



# Board Workshop / Discussion Agenda

15 West Kellogg Blvd.  
Saint Paul, MN 55102  
651-266-9200

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February 7, 2023 - 1:30 p.m.

Courthouse Room 220

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## WORKSHOP

1. **Performance Measures: Parks & Recreation, Property Management, Public Works and Procurement and Contracting Action Team (PCAT) Update** [2023-050](#)

Sponsors: Economic Growth and Community Investment



# Board Workshop / Discussion

## Request for Board Action

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Saint Paul, MN 55102  
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**Item Number:** 2023-050

**Meeting Date:** 2/7/2023

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**Sponsor:** Economic Growth and Community Investment

**Title**

Performance Measures: Parks & Recreation, Property Management, Public Works and Procurement and Contracting Action Team (PCAT) Update

**Attachment**

1. Presentation

**Performance Measures: Parks & Recreation, Property Management,  
Public Works and Procurement and Contracting Action Team  
(PCAT) Update**

February 7, 2023

# Agenda

- Opening and Introductions
  - Johanna Berg, Deputy County Manager Economic Growth and Community Investment (EGCI)
- Contracting Performance Measure – Small Business Enterprise Spend
  - Mark McCabe, Parks & Recreation Director
  - Brian Isaacson, Public Works Director
  - Jean Krueger, Property Management Director
- Workforce Inclusion Performance Measure
  - Jean Krueger, Property Management Director
  - Nick Fahey, Property Management Contract Manager
- PCAT Efforts and Highlights
  - Ling Becker, Workforce Solutions Director and EGCI PCAT Chair

## Goals for Today

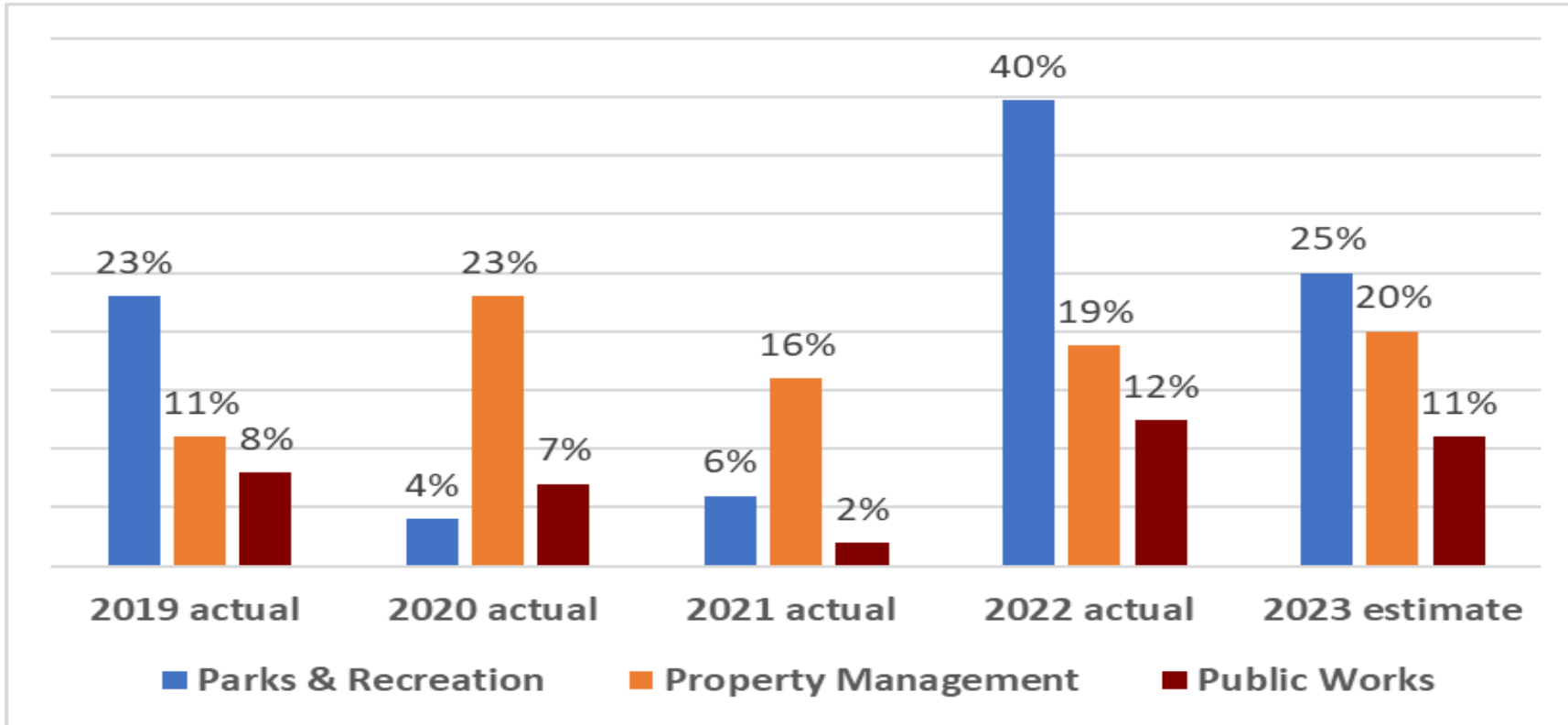
- Share Department Performance Measures.
- Share EGCI Procurement Action and Contracting Team (PCAT) efforts.
- Have discussion and feedback from the board.

