



# RAMSEY COUNTY

## **Ramsey County Board Workshop:**

### **Progress Report on Contracting and Workforce Inclusion Goals**

Workforce Solutions

July 9, 2019

Estimated start: 9:45 a.m.

220 Courthouse, Large Conference Room

## **Agenda**

1. Introduction - Johanna Berg, Deputy County Manager, EGCI
2. Presentation - Ling Becker, Director of Workforce Solutions  
- Max Holdhusen, Policy Analyst, Policy and Planning
3. Discussion and next steps

# Progress Report on Contracting and Workforce Inclusion Goals

---

Ramsey County Board Workshop  
July 9, 2019

## TODAY'S PURPOSE

Update the Board on the progress and opportunities for expanded contract and workforce inclusion efforts in redevelopment agreements, construction, and design-build contracts.

# COMPREHENSIVE ECONOMIC DEVELOPMENT TO BUILD PROSPERITY

Ramsey County will leverage public infrastructure and redevelopment projects, contracting and procurement, and workforce investments to build prosperity and opportunity for all.

## RACIAL EQUITY IMPACT

We have an opportunity through our construction projects to:

- support and sustain small women/minority businesses and,
- create career opportunities for people of color in the construction trades.

## TIMELINE

- 2017 - Updated the County goal to reflect the increase in the MN Department of Human Rights (MDHR) 32% minority labor hours and 20% women labor hours for workforce participation.
- 2018 – Board resolution approved to reinforce the MDHR goals and created a position within Workforce Solutions to implement inclusive efforts.
- 2019 – Workforce Inclusion and Contracting Goals Action Team launched.

# ACTION TEAM

## **Project Sponsor**

Johanna Berg, Economic Growth and Community Investment

## **Economic Growth & Community Investment**

Ling Becker, Workforce Solutions  
John O’Phelan, Workforce Solutions  
Jean Krueger, Property Management  
Mehrshad Parsakalleh, Property Management  
Kari Collins, Community & Economic Development  
Mark McCabe, Parks & Recreation  
Ryan Ries, Parks & Recreation  
Ted Schoenecker, Public Works

## **Information & Public Records**

Kris Kujala, Property Tax, Records & Election Services  
Paul Scharf, Property Tax, Records & Election Services  
Shawntan Howell, Project Management Office

## **Strategic Team**

Dana Noffke, Finance  
Max Holdhusen, Policy and Planning

## APPROACH: ENVIRONMENTAL SCAN

### Internal Departments Surveyed

- Finance - Procurement
- Parks and Recreation
- Property Management
- Property Tax, Records & Election Services - Tax Forfeited Land
- Public Works

### External Agencies Surveyed

- City of Saint Paul
- City of Minneapolis
- Hennepin County
- Metropolitan Council
- MN Department of Transportation
- MN Department of Human Rights

### Common Themes Among External Agencies *(Things that they are doing)*

- De-bundling of large contract to multiple smaller ones
- Not exclusively low bid
- Partnering and funding workforce and contracting training programs
- Software systems for tracking workforce
- Contract Compliance Departments

# APPROACH: COMMUNITY ENGAGEMENT

## **Contractors & Unions**

- Apprenticeship Coordinators Association of MN (ACAM)
- Association of Women Contractors
- Associated General Contractors HR Committee (20+ Contractors)
- MN Construction Summit
- Saint Paul Building and Construction Trade Council (i.e. Dale Street)

## **Community Partners and Events**

- African American Leadership Council (AALC)
- Construct Tomorrow
- Commercial Drivers Training Education Center
- Dove Ministries
- Frogtown Neighborhood Association
- Greening Frogtown Newspaper
- Mall of America Trades Event
- MN Construction Crew – Hiring Event at MN National Guard
- NAACP - Saint Paul
- Pilgrim Baptist Church
- Up Works
- Women In Construction Week

# CENTRAL CERTIFICATION (CERT) DEFINITION

CERT is a collaboration of Hennepin County, Ramsey County, the City of Minneapolis and the City of Saint Paul.

CERT Small Business Enterprise (SBE):

- **Small Business Enterprise (SBE)** - an eligible business that additionally: is not a business dominant in its field of operation, nor an affiliate or subsidiary thereof.
- **Minority-owned Business Enterprise (SMBE)** - an eligible business that additionally: is at least fifty-one (51) percent owned by one or more minority persons and has its management and daily business operations controlled by one or more minority persons who own it.
- **Women-owned Business Enterprise (SWBE)** - an eligible business that additionally: is at least fifty-one (51) percent owned by one or more women, and has its management and daily business operations controlled by one or more women who own it.
- **Women & Minority-owned Business Enterprise (SWMBE)** - an eligible business that additionally: is at least fifty-one (51) percent owned by one or more minority women, and has its management and daily business operations controlled by one or more minority women persons who own it.

