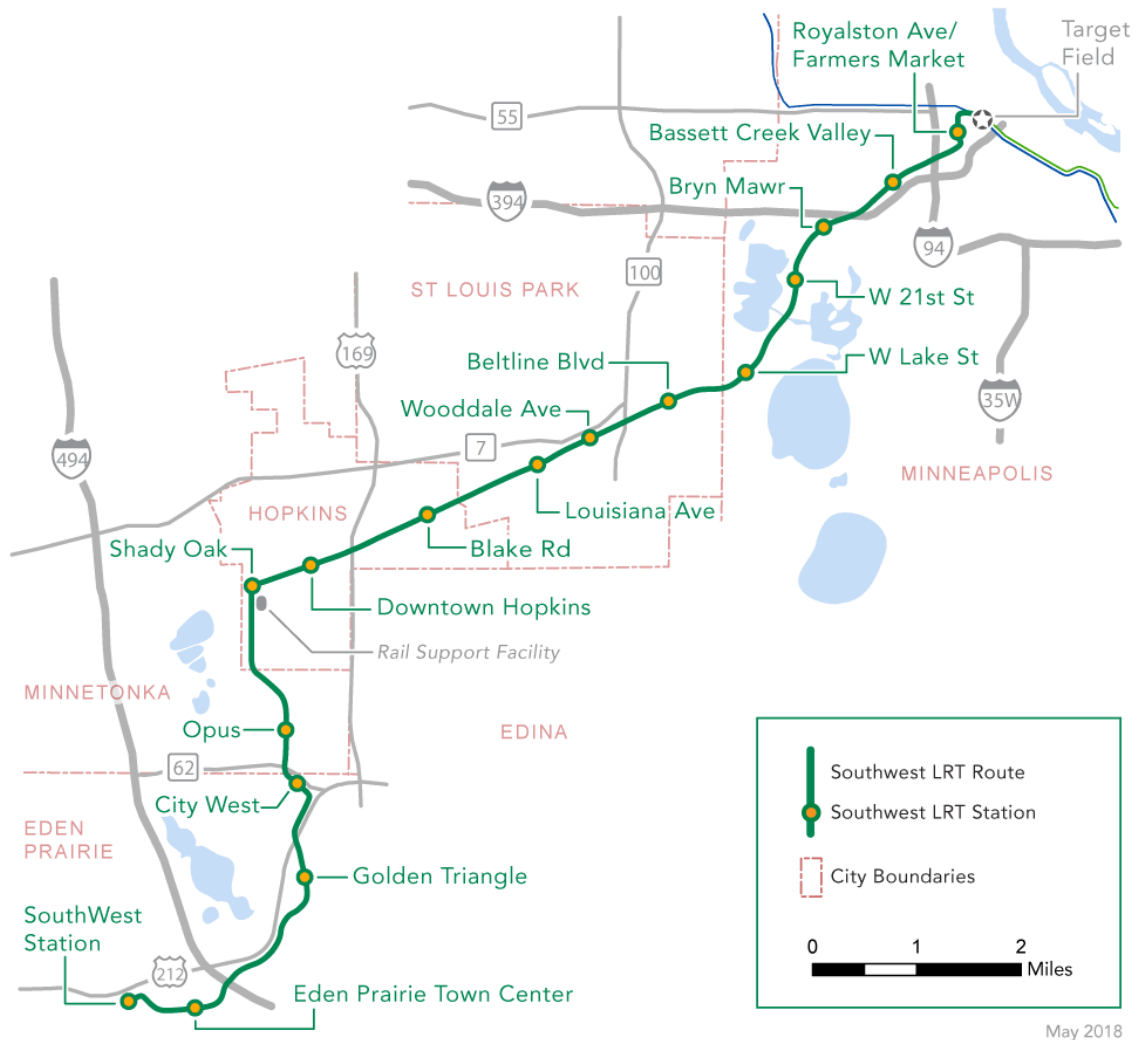
- Lunda/CS McCrossan Joint Venture: \$799.5M
- 16 new stations
- 44 structures
 - 29 new bridges: LRT, pedestrian, roadway, freight
 - 7 existing bridges with modifications
 - 6 pedestrian tunnels
 - 2 cut and cover tunnels:
 - TH62 582 ft., Kenilworth 2,236 ft.