## Department Performance Measures

- Measure 1: Aligning talent attraction, retention and promotion.
- **Measure 2: Intergenerational prosperity for racial and economic inclusion. (*Parks, Public Works, Property Management*)**
- Measure 3: Residents first – effective, efficient and accessible operations.
- **Measure 4: Advancing racial and health equity and shared community power. (*Property Management*)**

## Measure 2: Intergenerational prosperity for racial and economic inclusion

Procurement spending to small businesses, woman owned businesses, minority owned businesses and/or veteran owned businesses.



## Measure 2: Parks & Recreation CERT SBE Spend

- Parks procurement SBE spend percentage over the 10 years has typically been between 20% and 25%.
- In recent years Parks has manually tracked subcontractor data and requires contractors to submit data on a routine basis.
  - Recent CERT SBE subcontractor spend on construction projects; 2022 = 22% and 2021 = 12%.
- Parks is implementing a Construction Project Management software system that can track subcontractor-level data on SBE spend.
- Continue engagement in CERT initiatives to increase participation.
- Working with PCAT to address challenges and capitalize on opportunities.



## Public Works – CERT SBE Spend

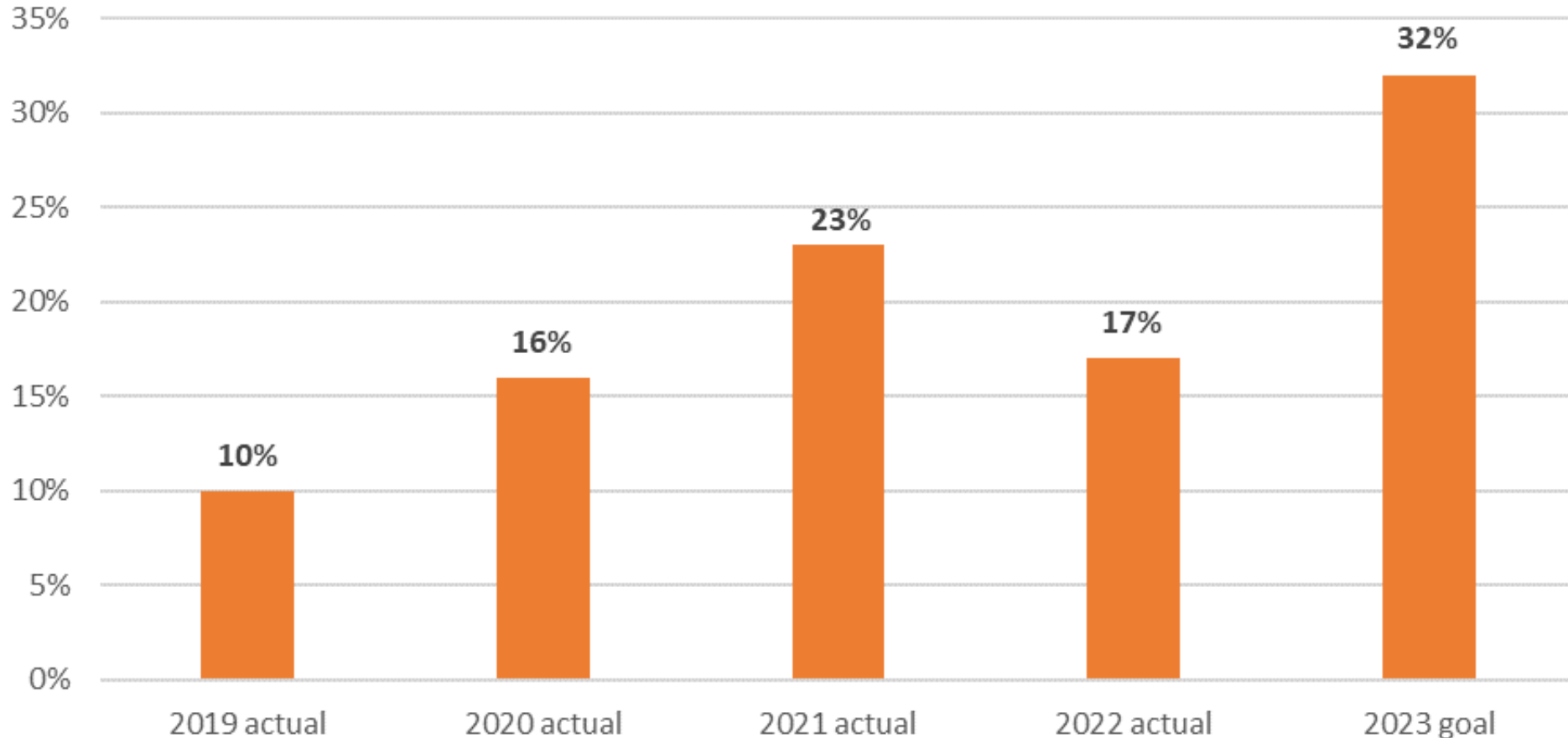
- Since 2019 Public Works has tracked subcontractor data and requires contractors to submit data on a routine basis.
- Most Public Works projects have between 5-10 subcontractors and are bid in a low bid environment.
- Public Works projects usually aren't closed out for a year or more.
- Individual projects are examples of progress in increased spend as well as reporting.
  - If Prime contractor is CERT, the spend can be over 60%-70%.
  - CERT contractors are concentrated in a few work types.
- Looking to bidding process and partnerships with other agencies to improve our performance.

## Measure 2: Property Management CERT SBE Spend

- Focus on CERT SBE spend since 2012.
- Procurement SBE spend percentage over the 10 years has typically been between 15% and 20% representing \$2M to \$2.5M in spend.
- For 2022, actual is 19% OR \$2.4M of the total \$12M discretionary spend with prime contractors.
- CERT SBE spend on major construction projects, prime and subcontractor, has generally been lower than that of the Procurement SBE spend, as the majority of prime contractors for major construction projects are not small businesses.
  - 2022 CERT SBE spend on major construction projects: 10.4%.
  - 2021 CERT SBE spend on major construction projects: 8.5%.

### **Measure 4: Advancing racial and health equity and shared community power – Property Management**

Workforce participation percent by Black/African American, American Indian and other racially and ethnically diverse communities in major construction contracts.



