



**MEETING NOTES**  
**Labor-Management Community Oversight Committee (LMCOC)**  
Columbia Boulevard Wastewater Treatment Plant STEP

**Meeting 36**

Monday, October 23, 2023, 1:00 p.m. to 2:00 p.m.

**Location:** On-Site @ CBWTP and On-line

**Attendance**

<b>LMCOC Members</b>	<b>Owner:</b>	Dawn Uchiyama
	<b>Contractor:</b>	James Studer, Rajasegaran Ponniah
	<b>CBO:</b>	Charles Manigo
	<b>Unions:</b>	Nate Stokes, Twauna Hennessee
	<b>Employers:</b>	Leanna Petrone, James Faison,
<b>Alternates</b>	<b>Employers:</b>	Khang Tran
	<b>Unions:</b>	Anjanette Banuelos Bolanos, Aaron Strong
<b>Staff</b>	<b>City:</b>	Muriel Gueissaz-Teufel, Mac Mahoney, Kas Smiley, Angela Pack
	<b>Contractor:</b>	Eric Johanson, Andre' Baugh, Lyle Perry
<b>Facilitation</b>	<b>Team:</b>	Lisa Beutler, Laurie Allen
<b>Other</b>	<b>Guest:</b>	Ryan McDonald, McDonald Excavating; Kevin Sabeta, NAMC

**Meeting Action Items**

#	Item	Owner	Timeframe
1.	Revisit subject of Millwrights	KIWC	Next mtg.
2.	Conduct meeting with Alcantar & Associates.	KWIC	Next mtg.
	Meet with James Faison to discuss status of concrete bidding.	KWIC (Lyle Perry)	Next mtg.
	PBDG photos in KWIC's next update	KWIC	Next mtg.
	Create Dispatch Process Flow Chart to reflect the pre-apprenticeship, apprentice, dispatch work assignment timeline and process	Andre' Baugh	Next Mtg

*Other: Think about a conference presentation strategy as means to bring attention to opportunities within communities to attract candidates to apprenticeships for job placement opportunities (All)*

**Order of Business**

**Log-in, Roll Call, Welcome and Greetings, Agenda Review**

- Attendees confirmed by LMCOC Facilitator, a quorum is present.

**Action Item Review**

Reviewed status of the action items.

#	Item	Owner	Timeframe	Status
	Share LMCOC Charter with James Faison	Lisa Beutler	ASAP	Completed
	KIWC to devise action plan to get back on track for apprenticeship	KIWC Eric Johanson	On Agenda	KIWC is currently at 19.1% for apprenticeship participation. Three apprentices hired since the September meeting and plan to hire five more. Dispatch request for Millwright apprentice submitted to the union hall; none currently available. With training hours, KIWC is above 20% but want to do better within next 30 days.
	Request documentation from halls for when and why dispatch requests not filled	KIWC Eric Johanson	On Agenda	Applies to Millwrights, all female apprentices are currently dispatched. KIWC is working on documentation.
	Continue inviting BES staff to Rise UP training	KIWC Adam Correia	On Agenda	Ongoing
	Create Dispatch Process Flow Chart to reflect the pre-apprenticeship, apprentice, dispatch work assignment timeline and process	Andre' Baugh	December Mtg	In Progress Fall 2023

**Consent Calendar**

- September 2023 meeting minutes adopted without objection.
- Membership Roster – Updated Charter (**New Member**)

<b>Members</b>		
<b>Representative Group</b>	<b>Member 1</b>	<b>Member 2</b>
Owner:	Dawn Uchiyama (Chair)	Kathleen Brenes-Morua
Project Contractor:	James Studer	Rajasegaran Ponniah
Construction Trade Unions:	Nathan Stokes	Twauna Hennessee
Employers:	Leanna Petrone	Cinna'Mon Williams (Molly Washington)
CBOs:	Roland Chlapowski	Charles Manigo

<b>Alternates</b>		
<b>Representative Group</b>	<b>Alternate(s) for Member 1</b>	<b>Alternate(s) for Member 2</b>
City	Muriel Gueissaz-Teufel	
Project Contractor	Devanta Black, Bryan Batton	Jason Regier
Construction Trade Unions	Anjanette Banuelos Bolanos	Melvin Norman, Aaron Strong
Employers	<b>Khan Tran</b>	James Faison (Nathaniel Hartley)
CBOs:	Vacant	Vacant