May 2018

Civil Construction Scope

- 15 at-grade LRT crossings
- Over 100 retaining walls
- LRT & freight rail track: ~182,000 TF
- 7.8 mi shared LRT and freight rail corridor



SWLRT Project Overview

- Demolition of 24 existing buildings on 19 parcels
- Soil improvements
- Roadways, curb, gutter, sidewalks, trails
- Traffic signals, striping and signage
- System-wide cable trough/ductbank/foundations
- Utilities and drainage
- Urban design and landscaping
- Freight: BNSF, TCWR and CP

SWLRT Project Overview

- 16 Stations
 - Vertical circulation
 - West Lake Street
 - Bryn Mawr
 - Bassett Creek Valley



West Lake Station



SWLRT Project Overview

- Park-and-rides with 2,700 spaces
 - 7 surface lots
 - 1 structure at SouthWest Station with 2 elevators



SouthWest Station



Louisiana Station



LNTP: Work and Schedule

- Council issued LNTP on Dec 20, 2018
- Contractor allowed to perform work up to \$216 M
- LNTP activities include:
 - Utility & demolition work, clearing brush
 - Grading and bridge/wall foundations
 - Contractor mobilization: arrange staffing, develop schedules, prepare submittals

Civil Construction

**Excelsior Blvd & TH169:
Hopkins Depot Looking West**



**May 13:
Rail Delivery in St. Louis Park**



DBE Overview

DBE Program

- A Federal program for increasing the participation of women and minority owned businesses in the award of federally assisted contracts
- Office of Equal Opportunity sets project goals based on the scope of work, DBE firms available, and past achievement
 - OMF demolition: 17%
 - Civil construction: 16%
 - Systems: 12%

DBE Participation Reporting

- Goal represents the amount of DBE credit received for payments to DBEs
- Percentage is the amount paid to DBEs compared to the total contract amount
- Example
 - Total contract payments: \$1000
 - Total DBE credit for payments to DBEs: \$100
 - DBE achievement to date: 10%
- Reporting reflects official numbers submitted to FTA
 - 2 month lag

DBE Participation Reporting

- What happens when achievement falls short of the DBE goal?
 - Monitor and document contractor's Good Faith Efforts
 - Advisory committee and contractor to identify opportunities and solutions

Common Activities at Construction Initiation

- DBE achievement tends to be low
- Construction mobilization
 - Setting up fences
 - Setting up of the field office
 - Clearing and demolition

Construction DBE Achievement

- Feb 2019 data prepared for the April 2019 report

Contractor	Contract Description	Contracts	\$ DBE Goal	Billed to Date	% Billed to Date	DBE Paid to Date	% DBE Paid to Date
LMJV 16% Goal	Civil	\$799,514,338	\$127,922,294	\$15,825,469	1.98%	\$0	0%
Veit 17% Goal	OMF Demo	\$440,078	\$74,813	\$353,960	80.43%	\$69,151	19.54%
DBE Goals: Average to Date		Contracts	\$ DBE Goal	Billed to Date	% Billed to Date	DBE Paid to Date	% DBE Paid to Date
16% Goal		\$799,954,416	\$127,997,107	\$16,179,429	2.02%	\$69,151	0.43%

Additional DBE Monitoring

- Office of Equal Opportunity (OEO) conducts construction site and office visits with DBEs during the life of a contract
- During the site visits, OEO:
 - Verifies DBE is doing the work and complying with the regulations
 - Verifies DBE is getting paid on time

Workforce Overview

Workforce Overview

- The MN Department of Human Rights' Contract Compliance Division is now known as the **Office of Equity and Inclusion for Minnesota Businesses**
- This name emphasizes the Department's commitment to partnering with businesses to have the intercultural competencies to create a more equitable and inclusive workforce that is free from discrimination
- This a commitment to ensuring all Minnesotans can thrive in the workplace by addressing racial/ethnic, gender and disability biases