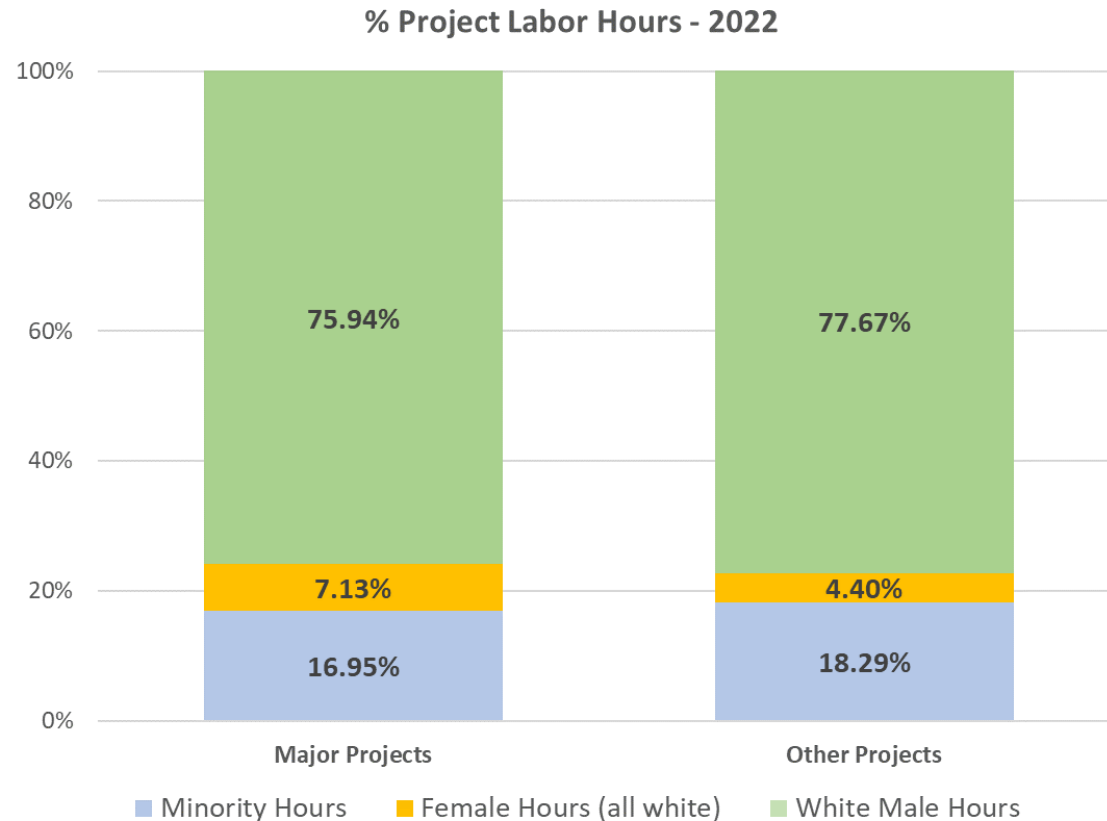
## Measure 4: Property Management – Workforce Participation

- Focus on Workforce Participation since 2012.
- Over the past 10 years, fluctuated between 10% and 24%.
- On major construction projects, the project scope has a significant impact on the workforce participation numbers by both prime and subcontractor employees.
- Measure 4, workforce participation, looking deeper into the data and analysis of the who and how much.....