**CBWTP STEP CM/GC Reporting**

**a. Community Contracting**

- Project Update
  - Projects underway include:
    - DSM ground improvement for STO6 building complete
    - Underground utilities ongoing for Slough structure
    - SECL 9 and 10 – The mass concrete pours for SECL 10 and all quadrants was completed in the last month
    - AEBA 5 and 6 – Hydro demo of existing concrete will be finished on 10/23. Bubble testing is the next step
    - SOFA – Big milestone completed last Saturday for the concrete foundation; wall construction is underway
    - Tunnels – Utility racks being installed
    - Deck for RPU structure in progress
    - Yard Piping – ACP pipe being installed between clarifiers and Silver Tunnel
  - Hard construction costs paid to KIWC through September 2023 are \$140,861,000. KIWC paid \$23,070,000 to the COBID market and COBID hard construction costs in September 2023 were \$30,990,000.

**CBWTP COBID 6-Months Paid Forecast November 2023 – April 2024**

- Based on KIWC’s COBID 6-month forecast for the period of November ‘23 - April ‘24, KIWC anticipates monthly payouts to COBID firms to be just under \$50M by April 2024.

**Discussion/Questions:**

Comments. Platinum Industrial was not utilizing any laborers. Angela Pack asked Eric Johanson to continue to pay attention to Millwrights. Platinum is working on updates in their reporting.

Comments: Angela Pack and KIWC will be meeting with Marcela of Alcantar & Associates. Date to be confirmed, Eric to follow-up.

See meeting handouts for subcontractor status.

**b. Community Workforce**

**STEP Workforce Compliance through 09/30/2023**

Total hours worked to date	354,341
Number of Craft to date	996

- With Percentages*

Minority workforce by hours (Goal: 22%)	121,245	34%
Caucasian workforce by hours	233,096	66%
Women workforce by hours (Goal: 6%)	41,220	12%
Male workforce by hours	313,121	88%
Apprentice workforce by hours (Goal 20%)	67,296	
Minority apprentice	30,163	45%
Caucasian apprentice	37,133	55%
Female apprentice	16,000	24.17%
Male apprentice	51,000	75.83%

- Workforce Ethnicity (Breakdown)*

Hispanic	71,800	20%
African American	24,552	7%
Other Non-White	17,665	5%
Native American	6,046	2%
Asian	1,786	1%
Caucasian	234,592	65%

- Paid to Date by Certification (See attachment A – list of acronyms):*

Total D/M/W/ESB/SDVBE Paid to Date	\$23,070,000
DBE/MBE	\$17,545,271
DBE/MBE/WBE	\$40,100
DBE/WBE	\$4,030,413
SDVBE	\$104,550
ESB	\$101,133
MBE	\$200,542
WBE	\$1,047,991

- Contract Value by Certification:*

Total D/M/W/ESB/SDVBE Planned Value	\$86,409,000
DBE/MBE/WBE	\$1,732,300
DBE/WBE	\$20,225,025
ESB	\$530,213
MBE	\$15,594,511
WBE	\$12,080,165
SDVBE	\$104,550
DBE/MBE	\$36,142,236

**Workforce Improvements**

**Kiewit through 09/30/2023**

<b>Total hours worked to date</b>	<b>223,982</b>	
<b>Number of Craft to date</b>	<b>253</b>	
Minority workforce by hours (Goal: 22%)	75,160	34%
Caucasian workforce by hours	148,822	66%
Women workforce by hours (Goal: 6%)	31,462	14%
Male workforce by hours	192,521	86%
<b>Apprentice workforce by hours (Goal 20%)</b>	<b>38,049</b>	
Minority apprentice	17,063	45%
Caucasian apprentice	20,986	55%
Female apprentice	10,000	27.26%
Male apprentice	28,000	72.74%

**Discussions/Questions:**

- Q. Have contractors been notified of upcoming bids for concrete work?  
 A. Lyle Perry will meet with James Faison to discuss offline.

**CBWTP STEP Procurements**

**a. Recently Awarded Contracts**

<b>Sub</b>	<b>Procurement Type</b>	<b>Scope of Work</b>
McDonald Excavating (COBID)	Type 3 (Change Order)	FLSDS Bypass Piping

**b. Outreach Efforts**

KIWC has participated in the following community organization, event, and networking meetings:

LiUNA Laborers	09/07/2023	Attended, and networked at industry social event held at Top Golf in Hillsboro, OR
Portland Youth Builders	09/14/2023	Sponsored Cornhole Classic, attended and networked at event
ACE Golf Tournament	09/20/2023	Sponsored, attended, and participated in golf tournament
OAME	09/29/2023	Attended and networked with members
Habitat for Humanity	10/06/2023	Sponsored, attended, and networked at the Hard Hat and Black-tie Benefit
POIC	10/11/2023	Site visit and tour with current cohort
PBDG	10/18/2023	Attended and networked with members

Portland Opportunities Industrialization Center (POIC) – Pre-Apprenticeship site visit and tour held on October 11 was comprised of two instructors and seven students.