## CERT: SBE DATA USAGE

CERT SBE Utilization is updated monthly on the [Open Data Portal \(ODP\)](#)

- Is not construction-specific
- Does not include subcontractors
- Department data rather than division-level data
  - i.e. Property Tax, Records & Election Services vs. Tax-Forfeited Land

### Internal Department Reports

- 2017 workgroup developed workforce inclusion and business ownership inclusion forms to include subcontractors
- Participation by contractors has been low for some departments
- Quality workforce inclusion data is not available for ODP reporting
- Does not provide a baseline for goal setting or reporting

## OBSERVATIONS

- Recognition that current systems and structures create barriers.
- Distrust and misinformation exists in the community about doing business with Ramsey County.
- Opportunity for the most diverse county to be intentional and accountable in our work.

## OPPORTUNITIES

### **CONTRACTING INCLUSION**

---

Increase CERT utilization through strengthening new and existing relationships with small CERT: SDBE, SWBE & SDBBE.

### **WORKFORCE INCLUSION**

Ensure inclusive, effective and meaningful policies, tools and communications for including a diverse workforce on redevelopment, construction and design-build projects.

### **COMMUNITY ENGAGEMENT**

Authentically engage in community dialogue to ensure all residents and communities have a voice in realizing beneficial outcomes across the county and to build a more responsive and effective organization.

# INCREASING CERT SMBE, SWBE, & SWMBE SPEND

Opportunity	Goal
Build upon existing CERT SBE successes and increase transparency.	Increase CERT SMBE, SWBE, & SWMBE spend by 5% year over year for the next 5 years in county construction and design-build contracts.

#	Action Items	Implementation	Investment Required
1a	Purchase software to track SBE spend by department.	2019-20	Yes
1b	Ensure transparency and accurate reporting.	2020-21	No
2	Review insurance limits.	2019	No
3	Pilot debundling of 3 contracts.	2019-20	No*

\* Potential workload increase

## OPPORTUNITIES

### CONTRACTING INCLUSION

Increase CERT utilization through strengthening new and existing relationships with small CERT: SDBE, SWBE & SWMBE.

### WORKFORCE INCLUSION

Ensure inclusive, effective and meaningful policies, tools and communications for including a diverse workforce on redevelopment, construction and design-build projects.

### COMMUNITY ENGAGEMENT

Authentically engage in community dialogue to ensure all residents and communities have a voice in realizing beneficial outcomes across the county and to build a more responsive and effective organization.

# RAMSEY COUNTY WORKFORCE INCLUSION GOALS ARE INCORPORATED IN CONSTRUCTION AND DESIGN-BUILD COUNTY CONTRACTS

## **5.2. Diverse Workforce Initiative**

### **5.2.1.**

The County has a goal of continuing to increase participation of qualified minorities and women in each County construction project. The County has established a goal of 20 % women and 32 % minority goal for site workforce utilization for the Project.

# INCREASING WORKFORCE INCLUSION

Opportunity	Goal
Improve our workforce inclusion results.	Improve our progress toward achieving the 32% Minority / 20% Women for Workforce Inclusion.

#	Action Items	Implementation	Investment Required
1a	Purchase software to track workforce participation statistics.	2019-20	Yes
1b	Ensure transparency and accurate reporting.	2020	No
2	Require good faith effort of workforce inclusion goals in contracts.	2019-20	No*
3	Collaborate with greater county efforts on the implementation of Workforce Inclusion requirements in contracts.	TBD	Unknown

\* Potential workload increase

## OPPORTUNITIES

### CONTRACTING INCLUSION

Increase CERT utilization through strengthening new and existing relationships with small CERT: SDBE, WDBE & WMBE.

### WORKFORCE INCLUSION

Ensure inclusive, effective and meaningful policies, tools and communications for including a diverse workforce on redevelopment, construction and design-build projects.

## COMMUNITY ENGAGEMENT

Authentically engage in community dialogue to ensure all residents and communities have a voice in realizing beneficial outcomes across the county and to build a more responsive and effective organization.

# COMMUNITY ENGAGEMENT

Opportunity	Goal
Build upon existing community engagement efforts and relationships.	Utilize Workforce Solutions (WFS) to increase workforce inclusion and contracting outcomes by providing clear and thoughtful communication, and fully engage contractors and departments.

#	Action Items	Implementation	Investment Required
1a	Leverage WFS position to lead contracting and workforce inclusion efforts	Underway	No
1b	Create a community engagement work plan that includes all affected departments	Underway	No
2	Improve existing technology in WFS to maximize opportunities and access	2020	Yes

# REDEVELOPMENT PROJECTS

## EXAMPLE: REDEVELOPMENT PROJECTS

Opportunity	Goal
Embed contract opportunities and workforce inclusion goals into redevelopment projects (including Master Development Agreements).	Develop mechanisms to insert construction contracting and workforce inclusion goals into each stage of a redevelopment project.

Stages	Action Items	Responsible Party
Pre-development	Increase total CERT SMBE, SWBE, & SWMBE spend by 5% year over year for county managed contracts.	County
Construction (workforce)	Opportunity to embed workforce inclusion goals into developer's contract for private construction.	Private Developer
Construction (contracting)	Potential to require developer to submit racial equity plan for good-faith effort contracting inclusion for design & construction.	Private Developer
Post-construction	Study opportunities for workforce inclusion of private tenants located in development.	County

## ONGOING BOARD UPDATES

Action Team will provide another board update at the end of the year on progress of these initiatives.

Future updates will be integrated in County Performance Measures.

# QUESTIONS?