# Measure 4: Advancing racial and health equity and shared community power - Property Management

## 2022 Workforce Inclusion Data

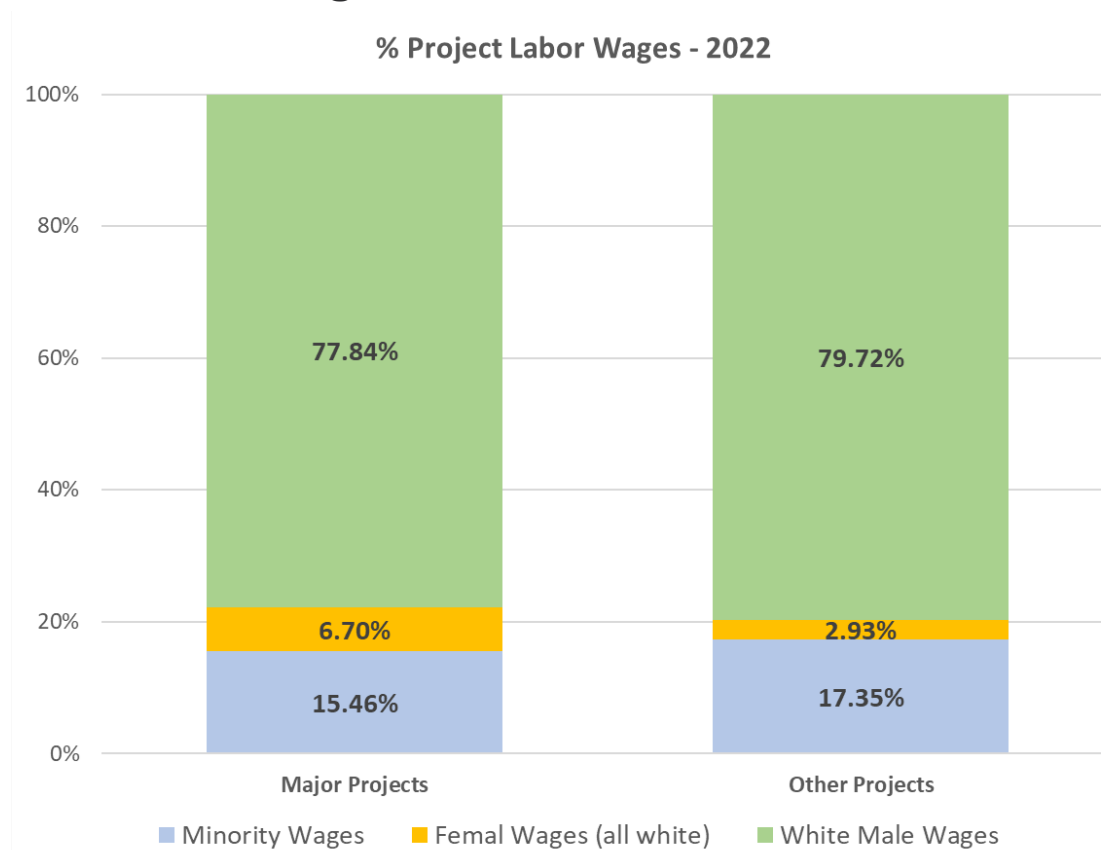
- Total Project Labor Hours:
  - Major Projects: 7,662
  - Other Projects: 8,344
- 94% of Female Major Project Labor Hours come from one subcontractor
- 2 contractors account for 95% Other Project Female Labor Hours



# Beyond Measure 4: Advancing racial and health equity and shared community power - Property Management

## 2022 Workforce Wage Data

- Total Project Labor Wages:
  - Major Projects: \$327,378
  - Other Projects: \$380,242
  
- Average Hourly Wages\*:
  - Major Projects
    - Minority: \$42.26
    - Female: \$40.84
    - White Male: \$44.56
  - Other Projects
    - Minority: \$45.76
    - Female: \$34.54
    - White Male: \$47.72



\*Adjusted for apprentice wages paid on the project\*

## Measure 4: Takeaways

- Expanded use of LCP Tracker (software tool) will allow improved tracking of workforce participation, major construction projects and more, along with trends.
- Workforce inclusion data reflects the minority and gender gap in construction trades.
- Female and minority workforce wages lag those of white men.
- Female and minority workforce compositions vary greatly from one contractor to the next:
  - For all Property Management projects:
    - 95% of Female workforce from two contractors
    - Roughly one-third of contractors had minority workforce
  - As a result, difficult to draw industry-wide conclusions from single major projects.
- Need to see an increase in the workforce participation by minorities and women in the construction trades and as business owners.
- Evaluate alternate procurement methods/criteria to consider workforce diversity.