Workforce Overview

- MN Department of Human Rights sets the goals for Workforce Participation for women and people of color on all state-funded or state-assisted construction contracts with a value over \$100,000
- MN Statute § 363A.01 and the Minnesota Administrative Rules 5000.3400 – 5000.3600 govern the Department's authority to set these goals

Workforce Overview: Goals

- July 17, 2017: MN Department of Human Rights increased the workforce participation goals for women and people of color for construction projects over \$100,000 throughout the state
- These increased goals aim to:
 - Reduce barriers to workforce entry
 - Respond to demographic changes
 - Prepare for Minnesota's emerging workforce shortage
 - Encourage equal employment opportunities

Workforce Overview: Goals

- For Hennepin and Ramsey Counties, the workforce participation goals are:
 - 32% People of Color
 - 20% Women
- Project Monitoring:
 - Initially, the Prime Contractor submits a Pre-Construction Packet with information regarding the estimated start date, the projected hours for the Prime and all subcontractors, and the dollar amounts of the contract and all subcontracts
 - The Pre-Construction Packet also includes the Prime's and the subcontractors' Work Plans and the Good Faith Efforts they made to meet the goals and DBE/Small Business participation

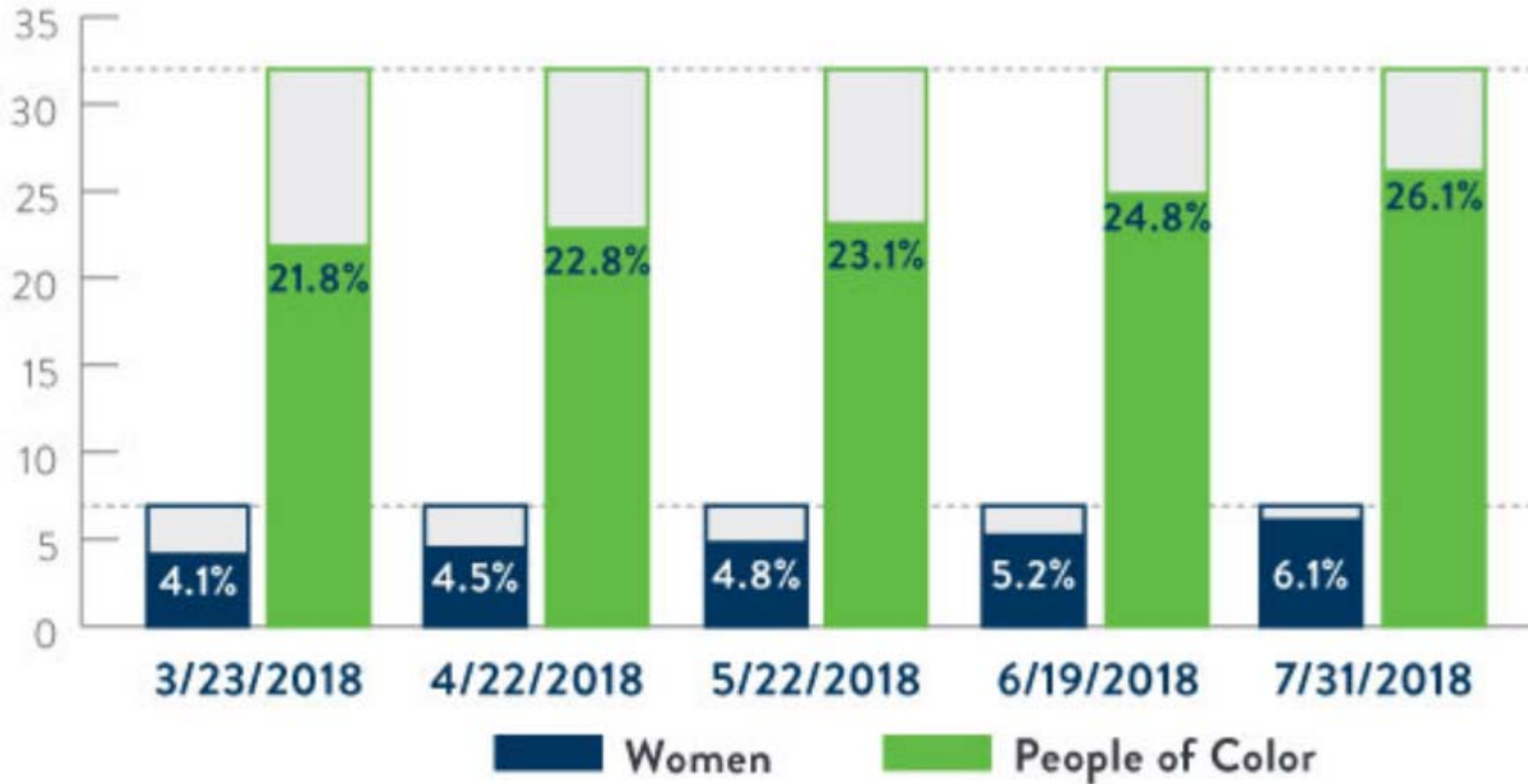
Workforce Overview: Reporting

- Monthly Reporting: During the life of the project, the Prime Contractor submits Monthly Reports listing the construction trade hours worked on the project the previous month by the Prime and its' subcontractors
- Reports include:
 - Monthly Utilization Reports: Completed by the Prime and each subcontractor
 - Monthly Project Summary Report: Completed by the Prime. This Report totals the hours listed on all the Monthly Utilization Reports submitted to the Prime
 - Good Faith Efforts (GFEs): If the Monthly Reports indicate underutilizations for women and/or people of color, the Prime Contractor must also submit their GFEs on what they did or intend to do to address the underutilizations

Workforce Overview: On-Site Visits

- On-Site Project Reviews: MN Department of Human Rights will also be conducting On-Site Audits of the Project during the life of the project.
- The purpose of the On-Sites are to:
 - Ensure the provisions of the Contractors' Affirmative Action Plans, Construction contracts and Project commitments are being implemented