## RISE Up Update

Most recent NWO training held 10/20/2023

- Trained 5 KIWC staff
- Trained 9 KIWC craft
- Trained 3 BES/COP staff

Future Trainings:

- Management training scheduled for 11/15/2023

Trained-to-Date:

- KIWC: 172 NWO trainings completed, 37 management, 6 Train-the-Trainers
- Subcontractors/BES: 145 NWO trainings completed, 7 management, 2 Train-the-Trainers



## Introduction to Ryan McDonald, Owner – McDonald Excavating

Ryan McDonald, shared information about his company and discussed his experience on the job. The following are some highlights of his comments.

Ryan McDonald is a second-generation business owner, running the excavation and utility company started by his father. They now have a history of leaning into the goals of the CBO and have evolved their thinking over time, after working with and learning from Andre' Baugh. Ryan shared that something clicked a couple of years ago when they realized that they could stop getting calls from Andre' regarding workforce performance if they elected to make the goals a metric within their firm to bring numbers up for the various jobs they perform. Once the Regional Workforce Equity Agreement went into effect, it became apparent this was not only the right decision but a good business decision. McDonald began tracking each job resulting in each PM understanding they must bring a plan to track workforce, report, and improve.

McDonald's experience on the project has been great to date. They have worked on both GMP1 and GMP2. Other than minor things here and there, they have been able to work out any project related issues.

Generally speaking, compliance has been challenging as different jobs have different requirements, which is what prompted McDonald to hold weekly check-ins with their internal staff. These weekly meetings help McDonald's PMs track goals by project. If Ryan sees an issue where additional apprentices will be needed, he calls Nate Stokes to initiate pre-planning.

Nate feels communication overall is key and essential for positive outcomes. Nate encourages contractors to not wait till the last minute as that leads to chaos in scrambling to meet workforce requirements.

Lisa Beutler prompted Ryan to offer advice for the other subcontractors.

Ryan explained that falling behind early in the project is harmful as it is hard to catch up, especially for larger jobs as the ratio diminishes saying, "It's really hard to make up ground once the hole is dug." He continued that "there's definitely benefits to pre-planning."

For McDonald, making workforce compliance a company culture has helped create good relationships with top notch apprentices expressing how great it was to witness the development of the apprentices as they mature in the trades. From all the different projects within the City (i.e., Bull Run and IDR), there is a huge need for a future workforce. These on-going relationships that build the workforce capacity are key.

Lisa asked if Ryan had advice for KIWC: He offered that he really had none. It is helpful to him to learn that the big company's experience in staffing projects has similar workforce challenges.

### **Discussions/Questions:**

Q. Is it easier to meet workforce requirements on bigger jobs or smaller jobs?

A. It depends. For McDonald, they have struggled in the past on apprenticeship when they are hired for a scope wherein the scope of work is inconsistent (on and off again). McDonald works to hire apprentices for their company, not just for a particular job/project.

Q. Is there a plan to standardize the different workforce requirements for different projects between the City/County/Metro?

A. Yes. Eventually all projects within the City of Portland, Multnomah County, and Metro will all be governed by a Regional Workforce Equity Agreement (RWEA) resulting in common workforce goals. RWEA's will have the same specifications across the board. Currently working with Washington County to include them in RWEA.

Comment: Ryan has been working with Angela Pack on multiple projects. Angela is very proud to say the ESCSO and WA Park projects are good examples, McDonald does a very good job in meeting their goals by retaining their employees which is what the COP hopes more contractors will do. This will help keep more apprentices on site to journey out.

Comment: The ESCSO was the first big project for McDonald. If you start early on workforce, things go much better. Starting late, will have someone from Procurement monitoring. Looking at the numbers early on is important. Many contractors do not look at the numbers during the initial stages which can lead to liquidated damages.

## **7. Outreach Support**

The group reported no need for outreach support at this time.

## **8. Member Announcement and Updates**

Nate Stokes: Expressed appreciation for what is shared at every meeting, and noted it is very nice to have contractors involved. He offered; "Hats off to all the contractors."

Anjanet Banuelos Bolanos: LiUNA has hired two new apprentice coordinators and a training director.

Aaron Strong: Likes what he hears in the meetings and is looking forward to the site tour in spring.