## 2022 EGCI Procurement Contracting Action Team (PCAT)

- Ling Becker (Workforce Solutions), chair
- Kari Collins (Community and Economic Development)
- George Hardgrove (EGCI Finance and Accounting)
- Mary Larson (EGCI Finance and Accounting)
- Nick Fahey (Property Management)
- John Mazzitello (Public Works)
- John O'Phelan (Workforce Solutions)
- Scott Yonke (Parks & Recreation)
- Leigh Ann Ahmed (Housing Stability)
- Antonio Montez (Racial Health and Equity Administrator)



## PCAT Objectives

- Creates strategies related to advancing racial equity and meaningful community engagement.
- Develops traditional and non-traditional marketing and communication strategies to promote contracting and workforce inclusion opportunities.
- Processes improvement opportunities, including improvements to high-risk and IT-related vendor solicitations, contract preparation and contract management activities.
- Measures metrics, goals and work plans that are specific to their service team or department; conduct assessments, measurements, and evaluations of contractor performance to hold them accountable to contract requirements; and report performance measures using the Open Data Portal.

## PCAT Outreach and Engagement

- **PARTICIPATION:** Ramsey County participates in the Central Certification Program (CERT) which was created to promote market growth and increase the competitiveness of qualified small businesses.
- **ACCESS:** Makes it easier for participating businesses to access jobs and contracts available with participating counties and cities by providing a centralized certification process.
- **DIVERSIFICATION:** CERT Connect is a program that was developed to ensure Ramsey County was intentional with their growth & diversification of the County's current CERT spend portfolio of contractors.
- **OPPORTUNITY:** It provides an opportunity for the owner of the small business to speak to county staff who are directly involved in purchasing services from contractors.

### 2022 CERT Efforts – Outreach and Engagement

Contracting & Workforce  
Inclusion Role

CERT Connect

CERT Open Houses

## CERT Connect

- Program builds **intentional connections** between CERT businesses and county staff who make purchases.
- Started as a pandemic response.
- Focuses on building new relationships.
  - Program connects CERT businesses and county staff who make purchases.
  - 29 Contractors Presented to RC Staff in a 16-month period.
  - “Meet The Owner” presentations averaged 12-18 staff per session
  - 12 out of 29 Contractors received business and have been invoiced.
  - \$124,413 Invoiced to the 12 contractors



# CERT Connect

## Commercial & Residential Flooring Products and Installation

NAICS: 238330, 442210   CSI Code:09600   DUNS: 013181978

### Why Choose Lakeside Floor Coverings

- We provide materials and labor
- Union and non-union labor options
- Complete and competent project estimation
- Skilled project management
- Extensive product knowledge
- Family owned, and operated company built on hard work, honesty, integrity, efficiency, and reliability

### Project Partners

- Minneapolis School District
- Hopkins School District
- Ramsey County
- Hennepin County
- Anoka County
- St Paul Public Housing
- City of Minneapolis

### Services

Lakeside Floor Coverings offers an array of services to help you tackle your commercial flooring projects. We can assist you in design, developing a budget and creating product specification. Our experienced team can tackle any flooring project. Services we offer:

- Carpet (broadloom and carpet tile)
- VCT (Vinyl composition tile)
- Luxury vinyl plank and tile
- Resilient sheet goods and welded vinyl
- Rubber
- Wood
- Floor removal
- Product specification
- Design assistance



## Cert Connect



## Capability Statement

Since 1987, Camacho Contractors ("CCIR") has built a reputation as a trusted and accomplished commercial roofing and sheet metal contractor. Based in the Twin Cities, CCIR is an approved applicator for Carlisle, GAF, Versico, and Sarnafil. CCIR is dedicated to quality workmanship and customer-focused results.