 - Ensure the Contractor and its' subcontractors are making Good Faith Efforts to meet the Workforce Participation Goals for the Project
 - Allow the construction workers the opportunity to communicate with the MDHR Officers any issues they are having on the Project so it can be corrected; these interviews are confidential

Workforce example from 35W94 project



Lunda/CS McCrossan Joint Venture: DBE Plan Overview

LMJV DBE Plan

- Ensuring DBE performance issues are addressed
- Managing DBE participation for change order work
- Ensuring prompt payment to DBE subcontractors
- Utilizing the services of local small business assistance organizations
- Additional strategies

Addressing DBE Performance Issues

- Assigning Small Business Liaisons
 - Single point of contact for each DBE
- Mentoring Small Businesses
 - JV liaison will mentor and assist the DBE throughout the life of the project
- Holding Small Business Workshops
 - JV will hold quarterly workshops for current and potential DBEs
 - Will assist in learning about the project and future opportunities

DBE Participation For Change Order Work

- Goal is to achieve the same 16% participation level that was established for the project
- Identify multiple DBE firms that can perform a commercially useful function as related to a proposed change order
- Will require one on one meetings with a potential DBE to ensure scope, risk, and scheduling are understood
- Larger non-DBE subcontractors and suppliers will be required to provide DBE participation for work included in a change order

Ensuring Prompt Payment

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

Utilizing Services of Local Small Business Assistance Organizations

- LMJV will invite and encourage attendance of local small business assistance organizations at the quarterly Small Business Workshops
 - Minnesota District U.S. Small Business Administration
 - Associated General JVs
 - Association of Women JVs
 - National Association of Minority JVs (NAMC) – Upper Midwest Chapter
 - Minneapolis Regional Area Chamber of Commerce
 - Minnesota Black Chamber of Commerce
 - Latino Chamber of Commerce
 - Minneapolis Department of Civil Rights
 - MnDOT Department of Civil Rights
 - MnDOT DBE Learning Hub and Small Business Resource Center
 - Metropolitan Economic Development Association (MEDA)
 - University of Minnesota Business & Community Economic Development (BCED)
 - Northside Economic Opportunities Network (NEON)
 - Minnesota Unified Certification Program (MNUCP)