James Studer: Wanted to express his appreciation for the committee and the good work they collectively are doing.

Raja Ponniah: Noted he had done a lot of contracting with Ryan McDonald during GMP1, but enjoyed meeting him today as the first time meeting in person.

Khang Tran: Wants to express gratitude for Adam, Lyle, and KIWC. He noted they are out there connecting with the community and he appreciates the outreach KIWC is doing.

Leanna Petrone: Would like to see PBDG photos in KWIC's update next time. Wednesday, November 15 is PBDG's next membership meeting which will be the last meeting for 2023. December 5 is PBDG anniversary and auction, and she looks forward to seeing attendees and photos in the LMCOC meetings.

Twauna Hennessee: Thanked KIWC and McDonald for doing such an amazing job in hiring apprentices and meeting the goals. She finds it refreshing.

Kevin: New to attending the LMCOC meetings but wants to echo the accolades. He knows it is hard for the Prime to remain ahead of the "bouncing ball". Would like to share a reminder from a different partner working on the OHSU Workplace Wellness team – looking at the quality of the workspace. Do you have any data on the culture of the team? This carries through and resonates for multiple projects and beyond. Pick up the tools to help shine, makes job sites to be the best job sites in town and industry making them stand out regionally.

## Other Items and Issues

### b. How Subcontractors get Connected with STEP

- KIWC has a dedicated website to provide a general overview of STEP and upcoming scope specific bid packages. The website can be found at <https://www.kiewit.com/business-with-us/opportunities/columbia-boulevard-project>
- Opportunities can also be found through Building Connected at <https://app.buildingconnected.com/create-account>
- KIWC representatives to contact include:
  - Adam Correia [e/Adam.Correia@Kiewit.com](mailto:e/Adam.Correia@Kiewit.com) p/971.500.1790
  - Lyle Perry [e/Lyle.Perry@Kiewit.com](mailto:e/Lyle.Perry@Kiewit.com) p/360.314.3741

### Next Steps – Next Meeting

The next meeting will be hybrid on December 4. The LMCOC meetings will return to the regular schedule starting in January 2024. KIWC will review the project schedule for the Spring LMCOC meeting and will be providing lunch and a STEP site tour.

BES' Commissioner is very interested in meeting this group. The first three meeting dates for 2024 have been shared. In the meantime, please give some thought to questions you may like to ask Commissioner Maps.

### Adjourn

Meeting adjourned @ 2:05 p.m.



## Attachment A - List of Acronyms

BES	Bureau of Environmental Services (City of Portland)
BOLI	Bureau of Labor and Industries
CBA	Community Benefits Agreement
CBWTP	Columbia Boulevard Wastewater Treatment Plant
CM	Construction Management
COBID	Certification Office for Business Inclusion and Diversity [Used in describing certification status – as in COBID subcontractor or COBID vendor numbers]
COEP	Community Opportunities and Enhancements Program
COP	City of Portland
DBE	Disadvantaged Business Enterprise
DC	Design Changes
DEQ	Oregon Department of Environmental Quality
D/M/W/ESB	Disadvantaged, Minority, Women, and Emerging Small Business
EPA	U.S. Environmental Protection Agency
ESB	Emerging Small Business
GC	General Contractor
GMP	Guaranteed Maximum Price or Lump Sum
GMP (#)	GMP followed by a number refers to a project key phase/deliverable* GMP1 and 2 will be combined and noted as “construction” once GMP2 is approved
JATC	Joint Apprenticeship and Training Committee
KIWC	Kiewit Infrastructure West Co.
LMCOC	Labor Management Community Oversight Committee
MAO	Mutual Agreement and Order
MAWE	Metropolitan Alliance for Workforce Equity
MB/DE	Minority Business/Disabled Enterprise
MBE	Minority Business Enterprise
MGD	Million gallons per day
MOU	Memorandum of Understanding
NAMC	National Association of Minority Entrepreneurs
NTP	Notice to Proceed
NWO	New Worker Orientation
OAME	Oregon Association of Minority Entrepreneurs
OCIP	Owner Controlled Insurance Program
ODOT	Oregon Department of Transportation
ONAC	Oregon Native American Chamber
OTW	Oregon Tradeswomen
PATP	Pre-Apprenticeship Training Program
POIC	Portland Opportunities industrialization Center
PSU	Portland State University
PYB	Portland Youth Builders
RWEA	Regional Workforce Equity Agreement
STEP	Secondary Treatment Expansion Program
SUB	Subcontractor
WBE	Woman Business Enterprise
WFTH	Workforce Training and Hiring
WWTP	Wastewater Treatment Plant