### Core Competencies

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- Built-Up (Asphalt) Roofing
- Single-Ply Roofing: EPDM, TPO, & PVC
- Architectural Sheet Metal
- Large-Scale Shingle Projects
- Waterproofing
- Roof Consultation
- Repair/Maintenance/Service

### Differentiators

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- 30+ years of commercial field experience
- Skilled union craftsmen/women
- Minority workforce & bilingual crews
- Safety focused; OSHA training & certifications
- Manufacturer warranties (10 - 30 years)
- Fully insured, exceeding state limits
- Material supplier capabilities

### Primary Contact

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Cathryn Camacho, President  
ccamacho@camachocontractors.com  
612.331.7622

*CCIR is an Equal Opportunity Employer!*

### Company Information

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Certifications: WBE, MBE, SBE, DBE, TGB  
MN License: BC740256  
TIN: 20-0226245  
DUNS: 024525686  
CAGE Code: 8RQ12  
NAICS Primary: 238160 (Roofing)  
NAICS Secondary: 444190 (Materials)  
332323 (Arch Metal)

### Past Performance

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- University of Minnesota
- St Paul Public Schools
- Metropolitan Airport Commission
- Metropolitan Council (Lift Stations/WWTP)
- MN National Guard (Facilities)
- Minnesota Correctional Facility (Lino Lakes)
- Minneapolis Public Schools
- Minneapolis Community/Technical College
- Methodist Hospital
- Hennepin County (Libraries/Facilities)
- City of Minneapolis (Water Treatment Facility)
- Anoka County (Courthouse)
- Affordable Housing & Senior Living Facilities



## CAPABILITY STATEMENT

Dorwin Hardware Co established in 2018 in MN to supply, install, and repair commercial steel doors, door frames, windows, and hardware on commercial projects. Our company have an in-house shop which allows us to custom fabricate the doors, frames and windows to meet the needs of each project. The relationship with our supplier allows us to provide a variety of doors and hardware.

### CORE COMPETENCIES

- Provide HM doors, frames, and hardware
- In house shop
- Fabricate to spec
- Low cost setting
- Skilled shop techs
- Skilled install techs
- Minority owned and certified

## CERT Connect



### Certifications

CERT-MBE/SBE, DBE, TGB and Section 3

## CERT Connect Open House

- Hosted CERT Connect Open House at Public Works in October 2022.
  - Participation from CED, PW, PM, Parks and IPR (Productive Properties).
  - Support from Procurement Office.
  - 75 registrations from 53 different businesses in first two weeks of announcing the event.
- Spring event on **Wednesday, April 5<sup>th</sup>** at the Shoreview Community Center.
- New: Ramsey County cities also being invited to participate.



## EGCI PCAT 2023

- Continue tracking on CERT spend.
- More intentional CERT training for EGCI team members.
- CERT Connect Open House that includes suburban cities for construction related vendors.
- Focus Group for construction related vendors in partnership with Procurement to hear from contractors directly.
- Tours and visits with community training partners.
- Leveraging Contracting and Workforce Inclusion role for key projects.
- Support county wide Procurement Modernization efforts.
- Best Value Work Team gains momentum and develops a work plan and identifies possible pilot project.



## Best Value Construction Method

Definition (*National Institute for Public Procurement Definition*).

- Alternative contracting method:
  - Emphasizes value over price.
- The best value might not be the lowest cost.
- Similar to a professional services contract Request for Proposals (RFP) method.

## Best Value Efforts to Date

- Training Required
  - All personnel administering procedures for best value procurement.
  - Any consultant retained to prepare or evaluate solicitation documents.
  - Training conducted either by the department or through other training.
- Partnership effort between Departments, Procurement and Attorney's Office.
  - Training completed with support from Hennepin County (2021).
  - Meeting with City of Eagan (2022) – One of the first to utilize Best Value
  - MnDOT Training completed (2022).
  - County staff to complete MnDOT Formal (or refresher) Training (2023).

## Best Value Next Steps

- EGCI work team established.
- Continued consult with both Procurement and RCAO.
- Choose pilot project(s) – Public Works has 2 potentials:
  - Rice Street & White Bear Avenue at Larpenteur (both 2024 bids).
- Utilize our partners when/if needed for input.
- Set timeline of Best Value bidding date to allow for more time for the contractors to do it:
  - 6-8 week bid process vs. standard 3-4 weeks.

# Questions and Discussion