Additional Strategies

- Partnering with DBE firms
- Assist with bonding, lines of credit, and insurance
- Establish a documented mentor-protégé relationship with all interested DBE firms
- Assist with equipment, supplies, materials
- Negotiate in good faith

Lunda/CS McCrossan Joint Venture: Workforce Plan Overview

Workforce Feedback from Advocates

- Utilize community partners to support participation goals
- Provide support to firms seeking to identify diverse candidates
- Prime hold all contractors equally accountable for achieving goals

Workforce List of Community Based Organizations

- African Community Services
- American Indian OIC/Takoda
- Avivo (formerly RESOURCE)
- CLUES
- Coalition of Somali American Leaders
- Confederation of Somali in MN
- Construction Career Training Program Partner Development
- DEED
- Emerge MN
- Goodwill-Easter Seals
- HIRED
- Hmong American Partnership
- Hubert Humphrey Job Corps
- MAD DADs of Minneapolis
- Merrick Community Services
- Minneapolis American Indian Center
- Minneapolis Urban League
- Minnesota Street Works, Inc.
- St. Paul College - Trading Up Program
- Summit Academy OIC
- YWCA of St. Paul

Workforce List of Union Contacts

- 49ers
- Carpenters
- Cement Masons
- Electrical Workers
- Laborers
- Minnesota Pipe Trades
- Minnesota Tradeswomen
- Minneapolis Building & Construction Trades Council
- Operating Engineers
- St. Paul Building & Construction Trades Council
- Teamsters

LMJV Workforce Plan

- WF Plan includes:
 - Attendance at Career Fairs
 - Recruitment outreach to Unions (letters and in-person)
 - Work with Unions to develop project specific safety training
 - Recruitment outreach to Community Based Organizations' (letters and in-person)
 - Training orientation
 - Mock Interviews
 - Guest Speaker
 - Attendance at graduations
 - Career Fairs
- Workforce activities to date include

LMJV Workforce Activities January 2019

- Jan 2019: Guest speaker at Dakota County Technical College School District Carpentry Program; addressed high school students
- Jan 11, 2019: Discussed SWLRT with Goodwill Easter Seals MN (GWESMN) staff during student mock interviews
- Jan 17, 2019: Discussed SWLRT with Summit Academy OIC (SAOIC) staff during student mock interviews
- Jan 25, 2019: Attended GWESMN graduation

LMJV Workforce Activities February/March, 2019

- Feb 12: Attended *Power of Partnership Breakfast* hosted by GWESMN; met w/Michael Wirth Davis, GWESMN President
- March 7: Met w/Kim Maher, WF Relations Coordinator & Tom Vivea Director of Contractor Relations
 - Discussed specialized training curriculum for Laborers Local 563
- March 14: Attended Association of Women Contractors (AWC) Round Robin Event
- March 29: Guest Speaker MnDOT/DEED Orientation at Cement Mason Training Center

LMJV Workforce Activities April 2019

- April 9: Attended SAOIC Volunteer Appreciation Breakfast. Discussed SWLRT w/Tameeka Gamble, SAOIC Career Services Manager
- April 10: Attended HH Construction Career Event at L.J. Shosten Union Training Center
- April 15: Contacted Curt Sammann, State Project Manager, w/MnDOT/ DEED
- April 16: Follow-up meeting w/Local Laborers 563 to develop training outline and prioritize training courses
- April 16: Navigating EEO Compliance Training hosted by MnDOT/MDHR

LMJV Workforce Activities April 2019

- April 23: Attended *MN Construction Crew Hiring Expo* Minneapolis Armory MN National Guard

Civil Construction: Opportunities and Challenges

Committee Discussion

- Best Practices
 - Promote Opportunities
 - Address Challenges
- Potential topics for future meetings

Moving Forward Together

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Committee Discussion

- Defining Success

Close of Committee Meeting

- Next Meeting Date: July 18, 2019
 - Topics to add for the next agenda
 - Actions items for the next meeting
- Adjourn

More Information

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